

Manager Conversations First 90 Days

I. The Situational Diagnosis Conversation:

- "Now that you've been here for [number] weeks/months, what's your initial understanding of the current situation of the [team/department/project]? What are some of your observations so far?"
- "From your perspective, what do you see as the key challenges and opportunities facing us right now?"
- "How do you think the organization reached this point with [specific project/goal]? What factors seem to have played a role?"
- "What resources have you identified within the organization that you think will be most helpful to you in your role?"
- "Thinking about your past experiences, does this situation remind you of any previous roles or organizational phases? What similarities or differences do you see?"
- "What questions do you have for me about the broader context or history of our current situation?"

II. The Expectations Conversation:

- "Let's talk about expectations for your role. In the short term (e.g., next 30 days), what are the 1-3 key priorities you should be focused on?"
- "Looking ahead to the medium term (e.g., next 90 days to 6 months), what would constitute success in your role from my perspective?"
- "How do you typically measure your own performance and progress in a new role?"
- "What are your thoughts on how your performance in this role will be measured and evaluated?"
- "Are there any initial expectations I've communicated that you'd like more clarity on?"
- "What are your expectations of me in terms of guidance and support as you ramp up?"

III. The Style Conversation:

- "How do you prefer to communicate on a regular basis? What communication methods do you find most effective (e.g., email, Slack, brief check-ins, formal meetings)?"
- "What's your preferred frequency for check-ins or updates on your progress?"
- "Can you share your thoughts on when it's important for us to consult on decisions versus when you feel comfortable making decisions independently?"
- "What's your experience been like in previous roles regarding decision-making authority and collaboration?"
- "How do you like to receive feedback on your work – both positive and constructive?"
- "What are my communication preferences or style that you've observed so far? Are there any adjustments I can make to better support our interaction?"

IV. The Resources Conversation:

- "Let's discuss the resources available to you in this role. What's your initial understanding of the budget you have access to, if any?"
- "What supplies or tools have you identified that you need to be effective in your work?"
- "Can you share your perspective on the support you've received from other team members or departments so far? Are there any areas where you need additional support?"
- "What other resources (e.g., training, software access, mentorship) do you anticipate needing in the coming months?"
- "How can I best support you in accessing the resources you need to succeed?"
- "Do you have any questions about the resources currently available to you?"

V. The Strengths Conversation

- "What are you paid to do?"
- "To help you know if you are hitting your targets, how do you measure what you are paid to do?"
- "Of all the things you do well, what two do you do best?"
- "What do you enjoy most about your current role?"
- "How accurately did you feel your Clifton Strengthsfinder report described you?"
- "What parts of the report stood out to you the most?"
- "How do you see those strengths in action on a daily/weekly/monthly basis?"
- "What is the biggest challenge/opportunity you are facing at work?"
- "Are there things that distract you from getting in the way of meeting the responsibilities of your role?"
- "How do the relationships you have at work help you do your job better?"
- "What do you want to accomplish in the next six months?"
- "How can you use your strengths to accomplish this?"
- "Any other items?"

VI. The Personal Development Conversation:

- "Thinking about your career goals, what are some areas you're hoping to grow and develop in during your time here?"
- "Are there any specific skills or knowledge you're looking to acquire or enhance in this role?"
- "What kind of opportunities or experiences do you find most valuable for your professional development (e.g., training courses, mentorship, stretch assignments, conferences)?"
- "As you become more established, are there any types of extra assignments or projects that would be of particular interest to you (without sacrificing your core responsibilities)?"
- "What resources or support can I provide to help you achieve your development goals?"
- "Let's discuss potential development opportunities we might explore together in the future."