Alumni Webinar Series

The First 90 Days in Your Job

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Learning Objectives

• Understanding why the first 90 days are so critical to the long term trajectory at an organization.

• Developing a strategic plan with tactics to handle effectively those first months.
  – Information gathering.
  – Managing and nurturing key relationships.
  – Setting expectations.
Why the first 90 days are so important (and most challenging)?

- First impressions (right or wrong) set the stage for future success. Perception is reality.

- Co workers also formulate opinions about you early on with very little information.

- Expectations are high at the beginning and your resources slim i.e. knowledge, networks.

- Time is precious.
Phase 1 - Curiosity

-- “New leaders need to spend some time learning about culture and politics, even if they think they have been brought in specifically to change them.”

**Action Plan –**

- Informational interviews continue beyond the interview stage.
- Observe and listen!
- Questions (identify “wins,” obstacles, work styles)
- Identify people who have been with the company for a while and solicit their help in understanding the culture.
- Relationships even professional ones are still based on personal connections. (coffee/lunch anyone?)

*Michael Watkins – *The First 90 Days*
## Guideline Questions

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<tr>
<th>Question</th>
<th>Objective</th>
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<tr>
<td>What keeps you up at night?</td>
<td>Identify priorities.</td>
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<tr>
<td>Some of the challenges you’re currently facing?</td>
<td>Identify obstacles to achieving those goals.</td>
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<td>How have you worked with the person previously in this role? OR How do</td>
<td>Identify what worked/didn’t work. If new role, understand expectations.</td>
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<td>you envision this role working with your team?</td>
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<td>What worked in the past?</td>
<td>How can you assess organization situation &amp; culture.</td>
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<td>How does the group like to communicate?</td>
<td>Identify work styles.</td>
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<tr>
<td>What are your thoughts about the recent developments in X and how that</td>
<td>Asking for opinions on industry related trends can demonstrate deeper</td>
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<td>will affect your department?</td>
<td>insight and also win points.</td>
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<tr>
<td>Questions regarding the basics? Ordering office supplies, how to</td>
<td>Getting these basics out of the way can save time and embarrassing</td>
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<td>request budget approval, what is the standard around meeting protocol,...</td>
<td>surprises later.</td>
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One of the most important relationships in any job. Understanding and negotiating expectations critical to maintaining a productive relationship.

Action Plan

- Understand his/her expectations and targeted goals/pain points because they become your goals/pain points.
- **Proactively** schedule regular check ins with your manager with updates on your progress and soliciting constructive feedback. Don’t wait for him/her to initiate.
- Setting expectations.
Framework for Discussions with Manager

• Proactively schedule weekly meetings touching upon:
  1. Project updates
     • Show progress and moving forward with assigned tasks.
  2. Priorities
     • Confirm with manager these are still priorities with him/her.
     • Expectation setting
  3. General Questions
     • Solicit constructive feedback
     • Scope out project opportunities
  4. Initiatives
     • Demonstrate that you’re thinking outside the box and being strategic.
     • Solidifying your place in the org.
Phase 3 - Building Coalitions

-- “Network well. Skilled networkers build friendships and working relationships by garnering support, negotiating and managing conflict. They know when to call on others and are seen as willing to reciprocate.”*

Action Plan

• Market your achievements. – Curiosity outreach AND follow up.
• Who do you need/want to know and how can you raise own level of visibility with humility and confidence?
• Be open. Take on tasks readily (especially those that put you in front of external departments).

* “Why You Have To Be A Politician At Your Job,” Jean Leslie and William A. Gentry, Forbes.com
Month 1, 2, 3 Outreach Plan

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<th>Tasks - set reminders in Outlook including:</th>
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<td>• <strong>Update your existing network of your recent career change.</strong></td>
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<tr>
<td>• <strong>Weekly</strong> manager meetings (if appropriate) with progress reports including 1, 2, and 3 month updates.</td>
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<td>• <strong>Weekly</strong> outreach to constituencies (direct and cross-functional team, influencers).</td>
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<tr>
<td>• <strong>Quarterly</strong> outreach to external contacts to keep communication open and scoping out potential opportunities.</td>
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<td>• Meet to identify project opportunities within existing team as well as other departments. Internal and external.</td>
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<td>• “What are your projects and high level deliverables over the next year?”</td>
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Discussion Points

• Tell us about something you did when you started out that worked for you. (or something you witnessed)

• Do you have an example of something that clearly didn’t work?