

CRONIN CONSULTING

creating conditions where people genuinely thrive

NEW MANAGER, FIRST 90

A fillable workbook for new and first-time managers

*This isn't a workbook to read once and shelve.
It's built to be filled in, printed, marked up, and returned to
across your first 90 days as a manager.*

Learn and Absorb · Contribute and Apply · Execute and Own

Prepared by Sebreena Cronin · Cronin Consulting

croninconsulting.com.au

How to use this workbook

Every field in this workbook is fillable. Open it in Adobe Acrobat, Preview, or your browser's PDF viewer, click into a box, and type directly. You can save your progress and come back to it, or print a blank copy for each new manager you support.

There's no perfect way to fill this in. Rough notes are more useful than polished ones. The goal is to think on paper before a conversation happens, not to write something impressive after it's over.

What's inside

Tool One — The 30-60-90 Day Plan (Learn and Absorb / Contribute and Apply / Execute and Own)

A structured, categorised plan for each phase: your focus, goals, priorities, and how you'll measure success.

Tool Two — The One-on-One Meeting Template

A structured, timed agenda across six sections: check-in, action review, wins and blockers, goal progress, feedback, and next steps.

Tool Three — The Feedback Conversation Planner

A short worksheet to prepare a real feedback conversation before you have it, using the Situation, Behaviour, Impact model.

PHASE 1 · DAYS 1–30

Learn and Absorb

Understand before you change anything. This phase is about listening, observing, and building trust.

FOCUS

STAKEHOLDERS

Who do you need to involve or keep informed this phase?

GOALS

What does success in this phase look like?

1.
2.
3.

PRIORITIES / ACTION STEPS

The concrete things you'll actually do.

1.
2.
3.

METRICS OF SUCCESS

How you'll know this phase worked.

1.
2.

Two questions to talk through together before this phase begins

What support does the new manager think they'll need this phase?

What will you, as their manager, commit to doing regularly to support them?

PHASE 2 · DAYS 31–60

Contribute and Apply

Start acting on what you've learned. Set expectations, give early feedback, build momentum.

FOCUS

STAKEHOLDERS

Who do you need to involve or keep informed this phase?

GOALS

What does success in this phase look like?

1.
2.
3.

PRIORITIES / ACTION STEPS

The concrete things you'll actually do.

1.
2.
3.

METRICS OF SUCCESS

How you'll know this phase worked.

1.
2.

PHASE 3 · DAYS 61–90

Execute and Own

Lead with confidence. Set direction, establish your rhythm, and take real ownership of the team.

FOCUS

STAKEHOLDERS

Who do you need to involve or keep informed this phase?

GOALS

What does success in this phase look like?

1.
2.
3.

PRIORITIES / ACTION STEPS

The concrete things you'll actually do.

1.
2.
3.

METRICS OF SUCCESS

How you'll know this phase worked.

1.
2.

The One-on-One Meeting Template

The 1:1 belongs to your team member, not to you. Prepare it beforehand, and capture what you agree to live.

EMPLOYEE INFORMATION

Employee name

Date

Manager

Meeting cadence (weekly / bi-weekly / monthly)

Location / call link

1. PERSONAL CHECK-IN

3 mins

How are you doing, genuinely?

Anything outside work you'd like to share?

2. PREVIOUS ACTION REVIEW

5 mins

Action Item	Owner	Status	Notes

3. WINS, PRIORITIES & BLOCKERS

10 mins

Wins and top priorities since we last met

Obstacles or blockers in the way right now

Support needed from me as their manager

4. GOAL PROGRESS

5 mins

Goal	Progress	Risks	Support Needed

5. DEVELOPMENT & MANAGER FEEDBACK

5 mins

Positive highlights to recognise

Areas to improve or develop

6. UPCOMING PRIORITIES & ACTION ITEMS

2 mins

Priority / Action	Owner	Due Date

The Feedback Conversation Planner

Built on the Situation, Behaviour, Impact model. Specific and observable, not a judgement about character.

Who is this conversation with?

This is:

☐ Corrective feedback

☐ Positive recognition

Situation — name the specific moment. When and where did this happen?

Behaviour — what did you actually see or hear? (Not your interpretation of it.)

Impact — what effect did it have, on the work, the team, or the client?

The question you'll ask them — invite their view before moving to next steps.

After the conversation — what did you agree, and what happens next?

Want to go deeper than a workbook?

These three tools are a starting point. If you're building a genuine capability program for new managers, or want to explore what's really driving disengagement in your organisation, that's the work Cronin Consulting does every day.

Sebreena Cronin

Founder, Cronin Consulting

sebreena@croninconsulting.com.au · croninconsulting.com.au

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