

The Venquis guide to making an impact in your first 100 days in a new job:

Whether you are the new CEO or its your first job at Venquis we think that you should make the most of every moment and perform at the best of your ability. This guide may help....

Before you start

- Review all of the research you did on the organization when you applied. Re-read staff bios, the organization's website, and notes you took during your interview.
- Remind yourself why you accepted the job and what you personally are looking to achieve.
- What are the biggest opportunities and challenges? What are the biggest strengths and weaknesses, challenges and opportunities facing your organization as a whole? You need to have a comprehensive understanding of these, whether you are the CEO, a business unit leader, or marketing guy.

Your first day

- **Take a helicopter view of the role and business.** Look at the business from as many different perspectives as possible: board members, executive team, industry gurus, colleagues, customers, competition, and front-line people. Today is all about absorbing as much information as you can, so stick to a 90/10 rule. Make it your goal to listen 90% of the time, and talk 10% of the time. (And most of your 10% should be asking questions!)
- Take notes. The amount of new information you'll be receiving makes it nearly impossible to remember everything. Important things to jot down include co-workers' names, job titles, and something memorable about your interaction with them; information about the organization that you won't be able to find in documentation later on; and little nuggets of wisdom you might receive from new colleagues. Don't worry about capturing everything. Much of what you hear on the first day will be reinforced once you begin your job responsibilities, or will be documented in a staff manual.
- Make yourself comfortable. Depending on your job, this might mean getting your computer set up (installing software, bookmarking important websites, saving your usernames and passwords), making sure you have your office supplies and furniture.
- **Don't forget work/life balance.** It's great to be fanatical about your goals, but you won't be able to achieve them if you don't pay attention to health, fitness, and your family. Schedule yourself to do exercise at a certain time every day. Watch the food you eat and make the time to spend quality time with your family.

The First Week

- Ask your boss to set up getting-to-know-you meetings with people who know your work area well or have specific institutional knowledge to share. (Pro-tip: Ask others what they think your job entails. You can learn a lot about others' expectations of you this way!)
- **Go for some quick "catalytic" wins.** You probably already have an idea of some areas where you want to have an impact. My advice is to bypass elaborate planning and preparations and go for some quick "catalytic" wins. What goals could you accomplish in weeks, not months, that could be a spearhead for a larger breakthrough?
- Practice humility. Chances are you weren't hired to "fix" everything; you were hired because your skills and experience can have a positive impact if you integrate yourself

well. Come with a fresh perspective, but be quick to deliver a compliment or acknowledge what's working. A good rule of thumb is to avoid talking about your most recent job as much as possible (e.g. "Well, this is how we did it at...")

- After work: Send thank you notes to people who helped you land the job & give feedback to the head-hunter.
- **Manage your time ruthlessly.** Ask staff members to set up appointments to see you. It's good having an open door policy, but too many drive-by meetings can kill you. If you have a PA, give her a list of top priority people whose phone calls you will take. If possible, only do email twice a day -- early morning and late afternoon.
- **At the end of the week set some goals (the Impossible Future kind) that represent making a difference.** For example: "We are going to set a goal of making 20% of our revenues each year from innovative new products."

The First Month

- Have a frank discussion with your manager about any unwritten rules or standards. You can also seek clarification on performance metrics and expectations. Seeking and accepting feedback will help you perform effectively.
- **Figure out what you need to do to deliver on your day job.** You may have been hired because you are brilliant, but what are the basic nuts and bolts deliverables that everyone expects from your department?
- **Never waste a lunch.** You won't be able to achieve your goals if you don't have a network of commitment, communication, and support. Take lunch in the company cafeteria, not in your office, in order to maximize your ability to build relationships at all levels. If you are the leader it's good to be seen around.
- After work: Update your social networking profiles. Let everyone know about your new job, and any new ways you might want to connect with them.

The Second Month

- Now that you have been there a while consider putting a personal development plan in place. Include feedback from your manager and align coaching to your personal objectives.
- **Pause! You've been there long enough to know how everything works but what's missing from this picture?** For example, the past leaders of your business unit may have done okay operationally, but have never thought strategically. Or, your company makes "me too" products, but is not innovative.
- Do a favour for someone in your organization. Big or small, it doesn't matter. If you're paying attention to others, you should be able to recognize an opportunity to make someone's day. Not only will you get the immediate satisfaction of helping someone out, but your colleague will remember it later.
- Seek out a mentor within the organization. Having a mentor (or several) can improve your job performance, grow your network, and even help you advance more quickly within your organization.

The Third Month

- Improve a process. By this point you've learned a thing or two about the inner workings of your organization, and it's time to take advantage of your fresh perspective and prior experience. Have you noticed a task you have to do over and over again? Perhaps you can automate it. Is there a particular workflow you've found difficult to master? Maybe it

could be made more intuitive. Whatever you decide to do, make sure it doesn't impede anyone else's work, and be sure to let your manager know about the change you made.

- Investigate something outside of your job responsibilities. Now that you've begun to shine in your particular role, it's time to broaden your horizons. Chat to a colleague at lunch about a new project he's working on, or wander over to a different department during your coffee break. The more you know about what's going on outside of your immediate responsibilities, the more likely it is you'll be able to make valuable connections across the organization.
- Request a three-month review with your manager. Prepare for it by jotting down notes about your accomplishments to date, and any new challenges you'd like to take on. Ask questions about how you're doing and be ready to accept your manager's feedback.

By now you are either part of someone else's 'A' team or you are in a position to build your own.