

SEASON 1 · EPISODE 7 · FROM PEER TO LEADER

What Made You Good at Your Job Won't Make You a Good Manager

Across nearly forty thousand salespeople, the stronger the individual performer, the worse their team went on to do. The pull you feel is the skill that got you promoted — and it starts as a conversation with yourself before anyone else is in the room.

SEE IT · SAY IT · LEAD

1 THE MEETING WHERE YOU'RE STILL THE EXPERT

SEE IT — INSIDE YOU

The sentence that fires: "If I let that go, the room will think I didn't catch it." It's protecting the expert you've been for years.

SAY IT — TO YOURSELF

"Being right isn't the job anymore. Building them is."

SEE IT — ACROSS FROM YOU

Step in helpfully three times and they stop preparing, because the decision now belongs to whoever interrupts. Knowing how to swim isn't coaching.

SAY IT — OUT LOUD

"You're leading this part. I'll hold my comments until the end unless you ask for input or we need to correct something material."

2 THE WEEK WHERE YOU DID NOTHING

SEE IT — INSIDE YOU

The sentence that fires: "I have nothing to show for this week." It's protecting the feeling of a finished thing — the old scoreboard.

SAY IT — TO YOURSELF

"The scoreboard changed. My output is what they can do now."

SEE IT — ACROSS FROM YOU

Managers account for at least 70% of the variance in team engagement. That's your output; it just won't show on a Friday.

SAY IT — OUT LOUD

"My output is lower by design because part of my job is building team capacity. Here's what moved: Dana can run the Thursday close without me now, and handoff errors dropped from six to one."

3 THE PERSON WHO DOES IT WRONG AND GETS IT RIGHT

SEE IT — INSIDE YOU

The sentence that fires: "There's a better way, and I know it." It's true — and it's protecting the part of you still best at the task.

SAY IT — TO YOURSELF

"The task isn't my job. Their judgment is."

SEE IT — ACROSS FROM YOU

Your way is genuinely better, which is the trap. A correction spends trust to buy a small gain on work already clearing the bar.

SAY IT — OUT LOUD

"The result meets the standard, even though your process is different from mine. Walk me through your reasoning so I understand it. If the result and the risks stay on target, keep going."

TRY ONE THIS WEEK

1. Before you step in or take a task back, catch the sentence running in your head. Name it before you answer.
2. Hand one meeting over in advance, then sit through the wobble unless something material needs correcting.
3. Report your week as one capability someone else gained, with a name and a number. Leave one worse-but-working method alone.

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

LEAD

Your proudest accomplishments have to stop being only things you did and start including people you built. The old skill still spots the problem. Somebody else holds the tool now. **The first person you lead is you.**

You can do this!
— Matt

REMEMBER THIS

"No man will make a great leader who wants to do it all himself, or to get all the credit for doing it."

— ANDREW CARNEGIE

Doing it all yourself is at least visible. Wanting the credit can live entirely inside your head and still drive every decision.

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