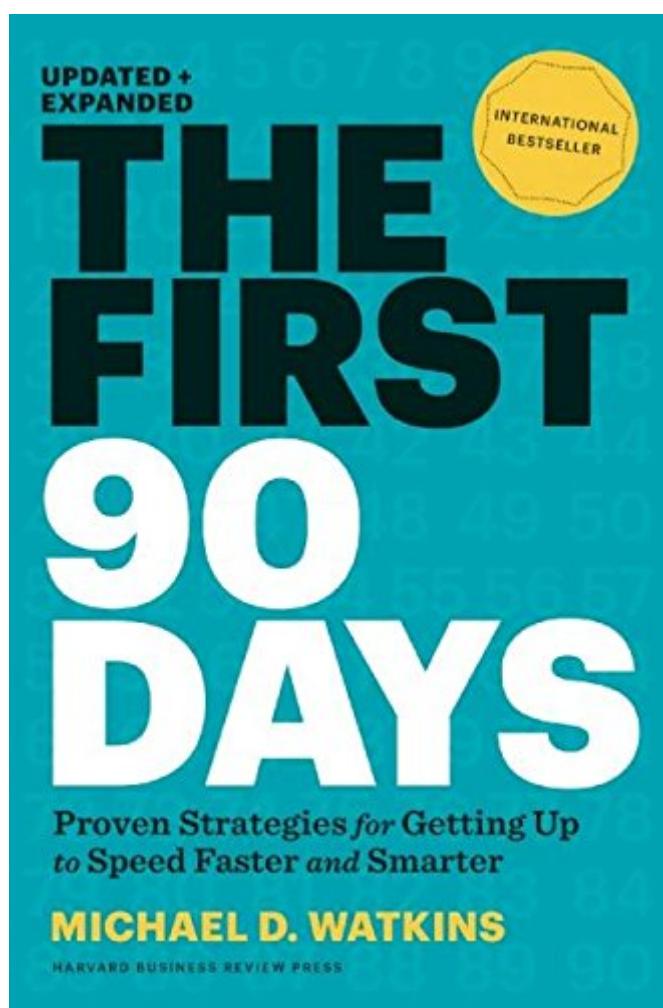


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# The First 90 Days, Updated And Expanded: Proven Strategies For Getting Up To Speed Faster And Smarter



## Synopsis

The worldâ™s most trusted guide for leaders in transitionTransitions are a critical time for leaders. In fact, most agree that moving into a new role is the biggest challenge a manager will face. While transitions offer a chance to start fresh and make needed changes in an organization, they also place leaders in a position of acute vulnerability. Missteps made during the crucial first three months in a new role can jeopardize or even derail your success. In this updated and expanded version of the international bestseller *The First 90 Days*, Michael D. Watkins offers proven strategies for conquering the challenges of transitionsâ "no matter where you are in your career. Watkins, a noted expert on leadership transitions and adviser to senior leaders in all types of organizations, also addresses todayâ™s increasingly demanding professional landscape, where managers face not only more frequent transitions but also steeper expectations once they step into their new jobs. By walking you through every aspect of the transition scenario, Watkins identifies the most common pitfalls new leaders encounter and provides the tools and strategies you need to avoid them. Youâ™ll learn how to secure critical early wins, an important first step in establishing yourself in your new role. Each chapter also includes checklists, practical tools, and self-assessments to help you assimilate key lessons and apply them to your own situation. Whether youâ™re starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how you manage your transition will determine whether you succeed or fail. Use this book as your trusted guide.

## Book Information

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## **Customer Reviews**

This is a really useful book filled with sage advice for anyone assuming a leadership position, particularly as a former outsider to the organization. It's filled with reminders that you don't walk in with "the answer," that instead winning the trust and respect of your cohorts is a learning process that you should begin with great intensity. The first half of the book relates directly to someone who is assuming a management role, the next quarter of the book is about what to do as a new employee serving under a boss or bosses (perhaps as a mid-level manager). The last bit of the book gives a brief introduction to strategic thinking and the book concludes with questions to ask yourself (and your family) in evaluating your transition. It is applicable to any firm, church, non-profit, and even (mostly) the government. Here's a summary of the points I gleaned:

- Establish your integrity in first 30 days.
- Learn all you can about the organization, put on your "historian" hat.
- Don't suggest changes without examining what has been done previously.
- Silence is not accession.
- Meet with everyone in the organization to evaluate their expectations. Ask them what they think you should focus on.
- Ask same questions of all so no one treated different and you have a cross-section.
- Look for "early wins," low-hanging fruit of improvements you can make or other things to boost morale.

