

WIAB

THE NEW MANAGER PLAYBOOK

Everything you need
to lead your first
team with
confidence.



A PRACTICAL LEADERSHIP WORKBOOK

BUILD CONFIDENCE | CREATE STRUCTURE | LEAD YOUR TEAM WITH CLARITY.

Becoming a manager isn't about having all the answers.

IT'S ABOUT CREATING AN ENVIRONMENT WHERE YOUR TEAM CAN SUCCEED.

Most people become managers because they're good at their job - but leadership requires a completely different set of skills.

This playbook is everything we wish we'd known before leading our first teams.

Use it during your first 90 days, revisit it when things feel messy, and remember: great managers are **made, not born.**



What's inside



The biggest mindset shift every new manager must make



Your first 90-day leadership roadmap



A simple weekly leadership rhythm



How to run great 1:1s



Delegation, feedback, and difficult conversations



A practical leadership toolkit



About Us

Built by women who have led, scaled, and navigated the realities of Amazon firsthand, WIAB was created to challenge the norm. With deep experience across strategy, growth, and commercial performance, Asha and Hannah bring a sharp, practical approach — while creating space for more women to be seen, heard, and backed to lead.

Hannah & Asha





THIS IS WHERE SO MANY NEW MANAGERS GO WRONG.

THE MOMENT YOU BECOME A MANAGER, YOUR JOB CHANGES. YOUR VALUE IS NO LONGER MEASURED BY HOW MUCH YOU PERSONALLY GET DONE — IT IS MEASURED BY HOW EFFECTIVELY YOUR TEAM PERFORMS WITHOUT NEEDING YOU FOR EVERYTHING.

As an individual contributor

Your success = your work

Solve problems

Execute

Be the expert

Do more

As a manager

Your success = your team's work

Enable others to solve them

Prioritise

Coach the expert

Decide what not to do

The shift

Great managers create clarity, build confidence, and remove obstacles so other people can do their best work. Your job is not to be the hero, it is to help your team succeed without needing you for everything.

PAUSE AND REFLECT



Great awareness is the first step towards great leadership. Take a few minutes to reflect on your mindset shift and where you are right now.



What did success look like for you as an individual contributor?



How is your definition of success changing now that you're a manager?



What's one habit or mindset you need to let go of?



What's one new habit or mindset you want to build?

Remember:

You don't need to have it all figured out today. Awareness creates choice, and choice creates change.

YOUR FIRST 90 DAYS



The first three months are not about proving yourself. They are about learning, building trust, and creating the foundations that will help your team succeed long-term.

**DAYS 1-30**

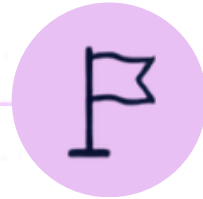
LEARN

Understand before you change.

**DAYS 31-60**

BUILD

Create structure and consistency.

**DAYS 61-90**

LEAD

Delegate, develop, and build accountability.

LEARN

- ✓ Meet everyone
- ✓ Understand personalities
- ✓ Build trust
- ✓ Observe how work gets done
- ✓ Don't change everything immediately

BUILD

- ✓ Start coaching conversations
- ✓ Set clear expectations
- ✓ Create structure
- ✓ Build routines
- ✓ Improve communication

LEAD

- ✓ Delegate ownership
- ✓ Give people responsibility
- ✓ Challenge and develop your team
- ✓ Build accountability
- ✓ Create momentum



The goal

By day 90, your team should understand what success looks like, feel supported by you, and begin operating with greater confidence and ownership.

SECTION 3

Your First 90 Days

YOUR 90-DAY ACTION PLANNER



Turn the roadmap into a plan. Choose a few high-impact actions for each phase rather than trying to do everything at once.



DAYS 1-30

What are the most important things you need to understand before making changes?



DAYS 31-60

What routines, expectations, or systems do you want to put in place?



