



**YOU'VE  
GOT IT!**

HOW TO MAKE  
THE BEST POSSIBLE  
IMPACT IN THE FIRST  
90 DAYS OF YOUR  
NEW JOB

**E=QUALIISE**

ADDING VALUE THROUGH PEOPLE

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01  
INTRODUCTION



FOR MANY GETTING A NEW JOB SEEMS LIKE THE LAST STEP IN A VERY LONG AND OFTEN CHALLENGING PROCESS. YET, IN REAL TERMS IT IS ONLY THE BEGINNING.

Whether you are starting your first job from university, changing careers, managing a promotion internally or joining a new organisation, how you manage your first 90 days will set the tone for the rest of your career in that role.

Building your credibility and reliability early on will help to establish rapport and trust with your superiors and colleagues. Mapping out your first 90 days with care and precision will enable you to maintain focus and purpose, manage your own emotions, develop strategies to build effective working relationships and ultimately be successful in role.

This eBook sets out a structured approach to your first 90 days including quick wins, developing your 'brand', establishing yourself as an excellent hire, and building relationships. I hope you find the tips and exercises useful. So turn over the page and let's get started!

Best wishes

LOUISE FRAYNE  
DIRECTOR, EQUALIISE LIMITED

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## 02 SO YOU'RE IN!



**YOU'VE  
GOT IT!**

**HOW TO MAKE  
THE BEST POSSIBLE  
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NEW JOB**



YOU HAVE ATTENDED THE INTERVIEW. THE OVERWHELMING SENSE IS THE INTERVIEW WENT REASONABLY WELL, YET YOU ARE NOT SURE IF YOU WILL BE THEIR PREFERRED CANDIDATE. YOU STEEL YOURSELF FOR THE PHONE CALL, WHICH IN YOUR MIND WILL INEVITABLY FOLLOW, AND THEN YOU RECEIVE THE CALL. THEY LIKED YOU; THEY THOUGHT YOU HAD DEMONSTRATED THE COMPETENCIES FOR THE ROLE, AND; MIST OF ALL THEY WANT YOU!

Your first reaction may be to whoop for joy! When you applied for the job, it screamed your name. It's everything you have been working toward, and you were confident that you could do it. After the initial celebrations, you start to reflect... what will your first few days look like in your new job? How do you best introduce yourself to others? Will they like you? The list is endless and after the euphoria of being offered the job, doubt now starts to creep in and you may start to question whether you are really are up to the job!

If this is you, you are not alone. Starting a new job can be daunting. You will be arriving at your new place of work where everyone already knows each other; routines will have been established, and; people are busy getting on with their everyday roles and responsibilities.

Change is often exciting, but can also be challenging. Having second thoughts is quite natural. It is here that you need to tame your nerves and have a structured strategy to help you cope.

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## 03 ANCHORING YOURSELF



SPEND 15 TO 20 MINUTES REFLECTING ON AND ANSWERING THE FOLLOWING QUESTIONS:

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**01** WHAT MOTIVATED YOU IN THE FIRST PLACE TO CHANGE JOBS?

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**02** WHAT APPEALED TO YOU ABOUT THIS ROLE?

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**03** HOW WILL THIS ROLE HELP YOU TO ADVANCE YOUR CAREER LONGER TERM?

---

**04** HOW WILL YOU KNOW AFTER THE FIRST 90 DAYS IF THIS IS THE RIGHT ROLE FOR YOU?

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## 04 JUST IMAGINE



HAVING COMPLETED THE QUESTIONS ON THE PREVIOUS PAGE, STORE THEM SOMEWHERE SAFELY AND EVERY TIME YOU EXPERIENCE A MOMENT OF DOUBT, RE READ THEM.

