

First 1:1 — preparation

SHEET 1 OF 8

Person: _____

Date: _____

Prepare exactly three things. Not more.

1 • ONE SENTENCE ON WHAT CHANGES

If you can't write it, you aren't ready to have the conversation.

2 • THE ONE THING YOU WILL NOT PROMISE

Carry it over from chapter 1.

3 • ONE SPECIFIC STRENGTH YOU'VE SEEN IN THEIR WORK

Specific. Named. A project, a moment, a call they made. You watched this person up close for months or years — this is the asset no external manager has, and this is where you spend it.

WHAT I AM BRACING FOR

The reaction you are dreading. Naming it here makes it smaller.

First 1:1 — follow-through

SHEET 1 OF 8

DATE _____

Complete this the same day — not tomorrow, while you still remember the phrasing rather than the gist.

WHAT THEY SAID THAT SURPRISED ME

The one thing I committed to: _____

By when: _____

WHAT I DELIBERATELY DID NOT PROMISE

HOW THEY WANT FEEDBACK

Risk level, updated: ☐ High ☐ Medium ☐ Low

Carry this back to chapter 2.

Next conversation date: _____

ANYTHING ELSE WORTH REMEMBERING

First 1:1 — preparation

SHEET 2 OF 8

Person: _____

Date: _____

Prepare exactly three things. Not more.

1 • ONE SENTENCE ON WHAT CHANGES

If you can't write it, you aren't ready to have the conversation.

2 • THE ONE THING YOU WILL NOT PROMISE

Carry it over from chapter 1.

3 • ONE SPECIFIC STRENGTH YOU'VE SEEN IN THEIR WORK

Specific. Named. A project, a moment, a call they made. You watched this person up close for months or years — this is the asset no external manager has, and this is where you spend it.

WHAT I AM BRACING FOR

The reaction you are dreading. Naming it here makes it smaller.

First 1:1 — follow-through

SHEET 2 OF 8

DATE _____

Complete this the same day — not tomorrow, while you still remember the phrasing rather than the gist.

WHAT THEY SAID THAT SURPRISED ME

The one thing I committed to: _____

By when: _____

WHAT I DELIBERATELY DID NOT PROMISE

HOW THEY WANT FEEDBACK

Risk level, updated: ☐ High ☐ Medium ☐ Low

Carry this back to chapter 2.

Next conversation date: _____

ANYTHING ELSE WORTH REMEMBERING

First 1:1 — preparation

SHEET 3 OF 8

Person: _____

Date: _____

Prepare exactly three things. Not more.

1 • ONE SENTENCE ON WHAT CHANGES

If you can't write it, you aren't ready to have the conversation.

2 • THE ONE THING YOU WILL NOT PROMISE

Carry it over from chapter 1.

3 • ONE SPECIFIC STRENGTH YOU'VE SEEN IN THEIR WORK

Specific. Named. A project, a moment, a call they made. You watched this person up close for months or years — this is the asset no external manager has, and this is where you spend it.

WHAT I AM BRACING FOR

The reaction you are dreading. Naming it here makes it smaller.

First 1:1 — follow-through

SHEET 3 OF 8

DATE _____

Complete this the same day — not tomorrow, while you still remember the phrasing rather than the gist.

WHAT THEY SAID THAT SURPRISED ME

The one thing I committed to: _____

By when: _____

WHAT I DELIBERATELY DID NOT PROMISE

HOW THEY WANT FEEDBACK

Risk level, updated: ☐ High ☐ Medium ☐ Low

Carry this back to chapter 2.

Next conversation date: _____

ANYTHING ELSE WORTH REMEMBERING

First 1:1 — preparation

SHEET 4 OF 8

Person: _____

Date: _____

Prepare exactly three things. Not more.

1 • ONE SENTENCE ON WHAT CHANGES

If you can't write it, you aren't ready to have the conversation.

2 • THE ONE THING YOU WILL NOT PROMISE

Carry it over from chapter 1.

3 • ONE SPECIFIC STRENGTH YOU'VE SEEN IN THEIR WORK

Specific. Named. A project, a moment, a call they made. You watched this person up close for months or years — this is the asset no external manager has, and this is where you spend it.

WHAT I AM BRACING FOR

The reaction you are dreading. Naming it here makes it smaller.

