

SEASON 1 · EPISODE 1 · FROM PEER TO LEADER

Nobody Trains You to Manage People

Eighty-two percent of new managers get the job with no formal training at all. The fix isn't confidence first. It's seeing the sentence already running in your head, saying the right words anyway, and letting the confidence show up behind them. Every hard moment is two conversations — the one inside you, and the one across from you.

SEE IT · SAY IT · LEAD

1 THE QUESTION YOU CAN'T ANSWER

SEE IT — INSIDE YOU

The sentence that fires: *"If I don't know this, I don't belong here."* It's a reflex protecting you from looking exposed — and its plan is a half-answer.

SAY IT — TO YOURSELF

"Not knowing isn't the risk. Faking it is."

SEE IT — ACROSS FROM YOU

They aren't testing what you know. They're testing whether your answers are load-bearing — which needs a time attached.

SAY IT — OUT LOUD

"I don't know. I'll find out and get back to you by [specific time]."

2 THE DECISION THAT CAME FROM ABOVE YOU

SEE IT — INSIDE YOU

The sentence that fires: *"If I deliver this straight, they'll think I switched sides."* It sounds like loyalty. It's wanting to stay liked in the break room.

SAY IT — TO YOURSELF

"I can carry this without agreeing with it."

SEE IT — ACROSS FROM YOU

The room is deciding whether you're a filter or a hallway. Distancing buys five warm minutes and costs the rest.

SAY IT — OUT LOUD

"This is the decision we're moving forward with. Here's the thinking behind it. I know it makes your Thursdays harder. Tell me where you see problems, and I'll raise the things we may be able to address."

3 THE WORK YOU USED TO DO BETTER

SEE IT — INSIDE YOU

The sentence that fires: *"It'll be faster if I just fix it."* You're not protecting the standard. You're protecting the last place you still feel competent.

SAY IT — TO YOURSELF

"My output stopped being my output the day I took the title."

SEE IT — ACROSS FROM YOU

Nearly forty thousand salespeople say the best performers make the worst managers. Fixing it at ten at night teaches the team finished work gets rewritten upstairs.

SAY IT — OUT LOUD

"This is close. Two things still need to change to meet the standard, and I want you to make those changes. Here's what finished looks like. Tell me how you plan to get it there."

TRY ONE THIS WEEK

1. Catch the sentence before you answer once this week. Name it — then say "I don't know" with a date attached, and hit the date.
2. Deliver the next decision from above with no eye-roll and no distancing. Say the inside line first, silently.
3. Send one piece of work back with two named changes, and let them make them — even at ninety percent.

Pick just one — small reps beat big plans. Want the five-day version? Grab a Challenge Sheet at theworkingleader.com/challenge-sheets.

LEAD

You don't think your way into confidence. See what's driving you, say one hard sentence anyway, survive it — and the confidence shows up behind you. **The first person you lead is you.**

You can do this!
— Matt

REMEMBER THIS

"You manage things; you lead people."

— GRACE HOPPER

You were trained to manage things. Then you were handed people, and nobody changed the training.

GO DEEPER

Grab the free starter toolkit — checklists, scripts, and this week's challenge — at theworkingleader.com.

YOUR NOTES · THE SENTENCE YOU CAUGHT · THE ONE THING YOU'LL DO DIFFERENTLY