



Unfrozen

The 15 fill-in templates

Every template from *Unfrozen: A New Manager's 90-Day Plan for Leading Change from the Middle*, one per page with room to write. Print the ones you need for this week. Each one is explained in full in its chapter; the page header tells you which chapter and when to use it.

Day 1 is the day the change is handed to you to carry. The week numbers count from that day.

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The week-one check with your boss

Introduction · by Friday of week one

My paragraph on why this change is happening:

What my boss corrected:

1. Mine to decide:

2. Needs my boss's OK first:

3. Fixed:

Who can answer what my boss couldn't, and by when:

Note sent on: _____ · Corrections back: _____

The listening-tour script, one per person

Chapter 1 · weeks one and two

Name: _____ · Date: _____ · Where we met:

1. Why we're making this change, in their words:

2. Where it touches their week:

3. What will be different:

4. What they hope stays the same:

5. What nobody has explained:

Misunderstandings to check, not argue:

Questions I couldn't answer, to take up by _____:

Words they used for the change: _____ · Would a comment identify them without a name? [no / ask first]

Three questions and the first 10 seconds

Chapter 2 · from week one

- Team meetings: “What’s getting in the way of this change right now?”
- One-on-ones: “What have you stopped mentioning because nothing happened the last time?”
- Once a month: “If you could tell the people who planned this one thing, what would it be?”
- First 10 seconds: say “Thank you for telling me.” Keep your face and voice level. Don’t defend the plan, and don’t ask who’s to blame.

Asked this week in team meeting: _____ · in one-on-ones:

_____ · Silence so far from: _____

The follow-up record

Chapter 2 · every time someone brings you bad news

Issue, in their words	Raised by, and when	Next action, and owner	Go back by

If it involves safety, harassment, discrimination or fraud, follow your company’s reporting policy right away and record only that it was referred, and to whom.

The Friday update

Your 90-day calendar and tools · every Friday from week two

Week: _____ · Sent: _____

1. Moved:

2. Stuck:

3. Decided:

4. Need:

5. Next:

Weeks in a row line 2 has said the same thing: _____ (at three, raise it in your next conversation)

The upward agreement

Chapter 3 · draft by Friday of week four, meet early in week five

1. Decisions I'll make on my own:

Decisions I'll make after checking with you:

Decisions that stay with you:

2. Escalation. What I'll bring you, how fast, and with a recommendation:

3. Updates. You'll get this, and how often (what moved, what's stuck, what I need):

4. Calls I'll make that you can't back:

Promises to my team that depend on you:

Of those, you can keep: _____ · I should walk back now:

5. Review date (end of week eight):

Anything you've promised your own boss that I should know:

Not agreed, so it stays with my boss for now:

Recap sent on: _____ · Reply received: _____

The “decide how” worksheet

Chapter 4 · session on Friday of week five

Attending: _____ · Draft shared with everyone else by (Monday morning of week six): _____ · Open to challenge for at least two working days, until the trial starts on (Wednesday of week six): _____

Part A, the manager.

1. What must change:

2. Why, in one sentence the team could repeat:

3. Fixed (deadline, budget, legal or safety rules): _____ · To raise with my boss: _____

4. Open for the team to decide:

Looking back, the phrase we agree on: _____ · Looking ahead, ideas for line 5: _____

Part B, the team.

5. How we will do it:

6. Who owns each piece:

7. By when:

8. Trial, from the start date to the first review: _____ · How we'll know it worked: _____ · Stop early if: _____

9. Report back on _____: worked _____ · didn't _____ · change we'd make _____

Part C, both.

10. What the manager takes up the line, and by when:

11. When we look at this again:

12. What we ask the level above to carry:

The one-page pitch

Chapter 5 · optional, weeks six and seven

1. The problem, in their metric: _____ is being hurt by
_____. What I'm seeing: _____
2. Waiting until _____ costs: _____
3. The test: _____ for _____. It needs: _____.
It depends on: _____
4. Who else has seen it:

5. What I need from you:

6. On _____ I'll show you _____ before and after. Decision
by: _____

Answer: [yes / not now / no] · If not now, what would make it a yes:

Choosing your window

Chapter 5 · optional, by Monday of week seven

- Weekly staff meeting, for a test inside my decision rights:

- Quarterly strategy meeting, for a fix that supports a stated goal (my boss carries it):

- Annual budget review, for anything that needs money (run the free test first):

- A shock, a proposition rather than a tested finding (try it only if what's under threat is resources, not control):

- No window this week: 20 minutes booked for

Page sent a day ahead on: _____ · Not on a day my boss has had bad news, if it can wait · Argue the outcome, not who was right

The 30-minute review

Chapter 6 · every two weeks from week seven

Date: _____ · Measure: _____ · What it showed:

- Minutes 0–5, last fix: done? _____ · What got in the way: _____
(first review: what the trial set out to do)

- Minutes 5–10, my own miss:

- Minutes 10–20, supposed to happen: _____ · actually happened: _____
_____ · why: _____ · leave alone: _____

- Minutes 20–25, one fix: _____ · owner: _____ · due: _____

- Minutes 25–30, what's landing next, and is this change ready? _____ ·
Hold-still rule restated (from week eleven): [yes / no] · Last minute, from week eleven:
new on our plate _____ · came off _____

One line to my boss, sent: _____ · Stop and reset? [status updates / same
problem again / no miss named]

The hold-still rule

Chapter 6 · ask by Friday of week ten

For _____ days from _____, this team adds no new discretionary process, tool, report or meeting unless it's a fix chosen in a review. Urgent or mandatory work (safety, legal, a customer emergency, a direct instruction) isn't covered. Anything new from outside goes to me, and I ask my boss whether it can wait.

Initiative to hold off: _____ until _____ · What the reviews found: _____ · My boss's answer: _____ · Held only for: _____

The capacity check

Chapter 7 · quick in week one, full in weeks nine and ten

Item	Who asked	Hours a week	If it slips two weeks	Stop, delay, hand off or keep
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Total hours: _____ · Hours I actually have: _____

From the team, one thing to drop or delay:

What they need to do this well:

Hand off to (and confirmed they have room):

To my boss (date: _____). We need this taken off, or delayed until a date:

What we agreed stops:

What's delayed, and until when:

Who takes what:

Note sent on:

One supportive act a week

Chapter 7 · optional, week ten onward

Week	The act	Needs my boss's OK?	Done?
Ten			
Eleven			
Twelve			
Thirteen			

What to say when the plan changes or a sponsor leaves

Chapter 8 · within two working days

What I know:

What I don't know yet:

What hasn't changed, confirmed only (with whom):

What we keep doing:

I've asked _____ about _____, and I'll come back by

The team's questions, each with an owner and a date:

The 90-day look-back

Your 90-day calendar and tools · around day 90

Bring: your week-one paragraph, the five sentences, the review notes, your Friday updates and the week-ten note.

1. What we set out to do:

2. What actually happened:

3. Why the difference:

Keep, no more than two (each with an owner and a date)

Keep:

Keep:

Change, no more than two (each with an owner and a date)

Change:

Change:

The habit I'll keep with the next change:

To my boss, what landed:

What didn't:

What I'd ask for next time:
