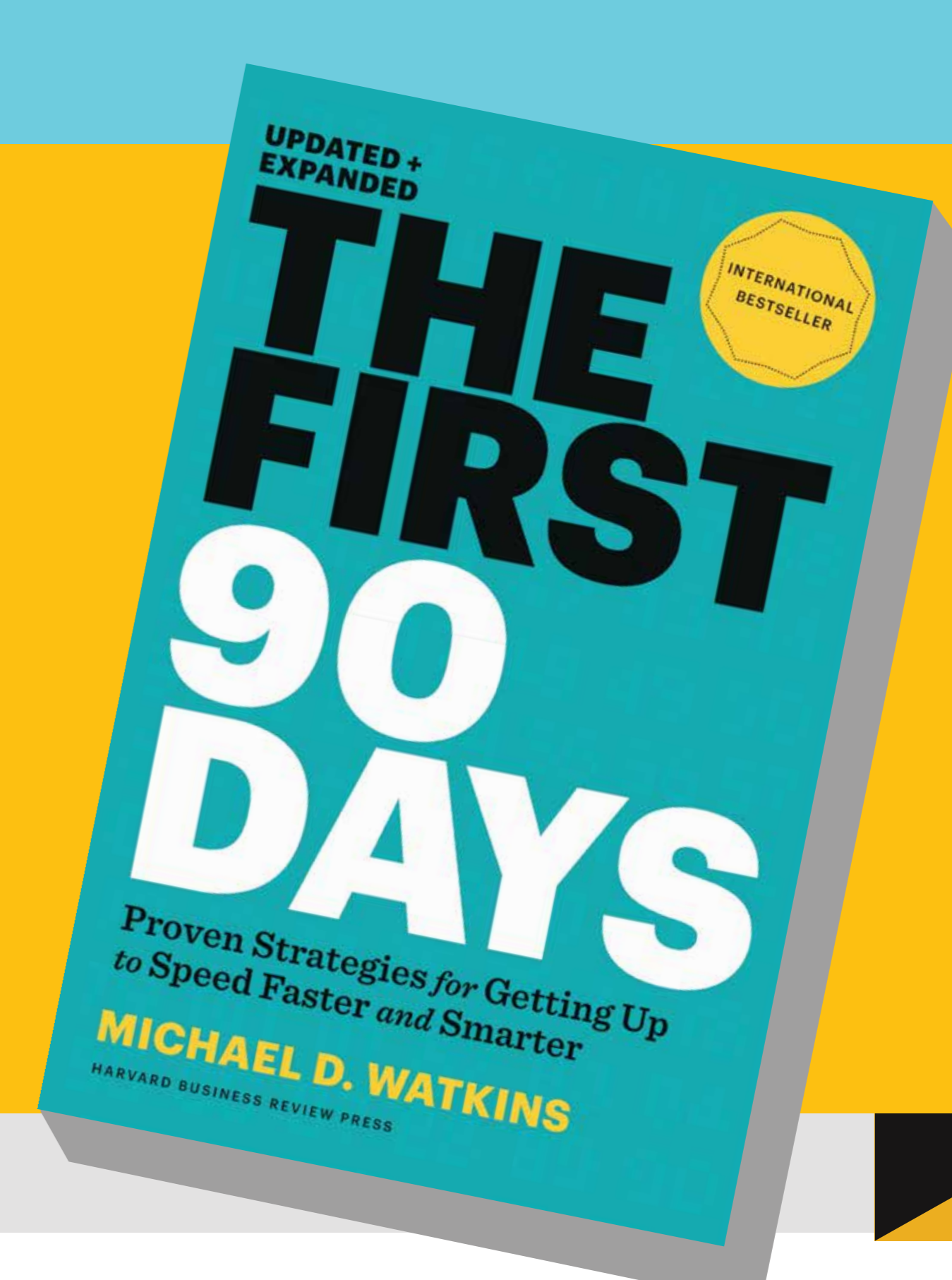


# THE FIRST 90 DAYS

PROVEN STRATEGIES FOR GETTING UP TO SPEED FASTER AND SMARTER

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The first few months of any career transition—be it a promotion or a new job—are critical. They decide if you succeed or fail in the new role. Use the 90-day plan to shorten your learning curve and become productive much faster.