First 1:1 — follow-through

SHEET 4 OF 8

DATE _____

Complete this the same day — not tomorrow, while you still remember the phrasing rather than the gist.

WHAT THEY SAID THAT SURPRISED ME

The one thing I committed to: _____

By when: _____

WHAT I DELIBERATELY DID NOT PROMISE

HOW THEY WANT FEEDBACK

Risk level, updated: ☐ High ☐ Medium ☐ Low

Carry this back to chapter 2.

Next conversation date: _____

ANYTHING ELSE WORTH REMEMBERING

First 1:1 — preparation

SHEET 5 OF 8

Person: _____

Date: _____

Prepare exactly three things. Not more.

1 • ONE SENTENCE ON WHAT CHANGES

If you can't write it, you aren't ready to have the conversation.

2 • THE ONE THING YOU WILL NOT PROMISE

Carry it over from chapter 1.

3 • ONE SPECIFIC STRENGTH YOU'VE SEEN IN THEIR WORK

Specific. Named. A project, a moment, a call they made. You watched this person up close for months or years — this is the asset no external manager has, and this is where you spend it.

WHAT I AM BRACING FOR

The reaction you are dreading. Naming it here makes it smaller.

First 1:1 — follow-through

SHEET 5 OF 8

DATE _____

Complete this the same day — not tomorrow, while you still remember the phrasing rather than the gist.

WHAT THEY SAID THAT SURPRISED ME

The one thing I committed to: _____

By when: _____

WHAT I DELIBERATELY DID NOT PROMISE

HOW THEY WANT FEEDBACK

Risk level, updated: ☐ High ☐ Medium ☐ Low

Carry this back to chapter 2.

Next conversation date: _____

ANYTHING ELSE WORTH REMEMBERING

First 1:1 — preparation

SHEET 6 OF 8

Person: _____

Date: _____

Prepare exactly three things. Not more.

1 • ONE SENTENCE ON WHAT CHANGES

If you can't write it, you aren't ready to have the conversation.

2 • THE ONE THING YOU WILL NOT PROMISE

Carry it over from chapter 1.

3 • ONE SPECIFIC STRENGTH YOU'VE SEEN IN THEIR WORK

Specific. Named. A project, a moment, a call they made. You watched this person up close for months or years — this is the asset no external manager has, and this is where you spend it.

WHAT I AM BRACING FOR

The reaction you are dreading. Naming it here makes it smaller.

First 1:1 — follow-through

SHEET 6 OF 8

DATE _____

Complete this the same day — not tomorrow, while you still remember the phrasing rather than the gist.

WHAT THEY SAID THAT SURPRISED ME

The one thing I committed to: _____

By when: _____

WHAT I DELIBERATELY DID NOT PROMISE

HOW THEY WANT FEEDBACK

Risk level, updated: ☐ High ☐ Medium ☐ Low

Carry this back to chapter 2.

Next conversation date: _____

ANYTHING ELSE WORTH REMEMBERING

First 1:1 — preparation

SHEET 7 OF 8

Person: _____

Date: _____

Prepare exactly three things. Not more.

1 • ONE SENTENCE ON WHAT CHANGES

If you can't write it, you aren't ready to have the conversation.

2 • THE ONE THING YOU WILL NOT PROMISE

Carry it over from chapter 1.

3 • ONE SPECIFIC STRENGTH YOU'VE SEEN IN THEIR WORK

Specific. Named. A project, a moment, a call they made. You watched this person up close for months or years — this is the asset no external manager has, and this is where you spend it.

WHAT I AM BRACING FOR

The reaction you are dreading. Naming it here makes it smaller.

First 1:1 — follow-through

SHEET 7 OF 8

DATE _____

Complete this the same day — not tomorrow, while you still remember the phrasing rather than the gist.

WHAT THEY SAID THAT SURPRISED ME

The one thing I committed to: _____

By when: _____

WHAT I DELIBERATELY DID NOT PROMISE

HOW THEY WANT FEEDBACK

Risk level, updated: ☐ High ☐ Medium ☐ Low

Carry this back to chapter 2.

Next conversation date: _____

ANYTHING ELSE WORTH REMEMBERING

First 1:1 — preparation

SHEET 8 OF 8

Person: _____

Date: _____

Prepare exactly three things. Not more.

