

The First 90 Days

Build your map before you make your move.



NAME	ROLE / DEPARTMENT	START DATE

01 Your mandate

Connect your work to the company's goals, then get the target in writing.

COMPANY PRIORITIES THIS QUARTER / YEAR — WHAT THE BUSINESS IS DRIVING TOWARD

WHAT DOES SUCCESS LOOK LIKE AT 90 DAYS — IN YOUR MANAGER'S WORDS?

HOW WILL YOU BE MEASURED?	YOUR AUTHORITY: DECIDE ALONE VS. MUST ESCALATE

02 Relationship map

Who matters, what they need, and where the landmines are.

NAME & ROLE	WHAT THEY NEED FROM YOU	WHAT YOU NEED FROM THEM	LANDMINES / WATCH-OUTS

03 Current-state diagnosis

Tell what's actually broken from what only looks broken.

ACTUALLY BROKEN (FIX IT)

LOOKS BROKEN — BUT ISN'T (LEAVE IT)

KPI BASELINE — WHAT'S MEASURED TODAY, AND WHAT ISN'T (YOU CAN'T FIX WHAT YOU CAN'T SEE)

04 Team read

The team beneath you — where operations actually runs.

STRENGTHS TO BUILD ON

GAPS TO FILL

FLIGHT RISKS

QUIET HIGH-PERFORMERS

05 Your expectations

Set the standard both ways — so no one has to guess.

WHAT YOU EXPECT OF THE TEAM

WHAT THE TEAM CAN EXPECT OF YOU

06 Communication standard

What each channel is for, how it's used, and how often. Think through how you'll reach your team and the wider organisation — email, video meetings, the company intranet, and any project management software you use.

WHAT ARE WE COMMUNICATING?	CHANNEL / PLATFORM	FORMAT & HOW	FREQUENCY

07 30 · 60 · 90 priorities

Discover, shape, then launch — earn credibility before you spend it.

FIRST 30 DAYS

Discovery

Talk to everyone. Surface what's needed, gather requirements, and clear low-hanging fruit.

DAYS 31-60

Shape & pilot

Finalize the plan and roadmap, pilot changes, adjust, and soft-launch new processes.

DAYS 61-90

Launch & embed

Wider rollouts of new initiatives — plus the reporting and cadences that make them stick.

08 The “not yet” list

What you'll leave alone for now — on purpose.