

THE FIRST 90 DAYS WORKBOOK

A companion to OH SHIT, I'M THE SALES MANAGER by Matt Dunford

Three sections. One document. The book tells you when to open each one — just follow the prompts.

1 Day 30 Leadership Reflection

Open at the end of Part 1: SURVIVE

2 Day 60 Leadership Reflection

Open at the end of Part 2: LEAD

3 Day 90 Leadership Reflection

Open at the end of Part 3: BUILD

FROM MATT

This workbook is a companion to the book — not a replacement for it. The book will tell you when to open each section. When it does, come here, find the right section, and work through it honestly.

There are no right answers. Just honest questions designed to help you think more clearly about what's actually happening, and what kind of leader you want to become.

The Framework Worksheets are a separate download at SalesToLeader.com/90days.

SECTION 1

Day 30 Leadership Reflection

Seven questions to honestly assess your first thirty days. The first thirty days aren't about perfection. They're about awareness.

Open at the end of Part 1: SURVIVE.

SECTION 1

What Just Changed

Before you can lead well, it helps to be honest about what's actually different now — not just the title, but the whole game.

QUESTION 1

Before the promotion, how was your success measured?

The specific metrics, behaviours, and outcomes that defined a good day for you.

QUESTION 2

Now that you're leading a team, how is your success measured?

What does a good day actually look like now? What would tell you that you're winning?

QUESTION 3

What's the biggest difference between those two answers?

SECTION 1 CONTINUED

The High Performer Trap

Most new leaders try to win their new role using the skills that got them promoted. It's the most natural thing in the world. It's also the thing that slows them down most.

EXERCISE

List three behaviours or habits that made you successful before this promotion.

1.

2.

3.

HONEST CHECK

For each one — is it still serving you, or is it holding your team back?

BEHAVIOUR

STILL USEFUL?

NEEDS TO CHANGE?

1.

2.

3.

THE HARD ONE

What's the one habit you most need to leave behind?

The behaviour that made you great as a salesperson but is working against you as a leader.

SECTION 1 CONTINUED

The New Version of You

Every promotion requires a new version of you. Not a completely different person. Just a different way of showing up.

QUESTION 4

What kind of leader do you want to be known as?

Not your job title. Not your targets. How do you want the people you lead to describe you?

QUESTION 5

What's one thing a leader you admired did that you want to bring into your own leadership?

QUESTION 6

What's one thing a leader you've worked for did that you want to make sure you never do?

Now move into the Day 30 reflection questions.

1. THE SCOREBOARD

When something goes well, where does your attention go first — and what does that tell you?

What this is really asking: Are you still measuring success through your own performance, or have you started measuring it through your team's?

NOW WHAT →

2. DECISION MAKING

How often are people coming to you for answers they could probably find themselves?

What this is really asking: Have you accidentally trained your team to need you? Every question you answer that they could have answered themselves is a small transfer of dependency.

NOW WHAT →

3. CONTROL

What are you still holding onto that your team could probably own?

What this is really asking: Where are you still the bottleneck? Leadership isn't about making every decision — it's about building people who can make good decisions without you.

NOW WHAT →

4. VISIBILITY**How aware are you of the impact your words have on your team's confidence and mindset?**

What this is really asking: Leaders don't get to think out loud anymore. Your tone, words, and reactions land differently now. Are you aware of that?

NOW WHAT →

5. EMOTIONAL CONTROL**How much does your mood shape the atmosphere of the team — and how often are you aware of it in the moment?**

What this is really asking: Your mood just became everyone's problem. The question is whether you're managing that — or leaving it to chance.

NOW WHAT →

6. CONFIDENCE**How has your confidence changed since Day One — and what's driving that?**

What this is really asking: Confidence in leadership doesn't arrive with the promotion — it builds through experience. Where has yours grown? Where is it still fragile?

NOW WHAT →

7. THE HONEST QUESTION

What's the biggest difference between how you saw this role before you had it, and how it actually feels now?