NOW JUST IMAGINE... IT'S YOUR FIRST DAY. WHAT ARE PEOPLE EXPECTING OF YOU? BE REASSURED THAT NOBODY WILL BE EXPECTING YOU TO HIT THE GROUND RUNNING. THEY WILL BE EXPECTING YOU TO ASK LOTS OF QUESTIONS, SO START THINKING:

- = What do you really need to know in the first 90 days?
- = Who can you ask?
- = Who else might be able to help you e.g. coach/mentor?
- = Does the organisation have a 'buddy' system?  
Someone you can speak to informally in your first 90 days.
- = How will you know that your first week, first month etc, has gone well?
- = How will you ask for feedback about your own performance?

You will have a good days; you will also have a few not so good days, when your confidence may take a dip. You may even start to question if this is the right role for you. Expect your first 90 days to have peaks and troughs, yet if you set yourself realistic targets and seek feedback about your progress you will soon start to add value in your new role.

Realistic targets are important. You are on a learning curve and taking on too many tasks or big projects will have an impact on your ability to learn and absorb new information, leading in all likelihood to you not delivering on time or the standard required and thus negating the impact you can have on an organisation. We all want to impress, yet we also need to be honest with ourselves what is truly manageable. Your brand will also be affected as others may see you as someone who is not a team player, and has a personal agenda. This will erode any trust and affect working relationships.

Take your time and complete the exercises in this eBook to fully prepare yourself so you start well.



## 05 ESTABLISHING CREDIBILITY



TO ESTABLISH CREDIBILITY YOU NEED TO BE OPEN TO LEARNING. THE ABILITY TO LEARN CANNOT BE EMPHASISED ENOUGH AT THIS JUNCTURE. BY LEARNING AS MUCH AS YOU CAN WILL UNDOUBTEDLY DEVELOP YOUR COMPETENCE IN ROLE. AT INTERVIEW YOU WILL HAVE DEMONSTRATED THAT YOU MET THE PERSON SPECIFICATION IN THE MAIN. HOWEVER, THERE WILL BE GAPS IN YOUR SKILLS, KNOWLEDGE AND EXPERIENCE AND IT IS IMPORTANT FOR YOU TO KNOW WHAT THESE ARE SO YOU CAN ADDRESS THEM:

Who can you speak to before you even start your new role? Your new line manager would be a good starting point here. Why not drop them a quick email saying:

“I am very much looking forward to starting my new role, and am already thinking about what would be most useful for me to starting thinking about before I join you formally. Would it be possible for me to meet with you before I start to talk informally about the role, and any areas of development you think it would be helpful for me to address or start to address before I take up my new role.”

Don't be shy here. Most people like to help others, and who really could say 'no' to such an open request for a meeting?

Having such a meeting will, although it may be nerve wracking to ask, help you manage your own levels of anxiety as it will provide you with a structure to think better about how to develop yourself prior to starting your new role, and what is really important to get up to speed with in the first 90 days.



Before the meeting, write down what you believe the priorities for the first 90 days will be. After your informal meeting with your new line manager, for example, write down what the priorities discussed were.

Now compare this list with your original list. What are the similarities? What are the differences? How realistic were the priorities you originally listed?

Now think about who can help you? Who else can you speak with about their experience? Is there an opportunity for you to meet your new team before you start? Is there any information, the organisation can provide you with which you can read before starting?

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## WHAT ARE THE GAPS?



HAVING DRAFTED YOUR TO DO LIST START TO THINK ABOUT THE GAPS IN YOUR KNOWLEDGE, SKILLS AND EXPERIENCE. HOW WILL YOU IDENTIFY THE MOST EFFECTIVE LEARNING? HOW WILL YOU ADDRESS THEM? WHAT IS THE TIMESCALE YOU HAVE IN MIND?

A good starting point to identify your gaps would be the person specification for the role. Be honest now, what parts of the person specification did you perhaps fudge a little? Completing a SWOT analysis is a good starting point here:

<b>STRENGTHS</b> = What do you do well? = What unique resources can you draw on? = What do others see as your strengths?	<b>WEAKNESSES</b> = What could you improve? = Where do you have fewer resources than others? = What are others likely to see as weaknesses?
<b>OPPORTUNITIES</b> = What opportunities are open to you? = What trends could you take advantage of? = How can you turn your strengths into opportunities?	<b>THREATS</b> = What threats could harm you? = What is your competition doing? = What threats do your weaknesses expose to you?

