



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

First 100 Days

First-Line Managers: Make the First 100 Days Count

Prepare for the transition from doing the work to managing a team. Practise listening, setting expectations, delegating and establishing review routines, then draft a realistic first-100-days roadmap with an immediate 30-day starting point.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

New managers inherit work, relationships and expectations before they fully understand them. Former peers may look for fairness while senior colleagues expect rapid results. A strong start involves listening, clarifying authority and building dependable routines rather than changing everything immediately. This workshop helps first-line managers prepare a thoughtful transition into responsibility for others.

Using the 3P9C management domains, participants explore the first hundred days as a sequence of learning, agreement and practice. They rehearse initial conversations, delegation and follow-up, then draft a roadmap that respects local authority, team capacity and the need to learn before expanding commitments.

WHO IS IT FOR?

Newly appointed first-line managers, supervisors and team leaders, aspiring managers with a confirmed transition and HR or learning colleagues who support the early months of a management appointment.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- | | |
|---|---|
| 01 Recognise the transition
Describe how responsibility changes when moving from personal task delivery to managing priorities, relationships and results through a team. | 02 Clarify the mandate
Prepare questions for a manager or sponsor about authority, expectations, inherited commitments and the support available during the first hundred days. |
| 03 Listen before deciding
Plan early conversations that explore team strengths, customer needs, workload and friction without making promises before the evidence is understood. | 04 Set fair expectations
Practise explaining work standards and decision boundaries consistently, including when managing former peers or colleagues with more technical experience. |
| 05 Delegate and follow through
Draft an initial delegation agreement and a simple review rhythm that supports ownership without constant checking or taking work back. | 06 Build a realistic roadmap
Sequence a small number of transition actions across the first hundred days, with immediate priorities, feedback opportunities and review of assumptions. |

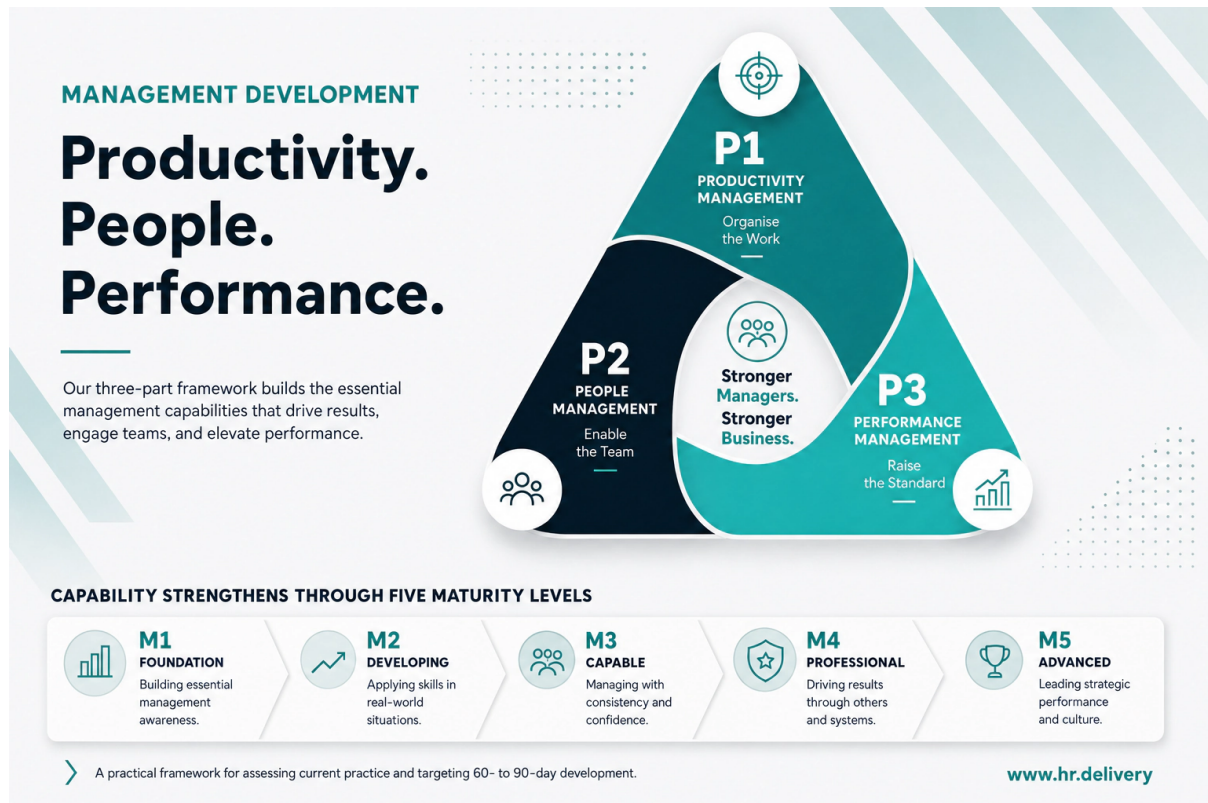
A useful first application

An introductory transition workshop with a draft hundred-day roadmap. It does not cover every management policy, resolve inherited employee-relations cases or guarantee performance; local procedures and experienced support remain essential.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery 3P9C Management Framework

Productivity Management, People Management and Performance Management organise the nine management competencies. This workshop uses those domains to consider a new manager's transition, with a hundred-day roadmap serving as a planning aid.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

- 01 Mandate**
What results, authority and support define this new management role?
- 02 Listen and understand**
What must I learn about the team before changing its work?
- 03 Priorities and capacity**
Which early commitments are realistic given workload and available capability?
- 04 Relationships and standards**
How will I establish fair expectations and credible working relationships?
- 05 Delegation and review**
What responsibilities can others own with appropriate support and follow-through?
- 06 Transition learning**
What feedback and evidence should shape the next stage of my transition?