DAYS 61-90

What ownership, delegation, or development opportunities will you create?



Top three priorities:

If you only accomplished three things in the next 90 days, what would they be?

YOUR WEEKLY LEADERSHIP RHYTHM



Great leaders create a rhythm. This simple weekly structure helps you stay focused, support your team, and lead with intention.



MONDAY

FOCUS:
Plan & Prioritise

What will you focus on this week?

Who do you need to connect with?



TUESDAY

FOCUS:
Coach & Support

Who will you coach or check in with?

What support does your team need?



WEDNESDAY

FOCUS:
Review & Improve

What's working well?

What could be improved?



THURSDAY

FOCUS:
Develop & Delegate

What will you delegate or hand over?

How will you develop your team?



FRIDAY

FOCUS:
Reflect & Celebrate

What wins will you celebrate?

What will you take forward next week?

Remember:

A consistent rhythm creates clarity for you and confidence for your team.
Protect your leadership time each week.

WHAT A GREAT WEEK LOOKS LIKE



A balanced week isn't about doing more. It's about focusing on what matters most.

MONDAY



PLAN & PRIORITISE

- Set team priorities for the week
- Check capacity and workload
- Identify risks and remove roadblocks
- Align on key goals

TUESDAY



1:1 CONVERSATIONS

- Hold 1:1 meetings
- Listen and support
- Coach and give feedback
- Build trust and understand needs

WEDNESDAY



DEVELOPMENT

- Focus on team development
- Training, learning or skill building
- Career conversations and growth
- Share knowledge and feedback

THURSDAY



DELIVER & SUPPORT

- Support execution and progress
- Problem solve blockers
- Collaborate and provide clarity
- Keep momentum going

FRIDAY



REFLECTION & RESET

- Celebrate wins
- Review what worked (and what didn't)
- Capture learnings
- Plan and prep for next week

A great week creates clarity for your team and frees you up to lead with impact.

LEADERSHIP HABITS TO PROTECT EACH WEEK

- ✓ Check in with my team
- ✓ Listen more than I speak
- ✓ Give clear feedback
- ✓ Remove roadblocks
- ✓ Celebrate progress
- ✓ Take time to reflect and plan



Remember

Leadership is not about being busy.
It's about being intentional.

Protect your leadership time so you can
make the biggest impact where it
matters most.



RUNNING GREAT 1:1S

Great 1:1s build trust, solve problems early, and help your people grow. They're not status updates — they're dedicated time to understand, support and develop the person in front of you.



The Purpose of a 1:1



Build trust and connection

Create a safe space for open, honest conversations.



Support and remove blockers

Understand what's helping, what's getting in the way, and how you can help.



Develop and grow

Help your people build skills, confidence and clarity on their next steps.



Align and prioritise

Ensure they know what matters most and why.



Questions That Unlock Better Conversations

1.

What's going well right now?

2.

What's frustrating you or getting in the way?

3.

Where do you need support from me?

4.

What's one thing you'd like to improve or learn?

5.

How can I support you to reach your goals?

6.

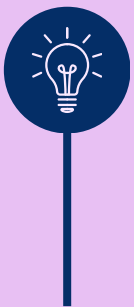
What can I do differently as your manager?

Remember

Listen more than you speak.
Your job is not to have all the answers - **It's better to ask better questions.**

THE 1:1 CONVERSATION FLOW

A simple structure helps you have meaningful conversations that build trust, spark growth and drive results.



Keep in mind

- ✓ Be present – remove distractions.
- ✓ Listen more than you speak.
- ✓ Ask open questions.
- ✓ Stay curious and non-judgmental.
- ✓ End with clarity and appreciation.

What great 1:1s create

- ✦ Stronger trust and connection
- ✦ Early problem-solving
- ✦ Clearer alignment
- ✦ More confident, capable people
- ✦ Better performance and results



YOUR 1:1 PLANNING WORKSHEET

Use this page before your next 1:1 to make the conversation intentional rather than reactive.