1 • ONE SENTENCE ON WHAT CHANGES

If you can't write it, you aren't ready to have the conversation.

2 • THE ONE THING YOU WILL NOT PROMISE

Carry it over from chapter 1.

3 • ONE SPECIFIC STRENGTH YOU'VE SEEN IN THEIR WORK

Specific. Named. A project, a moment, a call they made. You watched this person up close for months or years — this is the asset no external manager has, and this is where you spend it.

WHAT I AM BRACING FOR

The reaction you are dreading. Naming it here makes it smaller.

First 1:1 — follow-through

SHEET 8 OF 8

DATE _____

Complete this the same day — not tomorrow, while you still remember the phrasing rather than the gist.

WHAT THEY SAID THAT SURPRISED ME

The one thing I committed to: _____

By when: _____

WHAT I DELIBERATELY DID NOT PROMISE

HOW THEY WANT FEEDBACK

Risk level, updated: ☐ High ☐ Medium ☐ Low

Carry this back to chapter 2.

Next conversation date: _____

ANYTHING ELSE WORTH REMEMBERING

Feedback — preparation

The full script is in chapter 9.

SHEET 1 OF 8

Person: _____ Date: _____

SITUATION

When and where, specifically. One instance, not a pattern.

BEHAVIOR

What they did. Observable. No motive, no adjectives.

IMPACT

What followed. Concrete.

THE HISTORY LINE

The sentence only you can say.

WHAT I'M ASKING FOR

Is the obstacle real? _____

☐ Yes, and it's mine to fix

☐ Yes, and it's theirs

☐ No

Follow-up date: _____

WHAT I ACTUALLY SAID, AND HOW IT LANDED

Feedback — preparation

The full script is in chapter 9.

SHEET 2 OF 8

Person: _____ Date: _____

SITUATION

When and where, specifically. One instance, not a pattern.

BEHAVIOR

What they did. Observable. No motive, no adjectives.

IMPACT

What followed. Concrete.

THE HISTORY LINE

The sentence only you can say.

WHAT I'M ASKING FOR

Is the obstacle real? _____

☐ Yes, and it's mine to fix

☐ Yes, and it's theirs

☐ No

Follow-up date: _____

WHAT I ACTUALLY SAID, AND HOW IT LANDED

Feedback — preparation

The full script is in chapter 9.

SHEET 3 OF 8

Person: _____ Date: _____

SITUATION

When and where, specifically. One instance, not a pattern.

BEHAVIOR

What they did. Observable. No motive, no adjectives.

IMPACT

What followed. Concrete.

THE HISTORY LINE

The sentence only you can say.

WHAT I'M ASKING FOR

Is the obstacle real? _____

☐ Yes, and it's mine to fix

☐ Yes, and it's theirs

☐ No

Follow-up date: _____

WHAT I ACTUALLY SAID, AND HOW IT LANDED

Feedback — preparation

The full script is in chapter 9.

SHEET 4 OF 8

Person: _____ Date: _____

SITUATION

When and where, specifically. One instance, not a pattern.

BEHAVIOR

What they did. Observable. No motive, no adjectives.

IMPACT

What followed. Concrete.

THE HISTORY LINE

The sentence only you can say.

WHAT I'M ASKING FOR

Is the obstacle real? _____

☐ Yes, and it's mine to fix

☐ Yes, and it's theirs

☐ No

Follow-up date: _____

WHAT I ACTUALLY SAID, AND HOW IT LANDED

Feedback — preparation

The full script is in chapter 9.

SHEET 5 OF 8

Person: _____ Date: _____

SITUATION

When and where, specifically. One instance, not a pattern.

BEHAVIOR

What they did. Observable. No motive, no adjectives.

IMPACT

What followed. Concrete.

THE HISTORY LINE

The sentence only you can say.

WHAT I'M ASKING FOR

Is the obstacle real? _____

☐ Yes, and it's mine to fix

☐ Yes, and it's theirs

☐ No

Follow-up date: _____

WHAT I ACTUALLY SAID, AND HOW IT LANDED

Feedback — preparation

The full script is in chapter 9.

SHEET 6 OF 8

Person: _____ Date: _____

SITUATION

When and where, specifically. One instance, not a pattern.

BEHAVIOR

What they did. Observable. No motive, no adjectives.