Dealing with your boss in the first 30 days:

- Be proactive, assume it's on your shoulders to build the relationship and get the support you need.
- Schedule meetings to discuss expectations, evaluations, and personal development.
- Figure out what would give your boss "early wins." Make his priorities your priorities.
- Be proactive in doing things that will allow your boss to hear from people he trusts that you're a good worker.
- Don't bring your boss bad news early, at least without bringing good news too.
- Don't assume he will change. He has a style, foibles, accept them and work around them and move on. You can learn a lot from a bad boss, and you will likely have many.
- Examine how others relate to your boss and how he responds.

Strategy

- Begin figuring out who you need to move off your team immediately, whose roles need to change, and who you need to evaluate further.
- Think strategically. After your first 90 days you should be

able to present a plan that is actionable. - Evaluate the vision of the organization, its values, and use SWOT analysis. Ask yourself feedback questions every week. - What isn't going well. Why? What can you change? - What are you least happy about. What can you change about it? - What meeting troubled you the most? "" - What conflict needs to be most resolved? ""Family also has to be considered. How is your new role and time commitment affecting your family? Was the move worth it? The author doesn't state it like this, but focus on doing what's best next. I give this book 4.5 stars out of 5. I highly recommend it.

This is a great overview of steps to follow when moving into a new position. I recently took over a new position in a smaller company and the lessons from the book helped me tremendously. Things that you may think are a given that I wouldn't have addressed if it hadn't been for this book really helped me to stay on top of my progress and relationships in the new company. I recommend it to anyone whether it's a job in a new company or your current company.

I liked some of the frameworks provided in the book (e.g., STARS model). I believe they will be helpful in my upcoming transition. I'm giving it 4 stars because I found some of the concepts to repeat themselves over and over without adding much insights or value. I think the book could have been 20% shorter.

Anyone going through a transition (or who will go through one) should read this book. It has made me rethink my entire approach to assessment and planning. I highly recommend the strategies and the pragmatic approach because this book is backed by some of the best research in the field and by expert advice. This has got to be the best \$15 in terms of potential savings and risk mitigation that I have spent in a long time! I am going to be working with my HR partner to see if we can implement across our team to enable better and more efficient movement of our leadership team. I cannot wait to see what results we can achieve!

I use this when I am starting a new job. It works great at setting the tone in your new organization.

This is a good overview of what it takes to be a leader based on a personal reward framework. The advice is very achievement-focused and centered on the individual leader's accomplishments. There are some great tools in the book of evaluating your company and your new team but I'm not sure if I would want to work for the new leader this book strives to create. That new leader is so

focused on the accelerated sprint they may not be prepared for the full race.

The reality is this: Most organizations' managers do a terrible job of onboarding new employees, be it individual contributors fresh out of college or more seasoned professionals. This book essentially teaches you how to onboard yourself and likely do a better job at it than your manager would anyway. I've been creating a "workbook" in Microsoft Word which I can leverage and take notes in directly. The book is written more toward seasoned professionals who are responsible for areas of a business; however, the general content applies to new individual contributors as well. Highly recommended.

The lessons and strategies in this book can apply to anyone at any stage of their career. While it is great for those stepping into a new position or a new job, I think it's also useful for anyone tackling a new challenge or project, or who feels "stuck" and wants to get better results. I have also used the 90 day approach in interviews. I came in with an outline of what I would do in the job during the first 90 days and reviewed it during the interview. The hiring manager even said "Can I keep this?" It sets you apart from other candidates. (BTW, result: job offer!) I've recommended this book frequently and gifted it several times. If you're like me in wanting to highlight things and scribble in the margins, I suggest buying the physical book vs. the Kindle version.

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