EMPLOYEE NAME

DATE

What do I want to understand better?

What strengths have I noticed recently?

What support might they need from me?

What follow-up actions should we agree?

A great 1:1 should leave the other person feeling heard, supported, and clear on what happens next.

THE DELEGATION FRAMEWORK

New managers often think they're delegating when they're simply assigning tasks. Great managers delegate outcomes, not just activities.



✗ INSTEAD OF THIS

“Can you update this spreadsheet?”

.....

This delegates a task, but not ownership or thinking.

✓ SAY THIS

“Our goal is to understand our performance by Friday. How would you approach that?”

.....

This delegates an outcome and creates ownership.



THE FOUR-STEP DELEGATION FRAMEWORK

1.



OUTCOME

What are we trying to achieve?

2.



CONTEXT

Why does it matter?

3.



OWNERSHIP

Who is responsible?

4.



CHECK-IN

When will we review progress?



The goal

The goal of delegation is not to get work off your plate. It is to build capability, confidence, and ownership within your team.



DELEGATION IN PRACTICE

Use this page to plan how you'll delegate a real task using the four-step framework. Clear expectations now create confidence and ownership later.



YOUR DELEGATION PLAN

TASK / PROJECT: _____ WHO: _____

1.



OUTCOME (WHAT)

What are we trying to achieve?
What does success look like?
How will we know it's complete?

2.



CONTEXT (WHY)

Why does this matter?
What's the background they need to know?
Are there any constraints or priorities to consider?

3.



OWNERSHIP (WHO)

Who is responsible for this?
What decisions can they make?
What support or resources do they have?

4.



FOLLOW-UP & CHECK-IN (WHEN)

When will we review progress?
How and what will we check in on?
What does a great update look like?



Helpful prompts

- What skills or growth will this build for them?
- What support or resources might they need?
- What could get in the way?
- How will I know they need help?



Remember

Delegation is not about getting work off your plate.

It's about building people, capability and confidence.

Give clarity, trust the process and stay connected.

MANAGE YOUR ENERGY NOT JUST YOUR TIME

As a new manager, your impact depends on your capacity. You can't lead others effectively if you're running on empty.



THE ENERGY EQUATION

Energy = Physical + Mental + Emotional

When any part of your energy is depleted, your leadership suffers. Protect all three.



PHYSICAL ENERGY

Fuel your body, move your body, get enough rest.



MENTAL ENERGY

Focus your attention, reduce mental clutter, take real breaks.



EMOTIONAL ENERGY

Manage your emotions, set boundaries, protect your headspace.

Take a moment to reflect



What energises you?



What drains you?



What boundary will you set?



One habit you will protect this week:



Simple energy protectors

- ✓ Plan your week with focus time and recovery time
- ✓ Schedule breaks like any other priority
- ✓ Say no to things that don't move the needle
- ✓ End your day with a clear close-down routine
- ✓ Protect your sleep – it's your superpower

You don't need more hours in the day. **YOU NEED MORE ENERGY IN THE HOURS YOU HAVE.**

GIVING FEEDBACK

Feedback
is a gift.
Deliver it
generously.



Feedback isn't about pointing out problems. It's about helping people grow and reach their potential.



THE FEEDBACK FRAMEWORK

Use this 4-step structure to give feedback that is clear, kind and effective.



Deliver feedback with respect.
Receive it with curiosity. **That's how trust grows.**

1.



SET THE CONTEXT

Create safety and set the scene.

- Choose the right time and place
- Explain why you're having the conversation
- Check they're open for feedback

Example:

"I really value what you bring to the team, and there's something I'd like to feedback on."

2.



SHARE THE IMPACT

Focus on behaviour and the impact.

- Be specific and factual
- Focus on the behaviour, not the person
- Share the impact on you, the team or the business

Example:

"When the report was submitted late, it meant the team couldn't review it in time for the client."