## YOUR LEARNING + DEVELOPMENT ACTION PLAN



TAKE A LOOK AT YOUR SWOT ANALYSIS AND START TO THINK ABOUT WHAT YOU REALLY NEED TO KNOW IN YOUR FIRST 90 DAYS. AN EFFECTIVE FIRST STEP WOULD BE TO LIST THE KNOWLEDGE AND THE SKILLS THE ROLE REQUIRES:

KNOWLEDGE	SKILLS

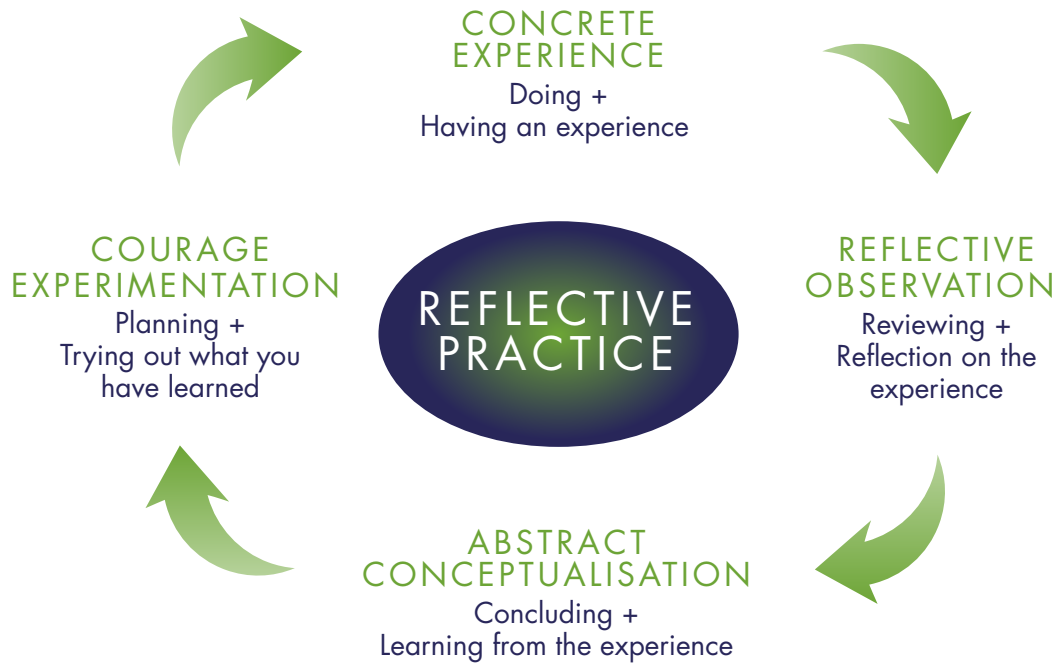
Now that you have identified your skills and gaps in knowledge, start to think about what needs to be targeted first. How can you approach this systematically? Be honest about what you really need to achieve, and by when you need to achieve it. Remember to take small, incremental steps, as this way you are more likely to achieve what you have set out to achieve.

You may think you don't need a learning and development plan, and yes it is easy to skip this part. Yet this would not be wise. To get off to a great start in your new role, you need to invest time in you, and you also need to be honest with your new employer how they can best help you. This level of self awareness will impress others, and you will be recognised as an employee who wants to develop and welcomes feedback.

