

## Making the most of the first 100 days in a new position is important, but how?



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*There is a lot spoken about the first 100 days. It can, on occasions, set unrealistic goals and expectations about what someone can achieve in the initial period in a new position. It can create a pressure on the new hire to be seen to **do something!** Sometimes it can seem like anything will do. The first 100 days is important, but requires planning. In avoiding some of the ‘pit-falls’ you can begin to focus on what you need to consider.*

As people work their way up the career ladder and get to senior, decision-making positions, there is an expectation that they should have all the answers. Often as not, this pressure can come from the new hire, themselves, in their desire to prove their worth in their new position?

There are, however, a number of misconceptions that should be dispelled - metaphorically or in reality.

### *The “new broom sweeps clean” syndrome.*

“I have to clear out this mess as soon as possible” and get it all back to optimum efficiency! One of the things about leadership is to understand what has made that organisation/company successful - how its culture and ways of doing things have evolved and to work within those parameters. It may well be that as the newest team member; the new hire will need to do most of the adjusting. Of course not forgetting why you were chosen for this position in the first place.

### *“It’s got to be done, yesterday”*

It is important to give yourself time to get to know the company and the real issues. There may well be challenges that you’ve been hired to resolve, but you need to understand why these have arisen in the first place, and address the cause as well as the symptom.

### *“You need to build a new team to get the job done.”*

Why? It doesn’t necessarily follow that because things may not have gone as expected in the past, that there is an issue with the team. In addition, creating a team all with “exceptional talent” doesn’t always solve the issue. Having a group of individual “STARS” can create considerable management challenges, and as a manager, you could spend more time resolving team conflicts than getting the job done. Of course, there are weaknesses in all teams and you may need to source some additional or new talent. Building a cohesive functioning team is important, and can prove of greater benefit, in getting the job done.

## *You have to lead from the front, so logically you need to be the expert on everything. Right ?*

If you are the “best” at everything, fire the team and do it all yourself. You’ll be a superhero and save the company all those salaries.

Wrong! Firstly this is an impossible task. No one is expert on everything nor is it the best use of your time. Remember what your role is. As a leader, you are there to achieve the best result possible. This means using all the resources available to you.

In managing your team, the temptation is first to rank and rate the team and make clear what is expected from everyone and set clear metrics for performance. Perhaps you need to take the plank out of your own eye before looking for splinters in others. What is your own metric for success? How are you going to measure your own performance?

## *How can you make the most of the first 100 days?*

New senior hirers can greatly improve the probably of success by preparation through research, consultation and self-analysis. Listening to others is a key skill in all aspects of working life, but especially important in this situation. New leaders can greatly benefit from impartial, confidential and non-judgemental external guidance from someone with whom they can confront and deal with difficult issues.

It is rare that one can source this skill set inside an organisation, even with organisations who are sufficiently self-aware to identify these challenges in the first place. An internal resource can seldom have the objectiviity and impartiality of an external resource.

Strong, successful leaders are those who can build great teams, motivate others and set a clear direction to achieve objectives, ensuring that their teams are fully aligned. Why take a risk on the success of a new senior hires? Companies can truly show the importance they place on their management teams by investing in their first days with the organisation – making those first 100 days really count.

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