The six focus questions concern the first-line management transition, not a replacement for the full 3P9C model. The hundred-day timeline is a flexible learning plan, rather than a universal performance or probation standard.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 The first-week inbox

Participants receive inherited commitments, a senior request and a former peer's favour. They decide what to clarify, act on or defer and explain the authority assumptions behind each choice.

02 Your first team conversation

Pairs rehearse an opening conversation that acknowledges the transition, invites practical input and avoids premature promises. Observers test whether employees understand what will happen next and how they can contribute.

03 Delegate the work you know best

A new manager practises delegating a familiar technical task to a colleague. The observer notices rescuing, unclear authority and missing support, then the pair improves the agreement together.

04 Build the hundred-day wall

Groups arrange listening, standards, delegation and review actions across a transition timeline. New information about a team risk forces them to reprioritise and distinguish urgent safeguards from optional improvements.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A strong technical employee has become manager of former peers. They inherit a busy service queue, inconsistent handovers and a promise to launch a new initiative. One experienced colleague expects informal exceptions, while the new manager's sponsor wants quick improvement. The manager is tempted to solve every difficult task personally.

Groups prepare the sponsor and team conversations, choose a small set of first-month priorities and draft a hundred-day sequence that builds delegation, fairness and reliable review before adding new commitments.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Welcome and the management transition Explore the shift from individual contribution to team responsibility, identifying relationships, authority and expectations that need attention during the transition.
09:20-10:15	Clarify the mandate and 3P9C Connect the three management domains to the role and prepare questions about results, authority, inherited commitments and sponsor support.
10:15-10:30	Break
10:30-11:30	Listen and understand the team Plan conversations about strengths, customers, capacity and friction, then practise inviting input without promising changes before understanding the evidence.
11:30-12:30	Set priorities and fair expectations Work through the first-week inbox, agree priorities and rehearse explaining consistent expectations to a former peer or experienced colleague.
12:30-13:30	Lunch
13:30-14:30	Delegate and establish useful routines Practise delegating a familiar task with clear authority, support and review, then choose a routine for coordination and follow-through.
14:30-14:45	Break
14:45-15:30	Build the first-hundred-days roadmap Sequence listening, agreements and practice across the transition, identifying dependencies, feedback points and assumptions that may change with experience.
15:30-16:10	Rehearse and challenge the early plan Present first-month priorities and practise a difficult conversation, using peer questions to reduce overcommitment and clarify support and decision boundaries.
16:10-16:30	Agree the first week of action Choose the sponsor conversation and team listening steps to take first, then schedule a supported review of the transition plan.

Build a credible start through listening, clear expectations and shared ownership before extending the team's commitments.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 New-manager transition prompts

A reference linking Productivity, People and Performance with early questions about mandate, relationships and delivery, helping a new manager identify what must be learned before making significant changes.

Use it to prepare for the shift into team responsibility.

02 Sponsor conversation guide

Questions about outcomes, authority, inherited promises, escalation and support, with space to capture what has been agreed and what remains unclear in the new management role.

Use it to confirm expectations with the manager who appointed you.

03 Team listening plan

A draft conversation sequence covering strengths, customer needs, handovers and workload, with prompts that invite different perspectives and avoid promising changes before the evidence is considered.

Use it to learn how the team's work actually happens.

04 First delegation agreement

A practice record specifying outcome, authority, support and review for a familiar task, revised after feedback on the manager's tendency to overcontrol or take responsibility back too quickly.

Use it to establish useful ownership when delegating early tasks.

05 Hundred-day roadmap draft

A flexible sequence of listening, expectation-setting, delegation and review actions, with first-month priorities distinguished from later possibilities and checkpoints for revising the plan as context becomes clearer.

Use it to discuss a realistic transition with your sponsor.

06 Early feedback and review sheet

Questions for team and sponsor feedback on clarity, fairness, support and follow-through, alongside work examples showing whether management routines help delivery or create additional friction.

Use it to adjust your approach during the first month.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Validate the roadmap with your sponsor and begin with listening and role clarity. Agree a small number of team expectations, trial one delegation or review routine and invite feedback. Revise later commitments as you learn more about capacity and relationships.

YOUR FIRST 30 DAYS

01

Days 1-7

Confirm and listen

Meet your sponsor to clarify authority, outcomes and support. Begin brief team conversations about current work and inherited commitments, recording questions and avoiding promises that depend on information you have not checked.

02

Days 8-21

Agree the first routines

Share what you have learned, confirm a few priorities and clarify standards with the team. Delegate a suitable task with support and trial one coordination or progress routine in normal work.

03

Days 22-30

Review the early transition

Ask the team and sponsor about clarity, fairness and follow-through. Compare their feedback with delivery examples, adjust the roadmap and confirm realistic priorities for the next stage of the hundred days.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client provides the role's authority boundaries, relevant management policies and available support routes. Participants bring a sanitised transition challenge and known inherited commitments; those awaiting appointment can use the supplied case to draft an initial preparation plan.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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