## YOUR LEARNING + DEVELOPMENT ACTION PLAN



IDENTIFYING AND ASSESSING LEARNING NEEDS:



### WHAT IS REFLECTION?

- = Learning from experience and verbalising the outcome
- = Analysing our actions and applying concepts and theories to problems
- = Applying previous experience to new situations
- = Challenging our assumptions
- = Process to identify gaps or learning needs

Reflective practice should be completed after each learning intervention and discussed with your line manager. The discussion should be captured on the template provided and reviewed again at the six monthly and annual review process.

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## YOUR LEARNING + DEVELOPMENT ACTION PLAN



## EXAMPLE

WHAT DID YOU DO?	WHY?	WHAT DID YOU LEARN FROM THIS?	HOW HAVE/WILL YOU USE THIS? ANY FURTHER ACTION?
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## GOAL

**TO DEVELOP KNOWLEDGE OF PROJECT MANAGEMENT – FROM THEORY TO PRACTICE**

KEY DATES: 01.09.2014 TO 31.03.2015

I managed a project to implement a new information database, co-ordinating the work of technical and functional specialists. The project was successfully completed on the scheduled date	I have not previously taken the lead role on such a project, but recognised that I needed that experience to demonstrate my ability in that area. The opportunity arose, I asked to be considered for the role and was selected.	The importance of working to an agreed, timed project plan with clear allocation of task responsibility. An appreciation of the importance of different roles and varying styles within a project team.	I used the skills that I developed to improve my completion within time scales of tasks in my current role. I also utilised project planning techniques to help me take fuller account of the range of factors involved when setting realistic team targets. I will be regularly reviewing progress against these targets.
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## GOAL

**TO IMPROVE MY WRITTEN COMMUNICATION SKILLS TO BE ABLE TO EFFECTIVELY PRESENT COMPLEX ISSUES FOR DISCUSSION AND AGREEMENT**

KEY DATE: 01.12.14

I attended a one day course on Effective Report Writing.	I have written reports before however, now moving from a Grade 4 to 6, I recognise that the ideas I will be presenting for discussion are more complex. My current style is brief and I do not feel confident setting out more complex areas for discussion.	I gained a greater understanding of effective report writing – how it can be used as a framework to present ideas, proposals and arguments in a structured way clearly highlighting the benefits to the College, the risks involved and mitigating actions, key areas for consideration including finance, human resources, ID dependencies etc. I also learnt how to then present the report orally including how to summarise key issues without reading the report word for word.	I have presented to two meetings so far, and surprised myself at the level of contribution I am already able to make. The College is about to begin working towards a new IS project and the knowledge I have recently acquired and my developing skills in this area will enable me to contribute productively to our own action plan for delivering this goal and present my arguments clearly and concisely.
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## YOUR LEARNING + DEVELOPMENT ACTION PLAN



## EXAMPLE

WHAT DID YOU DO?	WHY?	WHAT DID YOU LEARN FROM THIS?	HOW HAVE/WILL YOU USE THIS? ANY FURTHER ACTION?
------------------	------	-------------------------------	---

## GOAL

**TO APPLY FOR A FURTHER PROMOTION IN THE NEXT 18 MONTHS**

KEY DATES: 01.09.14 TO 31.08.15

I have collated role profiles of future promotional opportunities I may like to consider and have undertaken a gap analysis.	Roles I am interested in for my future career operate at a much higher level than my existing role and I am already aware that I will need to develop my ability to think strategically, translate strategy into action, take people with me etc. I will now have to do something about how I persuade, influence and negotiate?	I discovered that I am actually already undertaking CPD activity, but not making the best use of it because I am not putting enough thought into my development plan for the future.	I have already put together a development plan for the coming year, and using this and my existing development record (ensuring that I have shown how I am applying the learning!) I have to make it a regular part of my work to update my development record and plan, and reflect on my learning with my line manager.
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## GOAL

**TO IMPROVE MY CONVERSATIONAL FRENCH**

KEY DATES: 01.09.14 TO 31.08.15

I undertook a ten week evening course in conversational French.	I shall be taking a holiday in France with my family this year.	I learned enough French to be able to get by on holiday - and also found that I had a considerable aptitude for the language, which was something of a bonus.	Apart from enjoying our holiday, I would now like to study French in more depth. My children are going on a school exchange next year, and I would like to become sufficiently fluent to support them in their learning.
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## YOUR LEARNING + DEVELOPMENT ACTION PLAN



## PLANNED OUTCOME

Covering the period from:

to:

= Where do I want to be by the end of this period?

What do I want to be doing? (This may be evolutionary or 'more of the same')

You might want to:

= Be in employment/self-employment/retired/on maternity leave/  
on a career break/doing a job share

= Have been promoted to...

= Be living in...

= Working for...

**WHAT DO I WANT/NEED TO LEARN?**

BE SPECIFIC – CLEARLY DESCRIBE WHAT YOU ARE PLANNING TO LEARN.

CHECK – IS THIS REALISTIC, BUT CHALLENGING?

WHAT WILL I DO TO ACHIEVE THIS?	WHAT RESOURCES OR SUPPORT WILL I NEED?	WHAT WILL MY SUCCESS CRITERIA BE?	TARGET DATES FOR REVIEW AND COMPLETION
<p>Take account of your preferred learning style.</p> <p>Detail the specific actions you are planning.</p> <p>Plan a mix of activities (work based, formal development, informal and self directed learning and activities outside work).</p>	<p>The costs in time and money.</p> <p>Whose support do you need to turn this plan into reality – a colleague, manager, mentor, employer, friend?</p> <p>Support is often essential in making informed decisions and to provide you with ongoing motivation to keep you on target.</p>	<p>What will you have learned (learning outcomes)? This is the measure to show that you have achieved your objectives. This could be a qualification; volume or quality of work required, eg: against key result areas, performance indicators; the implementation of new legislation; being able to put new skills into practice, eg: using negotiation skills in order to win a contract; improved management effectiveness, eg: in appraisal techniques.</p>	<p>The date by which you plan to review your progress – be realistic!</p> <p>The date by which you intend to have achieved this part of your development plan. Again, be realistic –small successes achieved quickly will provide motivation towards longer term goals.</p>

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## BUILDING TRUST, RAPPORT + RELATIONSHIPS



A GREAT WAY TO GET TO KNOW AN ORGANISATION IS TO START TO MEET AND TALK WITH YOUR COLLEAGUES. THIS REQUIRES COURAGE, BUT ALSO A THOUGHTFUL APPROACH. DEVELOPING EFFECTIVE WORKING RELATIONSHIPS NEEDS CAREFUL MANAGEMENT, AND NEEDS TO BE HANDLED SENSITIVELY IF YOU ARE TO BUILD TRUST AND RAPPORT.

A good starting point is the organisational structure chart. This will give you a good overview of who's who, the departments, teams, and individuals. However, to really understand the subtleties of an organisation, you need to talk to others. This will help you to better understand who it is really important to build relationships with, what drives them, and how you can work collaboratively to achieve organisational aims and objectives.

### So, how do you network when you are new to an organisation?

- = Really listen to everyone you meet
- = Learn people's names and roles as quickly as possible
- = Engage in humble enquiry; ask questions, listen attentively and thank people for their time
- = Be natural; don't pretend to be someone you are not!  
Being authentic is important and builds rapport and trust
- = Make the interaction rewarding and positive.  
Remain positive, don't engage in silly tittle tattle, and above all express how much you have enjoyed meeting the person and the conversation.

### Learn who has power and influence in the organisation.

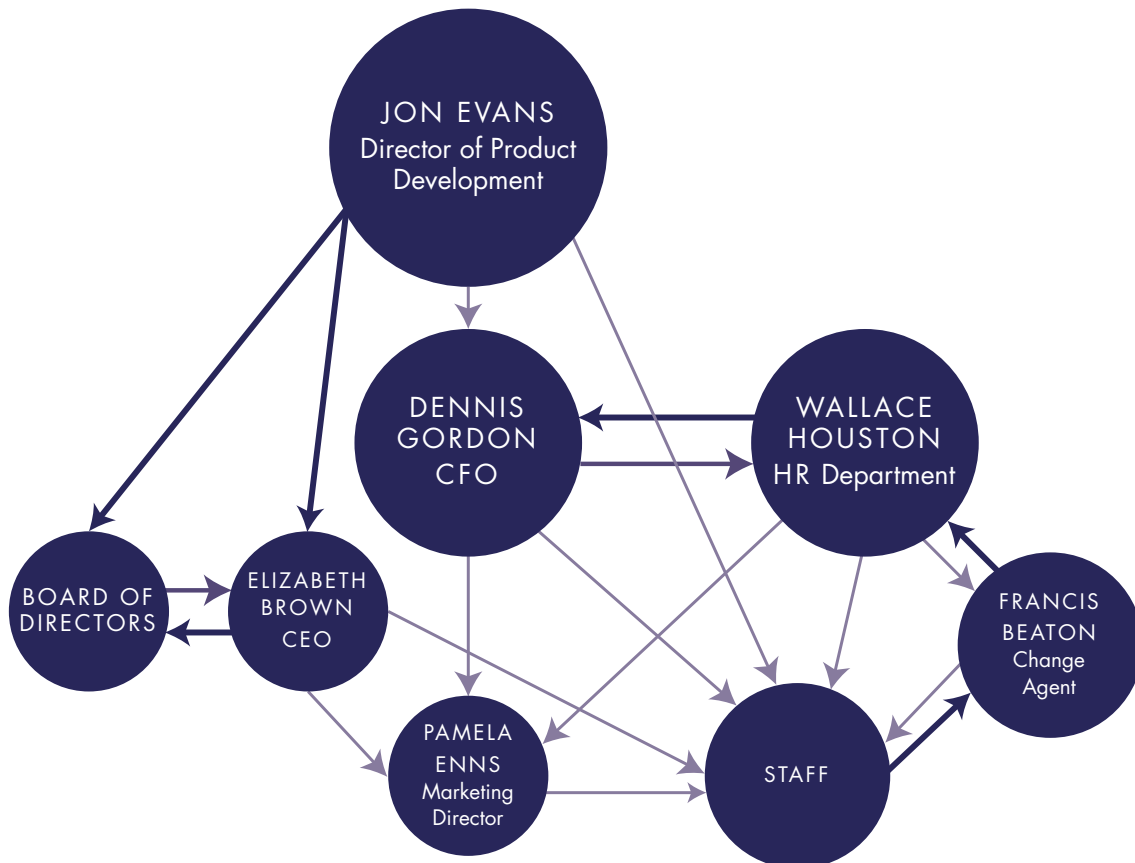
Typically, these people may have:

- = Resources
- = Access to information
- = A good reputation
- = Known as a high performer
- = Formal authority.

## BUILDING TRUST, RAPPORT + RELATIONSHIPS



IT'S IMPORTANT TO UNDERSTAND THESE UNWRITTEN RULES. TRUST YOUR INSTINCT AND OBSERVATIONS. ASK YOUR COLLEAGUES FOR INFORMATION. TRY TO VISUALISE THE IMPORTANT RELATIONSHIPS ACROSS THE ORGANISATION:



## KEY

Circle size Overall influence

Line direction Effect of influence

Line width Strength of influence

## NOTE

The important/influential relationships you identify are unlikely to reflect the formal organisational chart for the organisation. As you become more established extend your influence map to include key clients, external stakeholders, suppliers, government agencies, media etc.

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## BUILDING TRUST, RAPPORT + RELATIONSHIPS

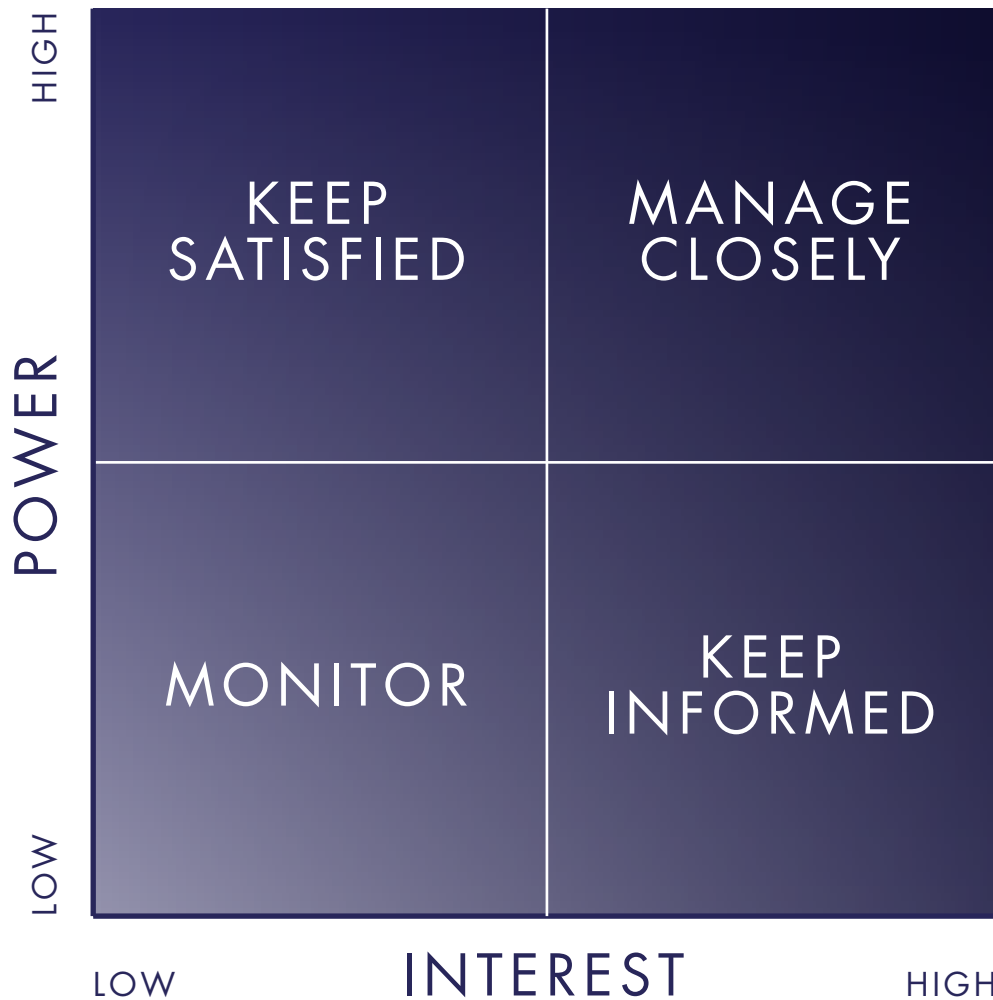


YOU CAN ALSO USE THE POWER/INTEREST GRID FOR STAKEHOLDER PRIORITISATION. COMPLETE THE TEMPLATE ON THE FOLLOWING PAGE, USING THE FOLLOWING STEPS:

- 01 Identify who your stakeholders are; think of all the people who are affected by your work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion.
- 02 Classify them by their power over your work and by their interest in your work.
- 03 Understand Your Key Stakeholders: how they are likely to feel about and react to your work. How can you best engage them? How can you best communicate with them?  
As a starter for ten, you may find the following questions helpful:
  - = What financial or emotional interest do they have in the outcome of your work?  
Is it positive or negative?
  - = What motivates them most of all?
  - = What information do they want from you?  
How do they want to receive information from you?  
What is the best way of communicating your message to them?
  - = What is their current opinion of your work?  
Is it based on good information?
  - = Who influences their opinions generally, and who influences their opinion of you?  
Do some of these influencers therefore become important stakeholders in their own right?
  - = If they are not likely to be positive, what will win them around to support your work?
  - = You don't think you will be able to win them around,  
how will you manage their resistance?
  - = Who else might be influenced by their opinions?  
Do these people become stakeholders in their own right?



