

YOUR FIRST 100 DAYS IN A NEW ROLE

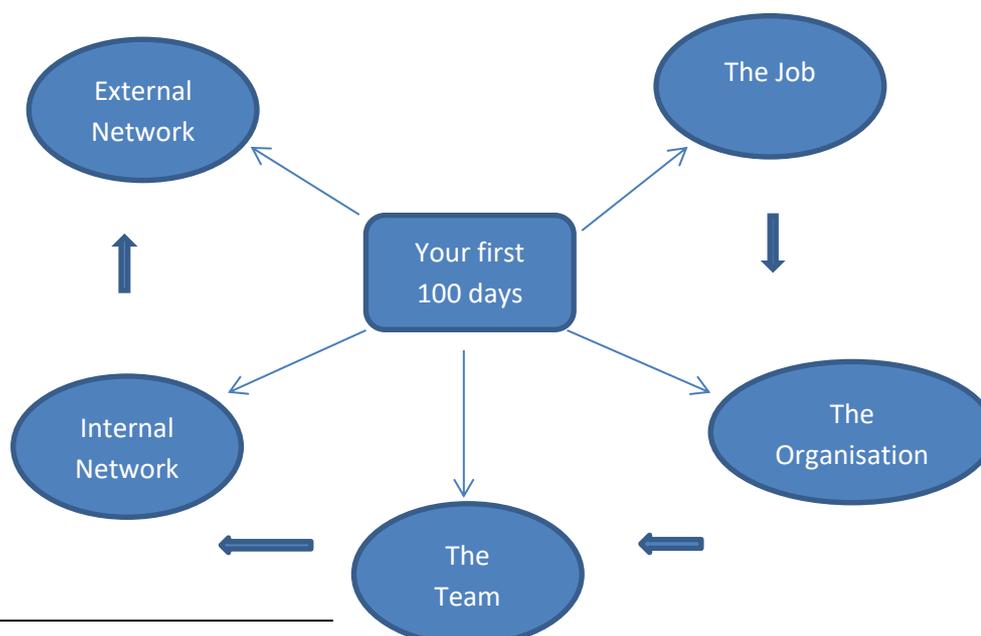
Introduction

So why are the first 100 days in a new role so crucial? Well, it's your opportunity to make a first impression within your new role or organisation and should be viewed as an enjoyable period as you navigate your way through new waters. Having said that it can also be a daunting and confusing time so avoiding unnecessary mistakes whether errors of judgement or cultural mistakes will be important if you don't want to make a wrong first impression.

During your first few months you should ideally spend most of your time listening and asking questions, making sure you are meeting the right people both within and outside the organisation and identifying the information and background (reports, papers and organisational history) that will help you make a success of the role. The need to strike a balance between making an impression and making sure you have an accurate assessment of the organisation is a fine, but important one. In a survey carried by Mercer Delta Consulting (2008)¹ the reasons that senior and middle managers fail in their role is because they :-

- **Don't respect organisational culture**
- **Try to do too much too fast**
- **Don't engage in the induction process**
- **Fail to clarify objectives (for themselves and their team)**
- **Believe their appointment represents a mandate for change**
- **Fail to establish networks within the new organisation**
- **Are over confident in their skills and experience**

This brief document is intended as a guide and aide-memoire to helping you prepare a plan. Here is an overview of the areas you may want to think about :-



¹ Mercer Delta Consulting are now part of the Oliver Wyman Group

Getting to grips with the Job

- What induction plans have been made for you? And if no induction plan what should your induction plan look like? Who should you be meeting? If there is induction training - is it any good? You may wish to give feedback so that it can be improved in future
- What background documents should you read as part of the handover? Are there any recent strategy plans, cross organisational reports that you should know about which relate directly to your role?
- Make sure your boss is clear with you about your mandate and the reason you've been appointed. Are there any specific priorities?
- Get to know your boss. What is their management style? How do they take on information? How often do they want to be kept informed?
- Identify and make a note of some quick wins you would like to achieve in your role
- Don't get dragged into the detail too soon. Your new colleagues will have lots of detailed things they want you to fix. Some of them might be part of your quick wins but you may need to push back rather than make them a priority.
- What learning/skills do you need to strengthen? Make sure you signal this with your manager and that you have a proposal of how this could be achieved.
- Think about the vision for your role and the team you are managing? What's going to be different? Keep returning to this during your first 100 days as it will be important to communicate this to colleagues, your internal network and your team once you are established.

Getting to grips with the Organisation

- Make a note of all the things you observe that seem antiquated, time-consuming, or just down right odd. This might be about organisational culture, systems & processes, or the structure. You don't need to act on them straightaway but they will seem less strange when you become part of the organisation. It will be important to refer back to these notes at the end of your 100 days.
- Listen to all ideas (and moans) whether you agree with them or not. Again it is worth noting them and seeing what themes emerge.
- Don't believe everything on face value. Well-meaning colleagues will tell you all sorts of the organisational myths and gossip. Take the time to get the evidence and find out if they are really true
- What recent organisational reports should you read (strategic plan, annual reports, articles and memorandum of association)?

Building Relationships - internal network and coalitions

- Who are the immediate colleagues you will need to collaborate with? Who are the key influencers and blockers in the organisation and why?
- Who are the other internal key players you will need to influence?

- Who are the trustees (if appropriate) you will relate to more frequently?
- Who are your key internal customers? Who can help you promote your team in a positive way?

Building Relationships - external network and coalitions

- Which networks will you need to be a part of?
- Which organisations will you need to be in touch with regularly?
- Which suppliers/providers do you need to work with closely?
- Who are your key external customers? Is there any background or history you should know about?

Building your Team

- Who is in your team? Make sure you've understood your role in relation to those of your direct reports.
- Start your thinking about how you are going to develop your high performing team?
- Be clear about what you expect from them and how you prefer to operate ie how you take on information, your management style? They'll pick this up, but better to be explicit so they know what to expect.
- Get to know your direct reports and their views on their team members.
- Don't tolerate poor performance or bad practice (time keeping, missing agreed deadlines. In some cases /

So in order to create a plan for your first 100 days think about :-

- What does your first week look like? What are your objectives and goals? How will you measure success?
- What will your first month look like? What are your objectives and goals? How will you measure success?
- What will your second month and third month look like and so on . . .

Make sure you have some measures of success for your overall objectives and goals so that the end of your first three months you can coherently articulate

- how have you affected the performance of your team/department?
- what kind of relationships you have built with your team members?
- what projects you are working on, and how successful have you been with them?
- what kind of innovative ideas are you bringing to the table?

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