

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].*