

Implementation guide for managers.

Manager-Specific Implementation Guide

“Your Job Is to Make the Work Easier, Not Smaller”

This is what managers get **after** leadership alignment.

What Changes for Managers

You Are No Longer the Answer

You are now responsible for:

- Clarity
- Flow
- Removing friction
- Maintaining feedback loops

If people need you to decide everything, the system is failing.

Your New Core Responsibilities

1. Translate Outcomes Into Systems

Ask:

- What structure helps people succeed repeatedly?
 - What information arrives too late?
 - Where are decisions slowed unnecessarily?
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2. Protect Team Autonomy

Your job is to defend the space where teams decide:

- Upward pressure is real—shield against it
 - Explain constraints, don't reassert authority
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3. Intervene Only at the Right Level

Intervene when:

- Outcomes are unclear
- Constraints are violated
- Learning is blocked
- Feedback is ignored

Do not intervene because:

- You would do it differently
 - You're uncomfortable with ambiguity
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Manager Self-Check (Weekly)

- Did I clarify outcomes—or add tasks?
- Did I remove friction—or create approval?
- Did I listen for learning—or just status?