IMPACT

What followed. Concrete.

THE HISTORY LINE

The sentence only you can say.

WHAT I'M ASKING FOR

Is the obstacle real? _____

☐ Yes, and it's mine to fix

☐ Yes, and it's theirs

☐ No

Follow-up date: _____

WHAT I ACTUALLY SAID, AND HOW IT LANDED

Feedback — preparation

The full script is in chapter 9.

SHEET 7 OF 8

Person: _____ Date: _____

SITUATION

When and where, specifically. One instance, not a pattern.

BEHAVIOR

What they did. Observable. No motive, no adjectives.

IMPACT

What followed. Concrete.

THE HISTORY LINE

The sentence only you can say.

WHAT I'M ASKING FOR

Is the obstacle real? _____

☐ Yes, and it's mine to fix

☐ Yes, and it's theirs

☐ No

Follow-up date: _____

WHAT I ACTUALLY SAID, AND HOW IT LANDED

Feedback — preparation

The full script is in chapter 9.

SHEET 8 OF 8

Person: _____ Date: _____

SITUATION

When and where, specifically. One instance, not a pattern.

BEHAVIOR

What they did. Observable. No motive, no adjectives.

IMPACT

What followed. Concrete.

THE HISTORY LINE

The sentence only you can say.

WHAT I'M ASKING FOR

Is the obstacle real? _____

☐ Yes, and it's mine to fix

☐ Yes, and it's theirs

☐ No

Follow-up date: _____

WHAT I ACTUALLY SAID, AND HOW IT LANDED

Weekly reflection

WEEK 01 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

What did I promise that I shouldn't have?

Weekly reflection

WEEK 02 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

Which old habit did I catch myself in?

Weekly reflection

WEEK 03 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

Who tested a boundary, and what did they learn?

Weekly reflection

WEEK 04 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

Am I being harder on anyone because we were close?

Weekly reflection

WEEK 05 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

What do I know that I'm sitting on, and is that still right?

Weekly reflection

WEEK 06 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

Which relationship has actually improved?

Weekly reflection

WEEK 07 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

What would the team say changed about me this month?

Weekly reflection

WEEK 08 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

Where am I still behaving like a peer?

Weekly reflection

WEEK 09 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

What have I stopped noticing that I noticed in week one?

Weekly reflection

WEEK 10 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

Who hasn't brought me a problem yet, and why not?

Weekly reflection

WEEK 11 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

What would I do differently if I'd been hired from outside?

Weekly reflection

WEEK 12 OF 12

DATE _____

WHERE DID I AVOID DISCOMFORT THIS WEEK?

WHERE DID I OVER-EXPLAIN?

Who got the least of my attention? _____

WHAT DID I SAY I'D DO, AND DID I?

THIS WEEK'S ROTATING QUESTION

Is the transition still the story, or is the work?

Relationship map — spare grid

SHEET 1 OF 2

MAPPED ON _____

[illegible]

MAPPED ON _____

[illegible]

Fairness audit — monthly

SHEET 1 OF 3

MONTH _____

TIME

PERSON	1:1S	AD HOC	TOTAL

OPPORTUNITY

Who got the visible work this month? Who got the maintenance work?

AVOIDANCE

Who did I owe a hard conversation and not have it?

THE FRIEND PENALTY — AM I HARDER ON ANYONE?

MY MOST SIGNIFICANT DECISION — DOES THE REASONING HOLD?

Fairness audit — monthly

SHEET 2 OF 3

MONTH

TIME

PERSON	1:1S	AD HOC	TOTAL

OPPORTUNITY

Who got the visible work this month? Who got the maintenance work?

AVOIDANCE

Who did I owe a hard conversation and not have it?

THE FRIEND PENALTY — AM I HARDER ON ANYONE?

MY MOST SIGNIFICANT DECISION — DOES THE REASONING HOLD?

Fairness audit — monthly

SHEET 3 OF 3

MONTH _____

TIME

PERSON	1:1S	AD HOC	TOTAL

OPPORTUNITY

Who got the visible work this month? Who got the maintenance work?

AVOIDANCE

Who did I owe a hard conversation and not have it?

THE FRIEND PENALTY — AM I HARDER ON ANYONE?

MY MOST SIGNIFICANT DECISION — DOES THE REASONING HOLD?

Credibility tracker — spare sheet

SHEET 1 OF 2

WEEKS BEGINNING _____

#	DATE	WHO	WHAT I SAID I'D DO	BY WHEN	DONE	NOTICED

Credibility tracker — spare sheet

SHEET 2 OF 2

WEEKS BEGINNING _____

#	DATE	WHO	WHAT I SAID I'D DO	BY WHEN	DONE	NOTICED

Quick Reference — do and don't

DO

- Name the change out loud, first, before anyone asks
- Decide what you won't promise before you're asked to promise it
- See the person who wanted your job before anyone else
- Say which bucket a question falls into, even when you can't answer it
- Name your shared history when giving feedback — the one thing an outside hire can't do
- Write down what you committed to, the same day
- Log the small promises; they're what credibility is made of
- Agree when someone says you've changed

DON'T

- Say "nothing will really change"
- Say "I'm still the same person"
- Mention the previous manager, at all
- Promise anyone the next promotion
- Grant a favor "just this once"
- Hint at things you can't say
- Stay silently in the old group chat
- Postpone the first hard conversation for a cleaner moment
- Get harder on former friends to prove you're impartial
- Explain the promotion after week two

Find it fast

WHEN THIS HAPPENS — GO HERE

What actually changed about my job	CHAPTER 1	They asked what I've heard	CHAPTER 8
I do not know what I must not promise	CHAPTER 1	The group chat has gone strange	CHAPTER 8
I do not know who to speak to first	CHAPTER 2	I must correct someone who trained me	CHAPTER 9
I am not sure who counts as high risk	CHAPTER 2	I keep putting off a hard conversation	CHAPTER 9
I am about to announce it to the team	CHAPTER 3	I was contradicted in a team meeting	CHAPTER 10
I do not know how to open the meeting	CHAPTER 3	Two people want me to take a side	CHAPTER 10
My first 1:1 with a former peer	CHAPTER 4	Nobody brings me problems anymore	CHAPTER 11
The 1:1 went fine and I do not believe it	CHAPTER 4	I keep missing what I said I would do	CHAPTER 11
Someone wanted my job	CHAPTER 5	Someone said I've changed	CHAPTER 12
The person who lost out has gone quiet	CHAPTER 5	It was said as a joke, in front of others	CHAPTER 12
A friend is asking for a favor	CHAPTER 6	Where I should be by day thirty	CHAPTER 13
I cannot see where I am being unfair	CHAPTER 7	I have stopped reviewing how it is going	CHAPTER 14
I am harder on the people I was close to	CHAPTER 7	This week I have nothing to write down	CHAPTER 14

Phrase bank

The page you will actually reach for. Keep it where you can see it.

WHEN YOU NEED TO OPEN THE SUBJECT

| *Two weeks ago we did the same job. I'd rather name that than pretend.*

WHEN YOU CAN'T SHARE SOMETHING, BUT THERE IS AN ANSWER

| *There's something to say and it isn't mine to say yet. You'll hear it before the end of the month, and not last.*

WHEN IT'S SOMEONE ELSE'S TO SHARE

| *That's theirs to talk about, not mine. I'd say the same if it were you.*

WHEN SOMEONE PUSHES BECAUSE YOU USED TO BE CLOSE

| *It is you. That's why I won't tell one person things and not the others.*

WHEN SOMEONE ASKS FOR A FAVOR YOU WOULDN'T GRANT ANYONE

| *If I'd do it for anyone I'll do it for you and say so openly. This one I wouldn't, and here's why.*

WHEN GIVING FEEDBACK TO SOMEONE WHO HAS WATCHED YOU DO THE SAME THING

| *I've done this. You've probably watched me. Better you hear it from me.*

WHEN YOU'RE TOLD YOU'VE CHANGED

| *You're right, I have. Which part are you seeing?*

WHEN YOU WERE WRONG

| *That one isn't the job. That's me overcorrecting. Thanks for saying it.*

WHEN YOU DISAGREE WITH A DECISION FROM ABOVE

| *I won't pretend I think it's ideal, and I won't take it apart with you. I'll make sure the objection was heard properly.*

WHEN YOU NEED TO CLOSE WITH SOMETHING REAL

| *Here's what I'll do this week. Let's talk again on [date].*