



— TEMPLATE —

The Director's First 90 Days

Manager Practice

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TEMPLATE

The Director's First 90 Days

PURPOSE

For the newly promoted leader of managers. The instinct to perform authority — to prove you deserve the office — is exactly the instinct to resist. You get more out of your team by closing the gap than by widening it: people thrive when three basic needs are met — autonomy, competence, and relatedness. This plan spends the first month building trust and a map, the second month serving, and the third month setting the standard. Adapted from Chapter 1, "The Job Nobody Described to You," of The Career Association Manager (FOAM Book 1), published by Quorum Press.

SECTION 01

Days 1-30: Listen

One-on-one with every manager. Ask what's working, what's broken, and what they need from you — then mostly shut up and write it down. Resist the urge to fix anything yet; you are building trust and a map.

Manager	_____
One-on-one date	_____
What's working	_____
What's broken	_____
What they need from me	_____
Manager	_____
One-on-one date	_____
What's working	_____
What's broken	_____
What they need from me	_____
Manager	_____
One-on-one date	_____
What's working	_____
What's broken	_____
What they need from me	_____

Every manager heard, one-on-one

- Everything written down
- Nothing "fixed" yet — trust first

SECTION 02

Days 31-60: Serve

Remove two or three concrete obstacles your managers named. Hand one stretch assignment to someone almost ready. Coach in private, credit in public. Catch yourself every time you're about to take a hard file back instead of developing the person holding it.

Obstacle 1 (named by the team)	_____
Removed how	_____
Obstacle 2 (named by the team)	_____
Removed how	_____
Obstacle 3 (named by the team)	_____
Removed how	_____
Stretch assignment	_____
Given to (almost ready)	_____

- Coaching happening in private
- Credit happening in public
- Hard files stayed with the people developing through them

SECTION 03

Days 61-90: Set The Standard

Name the few things your team will be known for, model them relentlessly, and check the small details so your people learn what you actually care about. Keep the door open precisely when you're busiest — the day they stop bringing you problems is the day you've stopped leading.

This team will be known for

01 _____

02 _____

03 _____

- I am modeling each one, visibly, every week
- I check the small details that signal what matters
- The door stays open when I am busiest

This worksheet is an educational resource for professional practice. It does not constitute legal, accounting, or medical advice.