

The first 90 Days as First-Time Manager at Amazon

Adapted from Michael D. Watkins' The First 90 Days. Proven Strategies for Getting Up to Speed Faster and Smarter.

Welcome to your role as a Manager at Amazon! Below you'll find a self-directed guide designed to support you through your first three months as a people manager at Amazon. This guide is just the beginning. You and your manager should customize this guide and the order you complete the learning path based on the specifics of the team you are now managing, the challenges they are facing, and where we are in Amazon's business cycle (i.e. the time of year).

Amazon Tools & Talent Products - Overview for First Time Managers

[Ivy](#) is the Amazon tool that connects familiar talent products, such as [Forte](#) and [Amazon Promote](#), and allows you to navigate between these products and consolidate your tasks, timelines, and informational resources in one place. Take some time to explore [Ivy](#) as one stop shop for different types of talent management tools and processes you need as an effective manager. There you will find also tools for Amazonians to document career objectives, Career Growth Plans (CGP) goals, skills, past experience (outside of Amazon), mentors, strengths, and growth ideas. In the Growth Activities section, users can create, edit, set target dates and track development activities along with current project scope and responsibilities. It also provides employees/managers a way to track career conversations/1:1 meeting dates and notes. Or the tool [Hire](#), that helps you manage resumes, interviews and the recruiting workflow. When you like to learn more about [Compensation at Amazon](#) or about [Amazon Connections](#), go to [Ivy Help and Resources](#).

Document Your Plan!

There are tools in [Ivy](#) that will help you creating your personal development plan, document your achievements and track progress. Treat

your personal development plan as a living document and continually update and review it as your thoughts and circumstances may change. It should not be a one-off check box activity.

30 Days - Discover

The name of the game during your first month is "discovery." Your goal is to learn as much as possible about your team and your business. This means asking questions, meeting with employees and major stakeholders, getting first-hand experience with your customers, and overall increasing your exposure to the operations of your business. Some specific items you should include in your first 30-day plan: Set up regular 1:1s with each of your team members, and regular 1:1s with your manager. Create your plan for working through the courses in the First-Time Manager Learning path.

60 Days – Implement

After the first 30 days, you should be more comfortable with understanding your role, business function and your team. It's now time to adjust existing processes or set up effective mechanisms to ensure that your team is working smoothly and delivering results successfully. You may still be learning, and collecting data and taking notes on what works and doesn't work for the team. It's now time to put what you've learned into practice.

90 Days – Grow

Now that you've been in your manager role for two months, you are likely much more comfortable with leading the team and the pace of your business. It's now time to make larger changes if needed since you've had time to gather data. Depending on your organization's culture, you can determine what level of change or ongoing development is appropriate.

Use the following table to create your plan:

30 Days - Discover	60 Days - Implement	90 Days - Grow
THINGS TO DO		
<ul style="list-style-type: none"> □ Get to know your team. Establish 1:1 cadence with your employees. Your first meeting should be questions to understand their different working styles and preferences, superpowers & growth areas, career goals and aspirations etc. □ Set expectations early (e.g. if you are now managing former peers – address the change of relationship early and openly) Discuss this in your 1:1 meeting. □ Meet with your manager to learn about the key metrics and tools the team uses. Get permissions setup for any new systems. □ Meet with the senior leadership team to understand current and future challenges; if it is your current team what you do well, what needs to improve, and discuss potential areas where you can begin making an immediate contribution □ Review current team goals and confirm they are still valid. Create a plan to update if needed. □ Plan your First Time Manager learning path. We recommended the course order but as you discover create your own path depending on your situation. □ Identify team goals and establish mechanism to help your employees work towards their current goals. Identify challenges or blockers affecting team ability to achieve goals. □ Review team processes by analyzing how your team members work together. In other words – what mechanisms do you have in place? Who should do what by when? What principles should govern decision-making? 	<ul style="list-style-type: none"> □ Establish a clear understanding of the purpose of your team and your team knows what success looks like and cares about achieving it. □ Set the team is meeting weekly with a clear agenda and action items. □ Establish a process for sharing weekly written updates to increase accountability. □ Create clear goals for the rest of the quarter and present to the team for alignment. □ Analyze your team. Are the members of your team set up to succeed? Do they have the right skills? Are they motivated to do great work? □ Assess the tools the team is using and confirm they are effective. □ Iterate on processes based on what you learned in the first 30 days. 	<ul style="list-style-type: none"> □ Identify team strengths and growth opportunities. Who is performing well and are there any performance gaps. □ Meet with your manager to go over each of your direct reports' strengths and growth areas. Having diverse perspectives about your employees' strengths (from your manager, prior manager, peer managers, employees) enables you to form your own opinion. If you have an employee that you believe may be ready for a promotion, an internal transfer or international transfer, learn how the process works and discuss the case with your manager to strategize next steps. □ Begin replacing any team tools you identified as ineffective. □ Begin replacing or simplifying any processes and mechanisms you identified as ineffective. □ Continue to hold 1:1 meetings with each team member. □ Compile a summary of your team's activity and share with your manager (or do it in your Weekly Updates).