Aim to reach the breakeven point asap where your contribution meets the company's investment in you. Multiply the results by applying the framework to all transitions in your organization.

## 10 STRATEGIES FOR TRANSITION ACCELERATION

### Know What Motivates You

Take a break before the transition to prepare yourself for the new role.

**Distinct shift**  
Pick a date and time: make a clear mental shift from the old job to the new one.

**Vulnerabilities**  
Be aware of areas you're weak at or tend to avoid. Improve on them, build a complementary team and find the right advisers.

**Strengths**  
Know your strengths and default mode of operation. Be aware that what worked in the past may not work in your new role.

**Mindset**  
Be prepared to address your gaps/blind-spots and embrace the steep learning curve.

Define what you must learn about the new role. Quickly get up to speed on those areas.

**Learning agenda**  
List down your key questions & hypotheses. Include the technical, interpersonal, cultural and political aspects of your new role.

**Best sources**  
Find the best internal and external sources of learning.

**Structured learning**  
Use a structured approach e.g. ask questions about the organization's biggest challenges, opportunities and critical areas of focus.

**Learning plan**  
Define the specific action steps before you start your new role, soon after you start and by the end of your 1st month.

### Speed Up your Learning

### Tailor your Strategy

Diagnose where your organization stands & your role/situation, then customize your strategy.

**STARS portfolio**  
The 5 STARS situations are: Startup, Turnaround, Accelerated-growth, Realignment, and Sustaining-success. Each product, project or business unit in an organization can be at a different stage.

**Customized approach**  
Examine the unique challenges & opportunities of the STARS portfolio you've inherited, your role as a leader and how it affects your learning agenda.

Establish a healthy work relationship with your boss and set clear, realistic expectations.

**5 key conversations**  
Agree with your boss on these 5 topics through a series of dialogues on (i) diagnosis of STARS situation, (ii) expectations, goals & timeframe (iii) required resources, (iv) management style and (v) personal development. Be 100% responsible for building the relationship.

**90-day plan**  
Develop your 90-day plan in the 1st few weeks. Share it with your boss and get buy-in. Do a joint review every 30 days.

### Negotiate Success

### Clinch Early Victories

Aim to secure early wins in your first 90 days to build momentum.

**Agreed business goals**  
Focus on a few key initiatives that're (i) aligned with agreed goals and your boss' priorities, and (ii) can shape desired behaviors to help achieve those goals.

**Phased approach**  
In your 1st 30 days, build personal credibility and a good reputation. Concurrently start to identify key initiatives for the next 30-60 days.

**Time bombs**  
Watch out for potential internal or external problems that could explode in your face.

Don't rush into action. Identify potential misalignments and develop a plan to address them.

**Strategic direction**  
Check for alignment between mission, vision and strategy. Look for coherence, adequacy and execution for 4Cs—customers, capital, capabilities, and commitments.

**Support**  
Check if the structure, processes and skill bases support the strategic direction.

**Plan**  
Define the required areas of alignment, how/when to make those changes, and the best sequence of change.

### Get Alignment

### Build Your Team

Assess, align, and mobilize every member on your team.

**Evaluation**  
Use the first 30-60 days to define your desired team member criteria, assess each member, and evaluate the group dynamics and roles.

**Alignment**  
Align members with team goals. Articulate an inspiring vision, and define clear goals, metrics and incentives.

**Leadership**  
Lead your team to reach the team breakeven point asap. Focus on teamwork and celebrate success.

Build relationship capital and cultivate allies internally and externally.

**Goals & landscape**  
From your list of desired early wins, map out the network of influencers and decision-makers. Define the support you need and the opposition you may face.

**Influence strategies**  
Take time to understand the "pivotal people" and define strategies to best appeal to their interests and motivation.

### Build Alliances

### Manage Yourself

Balance between others' advice and your own judgment, between work and family needs.

**Self-awareness**  
Step back and reflect on your key hopes and worries. Take deliberate steps to address your biggest challenges.

**3 anchors**  
To manage the transition, develop 90-day strategies, form strict routines/habits and build support systems.

Build relationship capital and cultivate allies internally and externally.

**Key transitions**  
Identify the number/types of transitions and the most critical transitions in your organization.

**Influence strategies**  
Use a common model but tailor the content for different transition types and leadership level. Ensure all stakeholders have the incentives and know-how to support transitions.

### Accelerate Everyone