



EZ E-BOOKS | PRACTICAL LEADERSHIP SERIES

50 PRACTICAL MOVES

THE FIRST-TIME MANAGER'S LEADERSHIP PLAYBOOK

Earn Trust • Lead People • Deliver Results



A PRACTICAL FIELD GUIDE FOR FIRST-TIME FILIPINO MANAGERS

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A Note to the Reader

A promotion is often celebrated as proof that you are ready. Yet many new managers discover that technical competence and hard work do not automatically prepare them to lead people. The job changes before your habits do.

This book was created for the manager who wants to do well without pretending to know everything. It offers practical responses to the real situations that arrive after the congratulatory messages end: former peers testing boundaries, unclear expectations, missed deadlines, difficult conversations, pressure from above, and the quiet fear of being exposed as unready.

You do not need to become a perfect manager. You need to become a clear, trustworthy and steadily improving one. Use one leadership move at a time. Practice it, reflect on the result, and adjust.

How to Use This Book

- If you were promoted recently, begin with Part I and complete the 90-day roadmap.
- If you face an urgent people issue, go directly to the leadership move that matches the situation.
- Use the conversation starters as guides. Adapt the words to your relationship and workplace.
- Complete the 24-hour action at the end of every leadership move. Leadership improves through practice, not reading alone.
- Return to the self-checks every month to see what has changed in your team and in you.
- Use the visual framework pages as quick-reference maps before a meeting, decision or difficult conversation.

HOW FRAMEWORKS ARE USED

Each Leadership Move identifies the research-based theory, applied model or practitioner framework that informed it. The guide credits the original author or originating group and translates the idea into practical workplace action. A framework is presented as guidance—not as a guarantee that one method will work in every situation.

The pattern inside every Leadership Move

SECTION	WHAT IT HELPS YOU DO
The situation	Recognize the moment and its stakes.
What usually goes wrong	Spot the reflex that makes the problem harder.
The leadership move	Choose a more useful management response.
Framework behind the move	Connect practice to a credited model or body of work.
Do this + Say this	Turn the idea into behavior and usable language.
Your next 24-hour action	Apply one small move while the lesson is still fresh.

The 50-Move Roadmap

PART I — THRIVE IN YOUR FIRST 90 DAYS

- 01 Stop Trying to Prove You Deserved the Promotion
- 02 Clarify What Success Now Means
- 03 Listen Before You Start Changing Things
- 04 Reset Relationships with Former Peers
- 05 Learn the People Behind the Job Titles
- 06 Choose Early Wins That Matter
- 07 Establish a Simple Team Operating Rhythm
- 08 Learn How to Manage Your Manager
- 09 Set Boundaries Without Becoming Distant
- 10 Build Your 30-60-90-Day Leadership Plan

PART II — LEAD PEOPLE, NOT JUST TASKS

- 11 Delegate Outcomes, Not Just Chores
- 12 Hold One-on-Ones People Find Useful
- 13 Stop Motivating Everyone the Same Way
- 14 Build Trust Through Small Consistent Actions
- 15 Make It Safer for People to Speak Up
- 16 Turn Instructions into Ownership
- 17 Lead Employees Who Know More Than You
- 18 Manage Hybrid and Remote Work Clearly
- 19 Include Quiet Voices in Team Decisions
- 20 Recognize Good Work Without Playing Favorites

PART III — DRIVE PERFORMANCE FAIRLY

- 21 Translate Goals into Clear Expectations
- 22 Agree on Measures Before Judging Results
- 23 Give Feedback Before Frustration Builds
- 24 Address Underperformance Early
- 25 Replace Micromanagement with Checkpoints
- 26 Make Decisions Without Endless Delay
- 27 Protect the Team from Priority Overload
- 28 Create Accountability Without Public Shaming
- 29 Document Important Performance Conversations
- 30 Conduct Fair and Useful Performance Reviews

PART IV — HANDLE DIFFICULT CONVERSATIONS

- 31 Prepare Before You Confront
- 32 Use the C.A.N.D.I.D. Conversation Path
- 33 Correct a Former Friend or Peer
- 34 Respond to a Resistant Senior Employee
- 35 Say No to an Unreasonable Request
- 36 Mediate Conflict Between Team Members
- 37 Deliver Bad News Without Hiding
- 38 Own Your Mistake as the Manager
- 39 Respond to Complaints Without Becoming Defensive
- 40 Know When and How to Escalate

PART V — BUILD A TEAM THAT WORKS

- 41 Run Meetings That Produce Decisions
- 42 Use Short Huddles to Maintain Momentum
- 43 Fix Confusion About Roles and Ownership
- 44 Improve Cooperation Across Departments
- 45 Lead the Human Side of Change

PART VI — MANAGE YOURSELF

- 46 Take Control of Your Manager Calendar
- 47 Work Through Imposter Feelings
- 48 Stay Steady Under Pressure
- 49 Protect Integrity When Results Are at Risk
- 50 Build Your Personal Leadership Development Plan

Introduction: Your Job Has Changed

Yesterday, success may have meant completing your own work accurately and on time. Today, your success depends increasingly on what other people understand, decide, do and improve. That is the central shift from individual contributor to manager.

