Two sides: choose the right person by the standard, then hand over properly.

Choose the right person

Five steps for choosing

1. **Write the job before you think of a name**
   List what the manager will own, what they will decide alone, and three numbers they will be judged on. If you cannot write it on one page, you are not ready to hire. Decide the pay range now. Keep the one-page job in Systex.
2. **Score candidates on the new job, not the old one**
   Being great at the old work does not prove someone can plan, give hard feedback or calm an angry client. Give small tests that look like the new job, and watch how each person thinks.
3. **Use the highest-standard rule**
   Only promote someone whose own work already sets the bar you want the whole team to reach. If you promote by seniority, the team quietly learns that standards do not matter.
4. **Decide inside or outside, honestly**
   An inside hire knows your customers and your culture. An outside hire may bring skills you do not have yet. If nobody inside passes the tests, look outside, and say so openly to the team.
5. **Treat the old role with respect**
   If an early employee is not right for management, do not push them out. Give a senior title in what they do well, a raise if they have earned it, and a clear path.

Aigerim · Commercial cleaning · Bishkek (example)

Setting **Commercial cleaning company, Bishkek**	Team **Sixteen cleaners**
Average contract **About $400 a month each**	Owner hours, before **70 hours a week**
Owner hours, after four months **About 45 hours a week**	Hours saved each week **25 hours (70 minus 45)**
Missed shifts, before **About 6 a month**	Missed shifts, after **About 1 a month**
First try **Most reliable cleaner; 11 weeks later he asked to go back, and 2 clients had left**	The pick **Supervisor Dinara, already the lowest complaint rate on her sites**
First pick became **Senior trainer**	New contracts **3, worth about $1,200 a month (3 × $400)**
Tracked in **Systex**	

Mistakes to avoid

1. Promoting as a reward for loyalty. Thank people with pay and recognition, not with a job they do not want.
2. Hiring a manager because you are tired, without writing down what they will own.
3. Choosing someone just like you, who copies your strengths and your blind spots.

These are examples, not promises. Example figures. General education, not financial advice. Results vary. USD.

The choosing key point

Write the job first, score the new job, promote only to the highest standard, choose inside or outside honestly, and respect the people who do not move up.

Hand over properly

Five steps for handing over

1. **Announce the change properly**
   Tell the team together, in person, why you are making the hire, what the new manager will own, and that questions now go to her. Say it again in writing, and tell key customers and suppliers too.
2. **Write down decision rights**
   Make three lists: what she decides alone, what she decides and tells you after, and what she brings to you first. Keep the lists in Systex so the team can see them from day one.
3. **Plan the first ninety days**
   Days 1–30: learn. Shadow every role, meet the top customers, change nothing big. Days 31–60: fix one or two problems she chooses. Days 61–90: run fully while the owner steps back.
4. **Meet every week for thirty minutes**
   Same time, same short agenda: her three numbers, one win, one problem, and one decision she wants your view on. Everything else waits, unless a customer or a safety issue truly cannot wait.
5. **Back her in public, correct her in private**
   If you disagree, say so behind a closed door, never in front of the team. When staff come to you with workshop questions, send them to her, kindly, every time.

Darnell · Car repair · Port of Spain (example)

Setting **Car repair garage, Port of Spain**	Team **Seven mechanics and a front desk**
Average repair **About $250**	New manager **Renee, hired from outside, about $2,400 a month**
Decision rule **Any repair under $500, any rota change, and any supplier order under budget, she decides alone**	Ninety-day plan **Days 1–30 learn; 31–60 fix one or two problems; 61–90 run fully**
Weekly meeting **30 minutes, same short agenda, saved for Thursdays**	On-time, before **About 7 cars in 10**
On-time, by day 90 **About 9 cars in 10**	Callbacks about delays **Dropped by about half**
Time off **First full week off in four years**	Tracked in **Systex**

Watch out for three traps

1. The silent handover, where the team hears about a new boss from gossip.
2. Keeping your old habits, so you become the manager's manager and the team's manager at the same time.
3. Judging the new manager in week two. Give the ninety days a chance, and judge results, not style.

This week

- [ ] Write a one-page job for your first manager: what they own, what they decide alone, and three numbers.
- [ ] Score your possible candidates against that page, with tests that look like the new job.
- [ ] Draft the announcement, the three decision lists and a ninety-day plan, before you say a word to anyone.
- [ ] Put this week's plan into Systex.
- [ ] If you already have a manager, write the decision rights and the weekly 30-minute agenda this week.

Systex is our own product. You can find it at loftybiz.net. Click the link in the description.
Planned free URL (not live yet): https://loftybiz.net/free/first-manager-planner. No phone numbers or LoftyBiz / Systex contacts.

The handover key point

Announce it properly, write the decision rights, plan ninety days, meet weekly, and back your manager in public.

Example figures. General education, not financial advice. Results vary.