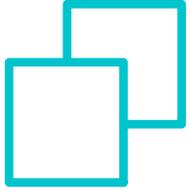


FIRST-TIME MANAGER

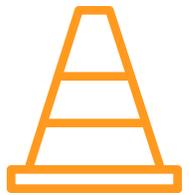
CHEAT SHEET



Your main responsibilities are: **Team output** and **team development/retention**

Don't micromanage!

Remember: "Delegate, Don't Do."



Try **not** to solve everyone's problems. People learn from mistakes!

Stop venting down: You can no longer complain about decisions from higher-ups.



Get to know your team! Understand them as individuals and as a group.

Be authentic.

You don't need to know all the answers.



"Be tough on standards,
but tenderhearted on people."