What this is really asking: The gap between expectation and reality is where the real learning lives. Most new leaders avoid this because the honest answer is usually "it's harder than I thought." That's not failure. That's leadership.

NOW WHAT →

You've survived the first thirty days. The answers to those questions will tell you far more about your progress than any leaderboard ever will.

Section 2 — the Day 60 Leadership Reflection — is waiting. The book will tell you when to open it.

— Matt

SECTION 2

Day 60 Leadership Reflection

Seven questions to assess how effectively you're developing and leading other people. The focus shifts from your performance to the performance of others.

Open at the end of Part 2: LEAD.

1. ACCOUNTABILITY**What difficult conversation are you currently avoiding?**

What this is really asking: The conversation you're avoiding is usually the one you need to have. Name it. Then use the C.S.B.I.A. worksheet from the Framework Worksheets download to prepare.

NOW WHAT →

2. IDENTITY**Where are you still trying to be the expert instead of the leader?**

What this is really asking: Where are you still proving yourself through knowledge rather than developing it in others?

NOW WHAT →

3. COACHING**When you coach someone, whose version of success are you actually coaching them toward?**

What this is really asking: Are you developing people as themselves, or as smaller versions of you? You aren't the blueprint.

NOW WHAT →

4. GROWTH**Who has grown the most over the last sixty days because of your leadership?**

What this is really asking: Who specifically? And what did you do — or stop doing — that allowed that growth to happen?

NOW WHAT →

5. RETURN**Where is your coaching creating the biggest return?**

What this is really asking: Where is the time you invest in people actually showing up in their performance and behaviour?

NOW WHAT →

6. OWNERSHIP**Where are you investing effort without seeing ownership in return?**

What this is really asking: Are you coaching or carrying? Use the Effort Match Test from the Framework Worksheets download if you're not sure.

NOW WHAT →

7. ABSENCE

If you disappeared for a week, what would your team struggle with most?

What this is really asking: That list is your development plan. Everything on it is something you still own that your team should.

NOW WHAT →

Section 3 — the Day 90 Leadership Reflection — is waiting. The book will tell you when to open it. The question shifts: not "how am I leading?" but "what continues without me?"

— Matt

SECTION 3

Day 90 Leadership Reflection

Six questions on capability, ownership, culture, and leadership growth across your first ninety days.

Open at the end of Part 3: BUILD.

1. SUCCESS

Where is your sense of success coming from now — and has that changed since Day One?

What this is really asking: The scoreboard should look different now. If it doesn't, something hasn't shifted yet.

NOW WHAT →

2. ACCOUNTABILITY

How quickly are you addressing difficult conversations when they come up?

What this is really asking: Speed matters. Every day you delay, the problem grows and the team watches.

NOW WHAT →

3. INDEPENDENCE

What happens to your team's performance when you're not involved?

What this is really asking: If it dips without your involvement, the performance never truly belonged to the team. It belonged to your presence.

NOW WHAT →

4. OWNERSHIP**What's the typical shape of what people bring to you now — and how has that shifted?**

What this is really asking: Are they bringing problems or solutions? The shift tells you everything about the culture you've built.

NOW WHAT →

5. CULTURE**What standards survive without you?**

What this is really asking: Culture is what people do when nobody has to. Which standards belong to you, and which belong to the team?

NOW WHAT →

6. LEGACY**Where in the last ninety days have you tried to be the hero — and where have you built one instead?**

What this is really asking: The goal was never to be the person who saved the day. It was to build a team that doesn't need saving.

NOW WHAT →

You've done the work. Ninety days in, you know things about yourself as a leader that most people take years to figure out — and only then because something went wrong.

You stopped. You reflected. You wrote down the things that were uncomfortable to admit.

That's not a small thing. Now go back to SalesToLeader.com/assessment and retake it. Put a number next to everything you just wrote.

Keep going. — Matt