



Calendar for a successful job transition

The challenge

The first quarter on the job is both a highly risky and decisive time to lay the foundations for future success. While those around you are scrutinizing your every move, you must simultaneously acquire a feel for the context and issues, familiarize yourself with your team, your boss and your peers, and establish your credibility! By carefully managing how you allocate your efforts, you can avoid neglecting any of these priorities. Ideally, you should even start your first one hundred days before day one.

Three months to be successful in a new job

1st month Learn your new environment Beware of the temptation to move into action too quickly. First, make sure you are going in the right direction!	Give yourself the means to rapidly understand the context and priorities • Be aware of key numbers and of the organization. • Plan a few field visits if possible, without trying to be exhaustive. • Ask your boss to help you identify key people to meet and arrange appointments with them. Be careful to take a cross-departmental approach and include your peers in these interviews. • Rapidly clarify your boss's expectations and priorities. Make sure to understand what is important to him or her, both officially and unofficially. • Ask your boss to explain his or her preferred ways of working. How often and by what means should you report back to him or her? What is his or her preferred style of interaction? Etc. • Identify the skills you may lack. Rapidly identify how to obtain support in areas you do not fully master. • Have the same types of discussion with your subordinates. Listen to their perception of the challenges; provide guidance on your preferred operating practices and approach to interacting with them.
2nd month Establish your credibility You will need to rely on others to get results; prepare to garner their support.	Prepare the groundwork by forming the right contacts and making your first wins • Conduct an initial status review with your boss. Does he or she see any needed shifts? About what do you need clarification? Take advantage of this time to share any surprises or improvement ideas. • Develop a network adapted to your new needs. Cultivate contacts inside and outside the organization. Find yourself a mentor with whom you can talk things over. Don't hesitate to ask for help if you are struggling. • Take action on the "irritants" that your fresh perspective helps to spot. Start by tackling easily-solvable problems that affect your subordinates. This will earn you points! • Seek quick wins which can generate financial or operational benefits. Ensure that these initial successes are visible and in line with your priorities.
3rd month Get moving The time has come to show that you are driving your vision. But it's a long haul, so don't spread yourself too thin!	Launch your substantive projects! • Start to communicate the strategy you have revised in light of these initial contacts, and launch medium- to long-term initiatives. • Be careful to get results quickly. Specifically focus on initiatives that seem to elicit the least resistance. Don't try to launch every initiative you can think of, but concentrate on those which are likely to receive the greatest support. • Adapt your team composition or organization. Give people you need to rely upon the means to take action. Make sure you have at your disposal a good mix of complementary profiles to carry out your priorities. • Conserve your energy by setting aside time to put things into perspective and by filtering requests. You must carefully manage your efforts when taking on a new position in order to give your best without burning out!