3.



EXPLORE AND LISTEN

Invite their perspective and listen openly.

- Ask for their thoughts
- Listen without interrupting
- Show empathy and seek to understand

Example:

"How did that feel for you? What got in the way? What do you think would help next time?"

4.



AGREE NEXT STEPS

Agree actions and offer support.

- Agree on what they'll do differently
- Clarify how you'll support
- Set a date to check in

Example:

"Let's agree on the next steps and I'll check in with you next week."

Feedback is most powerful when it is:



Timely

Don't wait too long to share it.



Specific

Be clear about the behaviour.



Respectful

Respectful
See the person, not just the performance.



Solution-Focussed

Help them grow, don't just point out the gap.

Before you give feedback, check in with yourself:

- ✦ What is my intention?
- ✦ Am I calm and curious?
- ✦ Do I have the facts?
- ✦ What outcome am I hoping for?



FEEDBACK IN PRACTICE

Use this page to prepare for a real feedback conversation. The goal isn't to deliver a perfect script; it's to have a clear, respectful conversation that helps someone grow.

WHAT HAPPENED?

WHY DOES IT MATTER?

Your conversation plan

Opening sentence

Questions I want to ask

Support I can offer

Next steps we'll agree



DIFFICULT CONVERSATIONS

Difficult conversations don't become easier by avoiding them. They become easier when you have a simple structure and a clear intention.

A SIMPLE CONVERSATION STRUCTURE

1.



START WITH THE PURPOSE

Explain why you're having the conversation and why it matters.

2.



DESCRIBE THE BEHAVIOUR

Be specific, factual, and avoid assumptions.

3.



LISTEN AND EXPLORE

Ask questions and understand their perspective before jumping to solutions.

4.



AGREE THE NEXT STEP

Leave the conversation with a clear action and follow-up.

“

The goal is not to win the conversation - it is to improve the relationship and the outcome.



Keep in mind



Address the issue early.



Focus on behaviour, not personality.



Stay calm and curious.



Allow silence – people need time to think.



Follow up afterwards.



Before you begin

Ask yourself:

- ☐ What outcome am I hoping for? _____
- ☐ What facts do I have? _____
- ☐ What assumptions might I be making? _____
- ☐ How can I show respect while being honest? _____
- ☐ What support might the other person need? _____



The conversation you're avoiding is often
the conversation your team needs most.





SCRIPT: MISSED DEADLINES

Use this script as a guide to have a clear, respectful conversation when someone isn't meeting deadlines.



1. START WITH THE PURPOSE

Set the tone: calm, curious and solution-focused.

"I want to talk about some deadlines that haven't been met recently."



2. DESCRIBE THE SITUATION

Stick to the facts and explain the impact.

"The [project/report/task] was due on [date], but it was submitted on [date].
This has impacted [team/client/project] because [impact]."



3. LISTEN AND EXPLORE

Listen fully before offering solutions.

"Help me understand what happened."
"What got in the way?"
"What support do you need?"



4. AGREE THE NEXT STEP

Close with clarity and accountability.

"What will you do differently next time?"
"How can I support you?"
"Let's agree a new deadline of [date] and check in on [date]."
Agree actions and a follow-up.

Supportive phrases you can use



"I know things come up. Let's work out how we can prevent this next time."



"I appreciate your hard work. I want to help remove any barriers for you."



"I'm confident you can get back on track. Let's do this together."

Reflect

After the conversation, take a moment to reflect:

- What went well?
- What could I do differently?
- What support can I put in place?

Notes:

Remember:

- ✦ Address the issue early.
- ✦ Focus on behaviour, not personality.
- ✦ Stay calm and curious.
- ✦ Agree a clear plan and follow up.
- ✦ Small issues become big problems when left too long.





SCRIPT: DOMINATING MEETINGS

Use this script as a guide to have a clear, respectful conversation when someone is dominating meetings.



