

Job Title:
Manager's Title:
Team:

1. What were you hired to do?
 - a. Describe the performance objectives and timing for the role.
 - b. Describe any relevant contexts or background to the hire (new team / incumbent left a mess, etc.)
 - c. Is the role empowered? Any past baggage you should know about?
 - d. Can you achieve the objectives or do they need to be renegotiated?
2. Who are the stakeholders and what is the strength of your relationship, if any, with them:
 - a. Manager:
 - b. Manager's Manager:
 - c. Subordinates:
 - d. Key Peers:
 - e. Other Senior Influencers:
 - f. Gatekeepers:
 - g. Other:
3. What are your **Strengths** relative to this mandate?
4. What are your **Weaknesses** relative to this mandate?
5. What **Opportunities** do you see for wins? In particular, what early wins are possible?
6. What **Threats** can you think of?



7. Learning:
 - a. Every new job requires learning. What knowledge and skill gaps do you have to perform your job well?

 - b. Develop a learning plan for the first 90 days.

8. People: Organizations are made up of people. You will likely not succeed unless you talk to people, gather information, build bridges, and forge relationships. Describe your people plan now.
 - a. Decision Makers:

 - b. Influencers:

 - c. Gatekeepers:

 - d. Information or People Hubs:

9. If you are managing a team, develop a plan to keep the machine moving.

10. Objective No. 1: _____

1. What target can you realistically achieve in the first 90 days relative to this objective?
 - i. Specific:
 - ii. Measurable:
 - iii. Agreed upon:
 - iv. Realistic:
 - v. Time bound:
2. Why is it important to achieve?
3. What is the critical path to achieving this target? (Work backwards in your planning. What has to happen for you to achieve your target? Map out events and dates, with dependencies.
4. Create a task list. Put your action items in your calendar.
5. What resources can you call on?
6. What risks are associated with achieving this objective? If you were to fail, the most likely reason would be? What actions can you take to mitigate these risks?
7. Does achieving your objective require selling others on a course of action, getting buy-in, or require someone else's decision or resources to either achieve or implement? If so, identify all concerned, and start the ball rolling.



11. Objective No. 2: _____

- a. What target can you realistically achieve in the first 90 days relative to this objective?
 - i. Specific:
 - ii. Measurable:
 - iii. Agreed upon:
 - iv. Realistic:
 - v. Time bound:
- b. Why is it important to achieve?
- c. What is the critical path to achieving this target? (Work backwards in your planning. What has to happen for you to achieve your target? Map out events and dates, with dependencies.
- d. Create a task list. Put your action items in your calendar.
- e. What resources can you call on?
- f. What risks are associated with achieving this objective? If you were to fail, the most likely reason would be? What actions can you take to mitigate these risks?
- g. Does achieving your objective require selling others on a course of action, getting buy-in, or require someone else's decision or resources to either achieve or implement? If so, identify all concerned, and start the ball rolling.



12. Objective No. 3: _____

- a. What target can you realistically achieve in the first 90 days relative to this objective?
 - i. Specific:
 - ii. Measurable:
 - iii. Agreed upon:
 - iv. Realistic:
 - v. Time bound:
- b. Why is it important to achieve?
- c. What is the critical path to achieving this target? (Work backwards in your planning. What has to happen for you to achieve your target? Map out events and dates, with dependencies.
- d. Create a task list. Put your action items in your calendar.
- e. What resources can you call on?
- f. What risks are associated with achieving this objective? If you were to fail, the most likely reason would be? What actions can you take to mitigate these risks?
- g. Does achieving your objective require selling others on a course of action, getting buy-in, or require someone else's decision or resources to either achieve or implement? If so, identify all concerned, and start the ball rolling.



13. Laying out my Master Plan

a. First 30 Days

- 1st Week
1.
- 2nd Week
1.
- 3rd Week
1.
- 4th Week
1.

b. 30-60 Days

- i. 1st Week
1.
- ii. 2nd Week
1.
- iii. 3rd Week
1.
- iv. 4th Week
1.

c. 60-90 Days

- i. 1st Week
1.
- ii. 2nd Week
1.
- iii. 3rd Week
1.
- iv. 4th Week