The First 100 Days as a New Manager

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The First 100 Days

This presentation is written with a Northern European/Scandinavian approach to management.

This is Hans Christian Andersen versus John Wayne

The First 100 Days

- Not literally 100 days
- Not only for Obama
- Not only for top executives
- Any newly appointed leader or manager has a 100 day period
The First 100 Days

• Is a transition period
• It is shorter than you think
  – Try to extend the period
  – Start your process before you start the job
• It’s a period where you are *temporarily* incompetent in your job
• It’s a window of opportunity for change

The First 100 Days

• It’s a period where your Management expects change
• It’s a period where the Organisation you have taken charge of, expects change
• You must take advantage of this!
The 5 Key Issues

During the first 100 days

- You MUST communicate
- You need a plan, but a good plan
- You select your Management Team
- You communicate strategic themes
- You produce results

You MUST Communicate (1)

- During the first 100 days you create – through communication - a platform of mutual trust between you and the organisation you have taken over
- Communication is Leadership
  - If you do not communicate, you do not lead
- So tell your people how you are going to use your first 100 days
You need a good plan

- You need to get a complete picture of the Company/Department/Group/Team you have taken over
- You interview your Management Team members and other (key) staff
- You meet with key customers, internal and external
- And if you have taken over Opel, you meet with the Unions

You MUST Communicate (2)

- Tell your people about your findings, your conclusions, but also about your doubts
- You do not lose face by saying "I do not know"
- Along the road, you present and discuss your findings with your superiors
Set your Management Team

• The Management Team
  – the most important tool in your toolbox!

• The best team consists of
  – a mix of new and existing people
  – a mix of external and internal
  – a mix of different leadership styles
  – a mix of young and older mindsets
  – a "leadership-multiplicator”

• You need loyalty!

Communicate Strategic THEMES

• Everybody knows you are new in the job

• It’s not reasonable to expect you to come up with a detailed action plan

• You present your strategic Direction and Initiatives and get buy-in from above
You need to produce results

- Don’t forget you have a business to run
- You still need to show results in this transition period

“Not to Do” list – (1)

- Don’t
  - talk about your previous job
  - hire your team from your previous job
  - wait too long before you make changes to your Management Team
  - fall for the ”Big Bang” temptation
  - open too many fronts at the same time (The Obama Syndrome)
"Not to Do" list – (2)

• Don’t
  – only talk about what you want to change, but also about **what you want to preserve**
  – create a burning platform (Mouse Hotplate)
  – surprise you management
  – forget you have a business to run
  – forget you are there to LEAD

In Conclusion – (1)

The 100 Day Plan

Deliver Results

Set Leadership team

Communicate Strategic Direction

**Communication is Core**
In Conclusion – (2)

List of opportunities
The 100 Day Plan
Roadmap for period after the first 100 days
Deliver Results
Communication is Core
Set Leadership team
Communicate Strategic Direction
The 1000 Day Plan
The future Leadership team

Many thanks for your attention!

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