

RETHINKING
THE BOUNDARIES



Alumni Webinar Series

The First 90 Days in Your Job

*Christiana Wu
Associate Director
Working Professionals and Alumni*



Learning Objectives

The Fuqua Career Management Center



- **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)?

The Fuqua Career Management Center



- **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.**

Prioritization – First 90 Days

The Fuqua Career Management Center



Phase 1

Curiosity

Phase 2

**Managing the
Manager**

Phase 3

**Building
Coalitions**

Your Job

Phase 1 - Curiosity

The Fuqua Career Management Center



-- “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?)

Guideline Questions



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

Phase 2 – Managing your Manager(s)

The Fuqua Career Management Center



***--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

The Fuqua Career Management Center



- 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

The Fuqua Career Management Center



-- “*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).

Month 1, 2, 3 Outreach Plan

The Fuqua Career Management Center



Tasks - set reminders in Outlook including:

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

Discussion Points

The Fuqua Career Management Center



- 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?

