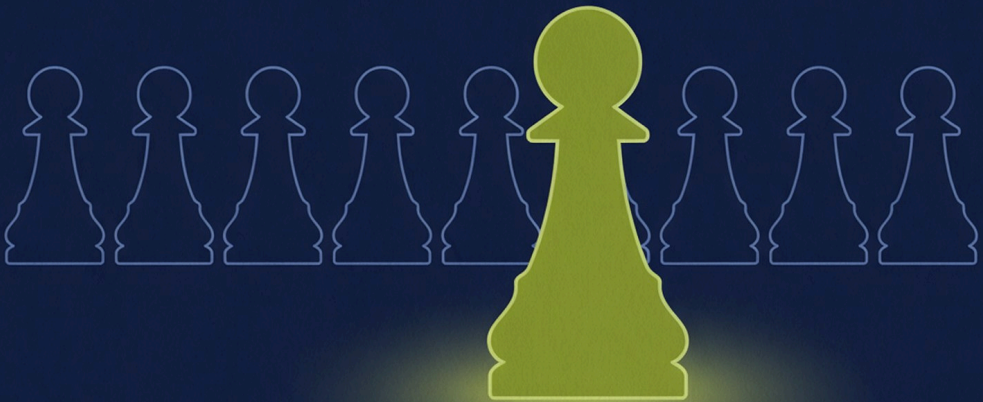


THE LEADERSHIP SHELF · BOOK 1 OF 11

Now You Lead

Your first year as a manager



ProShelf

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How every chapter works

The idea → Why it matters → The method → An example
→ Your worksheet → 3-line summary

Included with this book

Printable worksheets: **one for each chapter, the first-30-days plan, the team expectations sheet**, in your download.

1

The job changed overnight: from doing the work to getting it done

Your results now come from other people's work.
The habits that got you promoted are not the ones
that will make you a good manager.

IN THIS CHAPTER

- What actually changes when you become a manager
- Why good performers struggle at first
- Example: Kavya's first month
- The three jobs of a manager
- Captaincy is a different job: Tendulkar, Dhoni and 2007
- Your worksheet: your new job, written down

By the end, you will be able to

- Describe how your job has changed in five ways
- Spot the pull of your old job in your own week
- Name the three jobs every manager has to do

THE IDEA

What actually changes

On the day you are promoted, your desk may not move and your team may be the same people you had lunch with yesterday. But almost everything about how your work is judged has changed.

	As a team member	As a manager
You are judged on	Your own output	The team's output, and how the team is growing
Your day goes on	Doing tasks	People, priorities, problems and decisions
You are responsible for	Yourself	Six, ten or forty other people's work and wellbeing
You know you did well when	The task is done and done well	Others succeed, often without you
Your relationships	Colleagues and friends	Colleagues who also report to you
Your expertise	Your main tool	One tool among many, used mostly to teach

The hardest part is the last row. Your expertise made you valuable. Now, every time you use it to do the work yourself, someone in your team does not learn to do it.

The one-sentence version

You used to be paid for what you did. You are now paid for what your team does, and for how much better it gets.

You will still do some real work. Most first-line managers keep a share of hands-on work. The change is that it is no longer the main measure of your success, and it must never block your team.

WHY IT MATTERS

Why good performers struggle at first

Most first-time managers are promoted because they were the best at the job. Few are trained for the new one. So they do what worked before, harder. Four pulls drag them back to the old job:

The pull	What it looks like	What it costs
Doing is comfortable	Taking the hardest cases yourself	The team never learns; you work late
Wanting to be liked	Avoiding hard decisions with friends	Unfairness; the strong people lose respect
Fear of losing your edge	Holding on to expert work	You become the bottleneck
Proving yourself fast	Big changes in week one	Resistance from people who know more than you

Managers are under strain too

Gallup's State of the Global Workplace report (published May 2026, 2025 data) found that the share of managers in India who were engaged at work fell from 39% to 30% in a single year, a steeper fall than among the people they manage. Managers carry pressure from above and below; a clear way of working helps.

The good news: management is a set of learnable habits, not a personality. The habits in this book take weeks to start and a year to become natural.

A useful question for every week: “What did my team achieve, and what did I do to make that easier?” If the answer to the second half is “I did the work myself”, the pull has won.

EXAMPLE

Kavya's first month

Example (invented): Sahyadri Agro Inputs, Nashik

Sahyadri Agro Inputs distributes seeds, fertilisers and crop-protection products to about 420 dealers across north Maharashtra. Its six-person order desk turns dealers' orders into invoices and dispatch slips: about 150 orders a day in the kharif season.

Kavya Rao, 30, was the desk's best coordinator for six years. In June, just before the season peak, she was made Order Desk Lead. Her team: Pooja (her close friend), Mr Deshmukh (52, with the company 22 years), Imran (who had applied for the same job), Vikas, Lata, and Sneha, who had joined four months earlier.

62 hours

Kavya's working week in her first month

26 hours

average order-to-dispatch time (target: 24)

3.0%

of orders with an error

₹2 lakh

a month spent putting errors right

Kavya did what she knew: she took the biggest dealers' orders herself, fixed every error personally, and approved every price change. By the third week, orders were waiting for her signature, Pooja had stopped joining her for lunch and Mr Deshmukh answered her questions in one word.

What was going on: Kavya was still doing her old job, plus a new one she had not started. The rest of this book follows how she changed that.

THE METHOD

The three jobs of a manager

Every manager, from a supervisor of four to a head of department, does three jobs at once. Most new managers do only the first.