THE POWER/INTEREST GRID





## 08 BUILDING TRUST, RAPPORT + RELATIONSHIPS



### YOUR COLLEAGUES

Your colleagues will also be important stakeholders and will all hold a vast amount of information about the organisation, which may well, be of use to you. They will also be the people you will be spending the majority of your time with and who could have the greatest impact on your work and your overall happiness of working for the organisation.

Take your time to get to know each of them in turn. Talk to them meaningfully about their roles, ask questions, speak to them about how they would like to work with you. Invite them to provide information using open questions such as, 'What would be the one piece of advice you could give me as a new person here?'

If you are taking on a management role, this is of critical importance.

**This will be your first insight into:**

- = The personalities of your team
- = Their interests
- = Their skills
- = Their experiences
- = What they can contribute
- = What their career aspirations are.

**Ask:**

- = What they would like to change
- = What they think works well
- = What would they prioritise differently
- = What support would they like from you
- = How would they like you to communicate with them.

## 09 SOME SUGGESTIONS FOR QUICK WINS



SO, HOW DO YOU ACHIEVE SOME QUICK WINS ON STARTING IN A NEW ROLE? THE TRICK HERE IS TO NOT BE TOO AMBITIOUS. YOU WILL BE MANAGING A VAST AMOUNT OF INFORMATION, AND YOU DO NOT YET UNDERSTAND THE ORGANISATIONAL CULTURE; WHO CARRIES INFLUENCE, AND; THE RELATIONSHIPS YOU REALLY NEED TO FOCUS ON AND DEVELOP.

Trying to be too ambitious may backfire on you, and you risk making yourself look inept or even worse, someone who cannot be trusted. Once people have an impression that you are either someone who cannot be trusted, or even incompetent, it is a hard image to shake off.

To get off to a flying start, follow the five steps below:

- 01 Focus on just one or two things
- 02 Get to know the organisation, and ensure your actions are aligned to the organisational vision and mission
- 03 Speak to others about what would be of most help to them
- 04 Carry out actions that can be measured
- 05 Conduct yourself with sensitivity.

It's important in all of this to maintain focus and purpose. It's very easy when starting a new role to become involved in lots of different activities and consequently deliver very little. Having people asking for your opinion or to share your experience can be very flattering yet, if you engage, you risk over stretching yourself and being perceived as ineffective. Focus on what you feel confident and comfortable with to start.

If asked by others, to become involved with activities not strictly within your role, politely decline and explain that being new you want to focus on learning as much about the organisation and your role first. Follow up by saying, that when you feel more confident in role you would willingly engage in activities if you have the capacity or it is related to your area of work.

Quick wins are typically those which can be delivered within the first six to eight weeks of starting your new role. While quick wins are important, don't lose sight of the bigger picture. Think about how your quick wins contribute to the bigger picture. People who can contribute to the bigger picture are always highly valued by any organisation.

The template on the next page can help you map out your quick wins and prioritise them.



## 09 SUMMARY



STARTING A NEW ROLE CAN BE DAUNTING, BUT IT IS ALSO AN EXCITING OPPORTUNITY. HANDLED SENSITIVELY, IT CAN GO EXTREMELY WELL. THE KEY TO ALL OF THIS IS CAREFUL PLANNING, REFLECTION AND ACTION.

As much as you will be experiencing trepidation, your new organisation will also be thinking how best they can support you in role. The key to success is communication, communication and communication. Start dialogues early, ask meaningful questions and listen carefully.

**Good Luck!**



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HOW WE CAN HELP YOU ACHIEVE YOUR FULL POTENTIAL

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