








The Manager OS Playbook: Seven Roles, One Clear Standard

	 Clarity Setter	 Coach	 Connector	 Challenger	 Champion	 Change Leader	 Culture Shaper
PURPOSE	People know what matters this week, what "good" looks like, and how we'll measure it.	Capability grows faster than workload.	Work flows across functions without friction.	Standards rise; performance conversations are clean and fair.	The team gets credit and resources commensurate with impact.	Strategy converts to team-level action and habits.	Psychological safety and accountability coexist.
BEHAVIOUR	Translate strategy into 3–5 team priorities and 1–2 weekly focus outcomes.	Short, frequent conversations; questions before advice; clear next steps.	Map dependencies; proactively align decision-makers; share context, not noise.	Separate person from behaviour; use evidence; agree on next steps and follow-up.	Make outcomes visible; tell the story in business terms; ask clearly.	Explain the why, define the first two moves, measure adoption, not attendance.	Ask for dissent; normalise learning; keep promises.
TOOL	Team Priorities on a Page: <ul style="list-style-type: none">• What are we trying to achieve?• Why now?• What are the first three moves?• How will we know?	Ask Four 'C' Questions for: <ul style="list-style-type: none">• Clarity: define issue/goal• Creativity: ideate• Critical Thinking: evaluate• Commitment: take action	Dependency Map (who we rely on, what they need from us, escalation path).	Purposeful Feedback: <ul style="list-style-type: none">• What (happened)• So what (impact),• Now what (next steps)	Impact Brief (problem, action, outcome, ask).	Change Card (why, what changes for us, first two moves, measure we'll watch).	Team Operating Agreement (how we feedback, decide, escalate, and reset).
EXAMPLE	Monday stand-up/virtual starts with "Top Two for the week," not a status round-robin.	What outcome do you want? What could you do? What will you do and by when? Who owns what?	Ops to surface and solve the top three cross-team risks.	"In yesterday's client call, you interrupted twice (W). It confused roles (SW). Going forward, you lead discovery, and I'll handle pricing. How does that land? Let's review Friday. (NW)"	"Reducing onboarding from 30→18 days saved £X this quarter. To sustain, we need one L&D license and 0.5 FTE analyst time."	When introducing a new CRM step, track "% opportunities with next action logged" weekly, not just the training completion rate.	End meetings with "What did we learn? What will we do differently next time?"