- ❑ **Establish clear roles & responsibilities in your team** (these could change once you have collected more data) This is part of expectation setting.
- ❑ **Identify your team's key customers and stakeholders.** If these customers are internal, schedule introduction meetings with them to learn about their pain points and priorities. If your customer is external, try getting their feedback by scheduling calls with a few of them or reading customer feedback (surveys, reviews, etc.)
- ❑ **Develop your team's culture** try running a New Manager Assimilation Workshop with your team to meet together early on to establish trust and set expectations up front. This toolkit includes everything you need to conduct a 4-hour **New Manager Assimilation Workshop**, aka **Leadership Transition Workshop**. This version is designed to be led independently by a new leader and team, without a facilitator from HR. The process is appropriate for leaders and managers of all levels: [New Manager Assimilation Toolkit](#).

THINGS TO LEARN

With the help of your manager:

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| <ul style="list-style-type: none"> ❑ Identify key priorities and develop a roadmap for your team. ❑ Describe how your team connects with global teams and stakeholders. ❑ List expectations and deliverables which your team needs to meet in the short term. ❑ Identify areas you need to focus on during the upcoming weeks. ❑ Read your team's most recent OP1 document. ❑ Identify and review the key business and operational metrics for your team. ❑ Request a copy of the most recent All Hands Presentation from your manager to learn more about the team. | <ul style="list-style-type: none"> ❑ Identify the goals and understand the strengths and growth opportunities of your direct reports ❑ Read the job descriptions for your direct reports ❑ Visit Ivy, Ivy Help Center to navigate between our talent products at Amazon and consolidate your tasks, timelines, and informational resources in one place. There you will also find past reviews for your direct reports and learn about Amazon's annual review process, Forte. ❑ Read the development plans of your employees (if possible ask the previous manager or your direct reports). If they don't have one, ask your manager what | <ul style="list-style-type: none"> ❑ Meet with your manager to discuss your recruiting needs. Topics for discussion might include: ❑ Your current open headcount and the process for opening headcount ❑ How college hires and interns are allocated ❑ Need and policy for hiring contractors or contingent workers ❑ Meet with your recruiter. Topics for discussion might include: ❑ The recruiting process (sourcing strategies, phone screens, in-house interviews, hiring meeting) ❑ What you own, what recruiting owns, what the bar raiser does ❑ Whether pipelines are used in your organization and how they are used |
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development plan template exist in your org.

- ☐ Meet with your HR Business Partner (HRBP). Topics to discuss might include:
- ☐ Their perspective on your team's challenges and development path
- ☐ Annual Review and Compensation processes
- ☐ Role of the HRBP vs. Corp HR resources (ERC, HR shared services, payroll, LOA, Recruiting)
- ☐ Internal transfer process

THINGS TO ASK

In Customer and Stakeholder Meetings:

- ☐ What is your history with my team?
- ☐ What level of service does my team provide you?
- ☐ Any urgent or critical needs?
- ☐ What are your pain points?

- ☐ If the team's previous manager is still with Amazon, work to transition any feedback and performance information applicable to your employees' future reviews. Suggested questions are:
 - o What is the history of the team (how did it evolve)?
 - o How is it currently perceived?
 - o How well is the team functioning? Any urgent or critical needs?
 - o What's your perspective on each team member?
 - o What are their strengths and growth areas?
 - o Who should be up for promotion in the near future?
 - o Visit [Ivy](#) to review team Forte feedback as well as Promote, to determine if/when employees have an expected promotion quarter.

Taking Stock – of how you are feeling about your transition.

How do you feel so far?

On a scale of high and low, do you feel:

- ☐ Excited? If not, why not? What can you do about it?
- ☐ Confident? If not, why not? What can you do about it?
- ☐ In control of your success? If not, why not? What can you do about it?

What challenges have you encountered so far?

- ☐ With whom have you failed to connect? Why?
- ☐ Of the meetings you've attended, which has been the most troubling? Why?
- ☐ Of all that you've seen or heard, what has disturbed you most? Why?

What has gone well or poorly?

- ☐ Which interactions would you handle differently if you could? Which exceeded your expectations? Why?
- ☐ Which of your decisions have turned out particularly well? Not so well? Why?
- ☐ What missed opportunities do you regret most? Was a better result blocked primarily by you, or something beyond your control?