Job	What it means in practice	If you neglect it
Results	Clear goals, priorities, standards and follow-up	Work drifts; customers suffer
People	Know each person; coach, give feedback, develop	Good people stall or leave
The team	Roles, meetings, norms, how conflicts get settled	Silos, blame, gossip

And a fourth: managing yourself

Your time, your temper and your example. Your team watches what you do far more closely than what you say: when you arrive, how you speak about other departments, whether you keep small promises.

Self-test: mark last week's tasks R, P or T. New managers find most under R, and most of it is their old job.

INDIAN STORY

Captaincy is a different job

In 2007, during India's tour of England, captain Rahul Dravid told the cricket board that he wanted to step down. The board's president, Sharad Pawar, later recalled offering the captaincy to Sachin Tendulkar, the team's most accomplished batsman. Tendulkar declined. He suggested a younger player instead: Mahendra Singh Dhoni. In 2024 Tendulkar confirmed he had recommended Dhoni, describing him as calm and intuitive, qualities he had noticed while fielding beside him.

Dhoni was named captain for the first World Twenty20 in South Africa that September. Dravid, Tendulkar and Sourav Ganguly had opted out of the new format, so at 26 he led a young squad. In the final against Pakistan in Johannesburg on 24 September 2007, Pakistan needed 13 runs from the last over. Dhoni's three main fast bowlers had used up their overs. Instead of the senior spinner, who had conceded 36 runs in three overs, he gave the ball to Joginder Sharma, a little-known medium-pacer. A catch at short fine leg ended the match, and India won by five runs.

Why this story is in this book

The best player and the best leader are different jobs. Tendulkar, one of the greatest batsmen of any era, saw that. What the captain needed was judgement, calm and the ability to trust other people with the moment that mattered.

Sources: Sharad Pawar's account and Tendulkar's 2024 remarks as reported by The Quint, WION and DT Next; match details from the published scorecards. Full list on the Sources page.

INDIAN STORY

Three lessons for a new manager

- 1 Being the best at the work is not the qualification.**
Tendulkar's value to the team did not depend on being captain. Your value as an expert does not disappear either, but the job you now hold asks for different strengths.
- 2 Back the people you have.** Dhoni trusted a junior with the most important over of the tournament. New managers often take the important work themselves. Your team grows only when you trust them with work that matters.
- 3 Stay calm where people can see you.** A team reads its leader's face in a crisis. Panic spreads; calm also spreads. You can feel worried; your team needs to see someone thinking, not shouting.

A word of caution

One famous over proves nothing on its own: a decision can be sound and still fail. Judge your decisions by how you made them (the facts you had, the options you weighed, the people you asked), not only by how they turned out.

Captaincy and batting are two different jobs. A team needs both done well.

ProShelf's summary of the lesson

Try this: name one piece of work you would normally keep for yourself because it matters. Who in your team could do it with your support? What would they need from you?

APPLY IT · YOUR NEW JOB

Your new job, written down

Answer these before the end of your first week. Ask your manager to look at your answers to questions 2 and 3.

1 How will your own success be measured now? (Ask, don't guess.)

2 What does your manager expect from your team in the first 90 days?

3 Which tasks from your old job are you still doing? Which of them only you can do?

4 Who depends on your team's work: other departments, customers, suppliers?

5 Three things only a manager can do for your team that nobody is doing now

6 Your biggest worry about the new role, said honestly

Example (invented): a newly promoted nursing supervisor in Indore

Measured on: patient falls, medication errors, shift cover, staff turnover. Still doing: covering night shifts herself. Only a manager can: fix the rota, train new nurses, take complaints to the medical superintendent. Biggest worry: supervising nurses who trained her.

CHAPTER 1 IN 3 LINES

What to remember

- 1 Your success now comes from your team's results and growth, not your own output.
- 2 Four pulls drag new managers back to the old job: comfort, wanting to be liked, fear, and haste.
- 3 Every manager does three jobs (results, people, the team), plus managing themselves.

KEY WORDS

Individual contributor

Someone judged mainly on their own work, with nobody reporting to them.

First-line manager

A manager whose team members do the work directly, not through other managers.

Bottleneck

One point everything has to pass through, which slows the whole flow.

Common mistakes

- Taking the hardest work yourself
- Judging yourself by your own output
- Making big changes to prove yourself

Try this week

- List last week's tasks and mark them R, P or T
- Ask your manager how your success will be measured
- Pick one important task to trust to someone else

Quick self-check: A newly promoted sales manager keeps the five biggest client accounts “because they're too important to risk”. Name two problems this creates, and one better approach. Model answers are in the toolkit.

Next: **Chapter 2 · Your first 30 days**

You've just read Chapter 1 of Now You Lead.

The full book has 8 chapters, 10 worksheets and 92 pages. It is Book 1 of The Leadership Shelf: 11 short, practical books on one subject, sold together.

STILL TO COME IN NOW YOU LEAD

2 Your first 30 days

3 Leading friends, former peers and older colleagues

4 Set clear expectations

5 One-to-ones

6 Run your first team meetings

7 What to stop doing

8 Your first-year plan

THE 11 BOOKS IN THE LEADERSHIP SHELF

1 Now You Lead

2 Hire Without Regret

3 Let Go to Grow

4 Feedback That Lands

5 Reviews That Feel Fair

6 The Hard Talk

7 Say It Clearly

8 Time to Lead

9 A Team That Trusts

10 Win Them Over

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