1. START WITH THE PURPOSE

Set the tone: calm, curious and solution-focused.

"I want to talk about something I've noticed in our meetings, because I'd like us to make the most of everyone's input."



2. DESCRIBE THE SITUATION

Stick to the facts and explain the impact.

"In a few recent meetings, you've spoken for long stretches of time. As a result, others haven't had the chance to share their ideas and we may be missing valuable perspectives."



3. LISTEN AND EXPLORE

Give them space to share their perspective before jumping to a solution.

"Help me understand your perspective."

"What's your view on this?"

"Is there anything getting in the way of you sharing space in meetings?"



4. AGREE THE NEXT STEP

Close with clarity and accountability.

"What will you do differently in our next meeting?"

"How can I support you?"

"Let's check in after our next few meetings and see how it's going."

Supportive phrases you can use



"I value your insights and want to make sure others have space to contribute too."



"Let's work together to make our meetings inclusive and productive."



"Your input is important – and so is everyone else's."

Reflect

After the conversation, take a moment to consider:

- What went well?
- What could I do differently?
- What support can I put in place?

Notes:

Remember:

- ✦ Address the behaviour, not the person.
- ✦ Address the behaviour, not the person.
- ✦ Stay calm, respectful and solution-focused
- ✦ Create space for their perspective.
- ✦ Agree clear actions and follow up.





SCRIPT: LACK OF CONFIDENCE

Use this script as a guide when someone has the skills to succeed but isn't showing up with confidence.



1. START WITH THE PURPOSE

Create a supportive, safe space for the conversation.

"I wanted to check in because I've noticed you've seemed less confident in some situations recently, and I want to understand how I can support you."



2. DESCRIBE WHAT YOU'VE NOTICED

Be specific about the behaviour rather than making assumptions about how they feel.

"I've noticed that you've had some great ideas in our 1:1s, but you're often quieter when we're in team meetings."
"I'd really like to see you have the confidence to share those ideas with the wider team."



3. LISTEN AND EXPLORE

Give them space to explain what might be holding them back.

"How are you feeling about things at the moment?"
"Is there anything making it harder for you to speak up?"
"When do you feel most confident at work?"
"What would help you feel more comfortable?"



4. AGREE THE NEXT STEP

Focus on building confidence gradually rather than expecting an overnight change.

"What's one small step you could take in our next meeting?"
"How can I help you feel more prepared?"
"Would it help if we talked through your ideas beforehand?"
"What would feeling more confident look like for you?"

Supportive phrases you can use



"I know you're capable of this – I want to help you see that too."



"You don't need to have all the answers to have something valuable to contribute."



"I've seen you do this well before. Let's build on that."

Reflect

- What strengths have I seen in this person?
- Where could I create more opportunities for them to build confidence?
- What support can I offer without doing it for them?

Notes:

Remember:

- ✦ Support without taking over.
- ✦ Give specific, genuine examples of what they do well.
- ✦ Build confidence through small, achievable steps.
- ✦ Don't assume you know why someone lacks confidence.
- ✦ Focus on their strengths as well as their development areas.



SCRIPT: UNDERPERFORMANCE

Use this script as a guide to have a clear, respectful conversation.



1. START WITH THE PURPOSE

Set the tone: calm, curious and solution-focused.

"I want to talk about how things have been going recently because I care about your success and want to support you."



2. DESCRIBE THE SITUATION

Stick to the facts and explain the impact.

"I've noticed that [specific example/s] haven't been completed to the expected standard / by the agreed deadline / to the usual quality."

"This has impacted [team/project/client] because [impact]."



3. LISTEN AND EXPLORE

Listen fully before offering solutions.

"Help me understand what's been happening."

"What challenges are getting in the way?"

"Is there anything I can do to support you?"

"What do you think would help you get back on track?"



4. AGREE THE NEXT STEP

Create a plan with clear expectations and follow-up.