New managers often respond to the uncertainty by working harder. They check every detail, answer every question, take back delegated work and stay online longer. This can produce short-term activity, but it also teaches the team to wait for the manager. The manager becomes both the engine and the bottleneck.

THE LEADERSHIP SHIFT

Your value is no longer measured only by the quality of your own output. It is measured by the clarity, capability and results you help other people produce.

The five jobs hidden inside your new role

- **Direction:** Help people understand what matters, why it matters and what good work looks like.
- **Alignment:** Connect people, priorities, responsibilities and deadlines.
- **Support:** Remove obstacles, provide resources and develop capability.
- **Accountability:** Address commitments, performance and behavior fairly and promptly.
- **Trust:** Create the conditions for honest information, responsible decisions and constructive disagreement.

Why Filipino workplace dynamics matter

Leadership never happens outside culture. In many Filipino workplaces, respect for hierarchy, concern for harmony, personal relationships and the wish to avoid embarrassment influence what people say—and what they leave unsaid. These can be strengths. They can also create polite agreement without genuine commitment, delayed feedback, or problems that surface only when they become serious.

Effective management does not require rejecting Filipino values. It requires using them wisely: showing respect while remaining direct, protecting dignity while maintaining accountability, and building relationships that can carry honest conversations.

Your first principle of leadership

RULE 1

Do not confuse authority with credibility. Your title gives you permission to lead. Your daily behavior determines whether people trust your leadership.

The First 90 Days at a Glance

The First 90 Days

A transition rhythm for learning before accelerating change



Review evidence every two weeks and adjust the plan.

Visual framework: Learn first, align next, then strengthen the practices the team can sustain.

PART I

THRIVE IN YOUR FIRST 90 DAYS

Learn first. Align next. Strengthen what works.



LEADERSHIP MOVE 01

Stop Trying to Prove You Deserved the Promotion

THE SITUATION

You feel watched. You assume senior leaders expect immediate answers, while former peers are quietly deciding whether you have changed.

What usually goes wrong

A new manager may overcompensate: making quick declarations, correcting people publicly, volunteering for everything or working longer than everyone else. These actions can look decisive, but they often come from insecurity. The team experiences pressure rather than leadership.

The leadership move

Replace performance theater with useful leadership. Your first goal is not to appear fully formed. It is to create clarity, learn quickly and make sound commitments. Confidence grows when your actions repeatedly help the team move forward.

FRAMEWORK BEHIND THE MOVE

Learning goals versus performance goals -- Carol S. Dweck and Ellen L. Leggett (1988). Their social-cognitive model distinguishes a learning orientation, which seeks growth and mastery, from a performance orientation focused on proving ability or avoiding negative judgment. For a new manager, choosing to learn reduces the pressure to appear certain about everything.

Do this

1. Write down the three results your role must deliver in the next 90 days.
2. List what you know, what you assume and what you still need to learn.
3. Choose one behavior that will demonstrate reliability: keeping commitments, sharing decisions promptly or removing a recurring obstacle.
4. Ask for feedback on your impact after your first month—not on whether people like your style.

Say this

CONVERSATION STARTER

I am excited to lead the team, and I also know I have things to learn. My immediate focus is to understand what helps us perform well, what gets in the way, and where I can provide the most useful support.

LEADERSHIP MOVE 01 | CONTINUED**Watch out for**

Do not turn humility into hesitation. You can say, 'I need to check,' and still set a deadline for the decision. Credible managers are transparent about uncertainty and dependable about follow-through.

YOUR NEXT 24-HOUR ACTION

Identify one promise you have already made. Confirm the deadline and deliver it - or renegotiate it before it becomes late.

YOU HAVE COMPLETED LEADERSHIP MOVE 01

The complete playbook continues with 49 more practical moves for leading people, managing performance, handling difficult conversations, building teamwork and managing yourself.

Turn the page to continue the Leadership Playbook.



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CONTINUE THE PLAYBOOK

Lead with greater clarity, credibility and confidence.

The complete 96-page edition turns proven leadership ideas into practical moves you can use immediately.

Inside the complete Leadership Playbook

- 50 practical leadership moves for real workplace situations
- 12 clear visual frameworks based on respected leadership thinkers
- Conversation starters for feedback, boundaries and difficult issues
- A next 24-hour action at the end of every leadership move
- Six part reviews and a 30-day leadership practice plan

FOR INDIVIDUAL MANAGERS

Introductory price: ₱499

Available through 30 September 2026 | Regular price: ₱599

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