"What steps will you take to improve?"

"What support or resources do you need?"

"Let's agree on clear expectations and timelines."

"We'll check in on [date] to review progress."

Supportive phrases you can use



"I know you're capable of a higher standard."



"Let's work out what's getting in the way and how we can move forward."



"I'm here to support you, not just to raise issues."

Reflect

After the conversation, take a moment to reflect:

- What went well?
- What could I do differently?
- What support can I put in place?

Notes:

Remember:

- ✦ Be specific with examples and expectations.
- ✦ Listen to understand, not to respond.
- ✦ Agree clear actions and a realistic timeline.
- ✦ Follow up and recognise progress.
- ✦ Focus on the behaviour and the impact, not the person.



COMMON MISTAKES NEW MANAGERS MAKE

It's normal to make mistakes when you're new to leadership. The key is to spot them early, learn from them and choose a better way forward.



Trying to be everyone's friend

You want to be liked, so you avoid having to be firm. This can lead to blurred boundaries and a lack of respect.

Instead try:

Be kind and fair, not a pushover. Respect comes from clarity, consistency and following through.



Doing the work yourself

You jump in to get things done (faster or better). This overloads you and prevents your team from growing.

Instead try:

Delegate with confidence. Your role is to develop your team, not to do all the tasks.



Avoiding difficult conversations

You delay tough conversations to keep the peace. Small issues grow into big problems.

Instead try:

Address issues early with honesty and respect. It builds trust and prevents bigger problems later.



Micromanaging

You feel the need to check, double check and control. This sends the message that you don't trust your team.

Instead try:

Set clear expectations, then give your team the space to own it. Trust, then check in (not check up).



Never giving praise

You focus on what's wrong and forget to recognise what's right. This kills motivation and morale.

Instead try:

Catch people doing things well and say it. Recognition fuels engagement and performance.



Solving every problem

You step in to fix everything. Your team becomes dependent and misses out on learning and growing.

Instead try:

Ask questions, guide and support your team to find their own solutions.

YOUR LEADERSHIP TOOLKIT

Great leaders don't just wing it - they use tools that help them plan, lead and grow with intention. Here are 5 templates to support you.

5 DOWNLOADABLE TEMPLATES

Click your link in your workbook to access each template



1.



WEEKLY LEADERSHIP PLANNER

Plan your week with purpose. Prioritise what matters, stay focused on your goals and create time for what moves you (and your team) forward.



Perfect for:

Getting clear on priorities, managing your time and leading with intention.

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2.



1:1 MEETING AGENDA

Make every 1:1 meaningful. Use this agenda to build stronger relationships, support development and keep the conversation focused and productive.



Perfect for:

Structuring regular 1:1s that build trust and drive performance.

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3.



DELEGATION WORKSHEET

Delegate with clarity and confidence. Use this worksheet to identify what to delegate, to who, and what support they need to succeed.



Perfect for:

Letting go of tasks, building trust and empowering your team to grow.

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4.



PERSONAL DEVELOPMENT PLAN

Invest in yourself. Set goals, build your skills and track your progress as a leader. Because your growth impacts your team.



Perfect for:

Staying focused on your growth and becoming the leader you want to be.

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5.



MEETING AGENDA

Run meetings that are focused, inclusive and action-oriented. Use this template to set clear outcomes and make the best use of everyone's time.



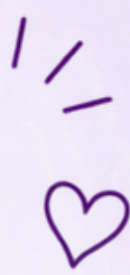
Perfect for:

Planning and running meetings that drive action and results.

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YOU'VE *got this.*



Great managers aren't made overnight.

They're built through small decisions, honest conversations, consistent habits and a willingness to keep learning.

You don't need to have all the answers.

You just need to keep showing up, keep listening, and keep getting a little better.



*Lead with confidence.
Build with trust.
Grow your team.*



WOMEN IN
WLAB
AMAZON BUSINESS

