#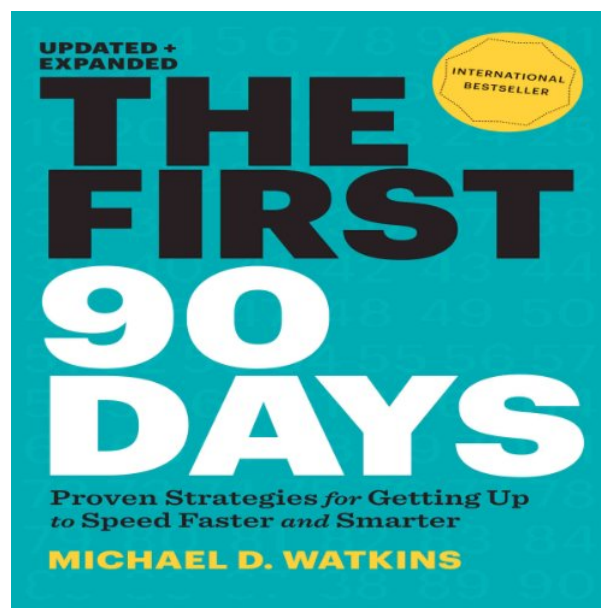 THE FIRST 90 DAYS, UPDATED AND EXPANDED: PROVEN STRATEGIES FOR GETTING UP TO SPEED FASTER AND SMARTER BY MICHAEL WATKINS

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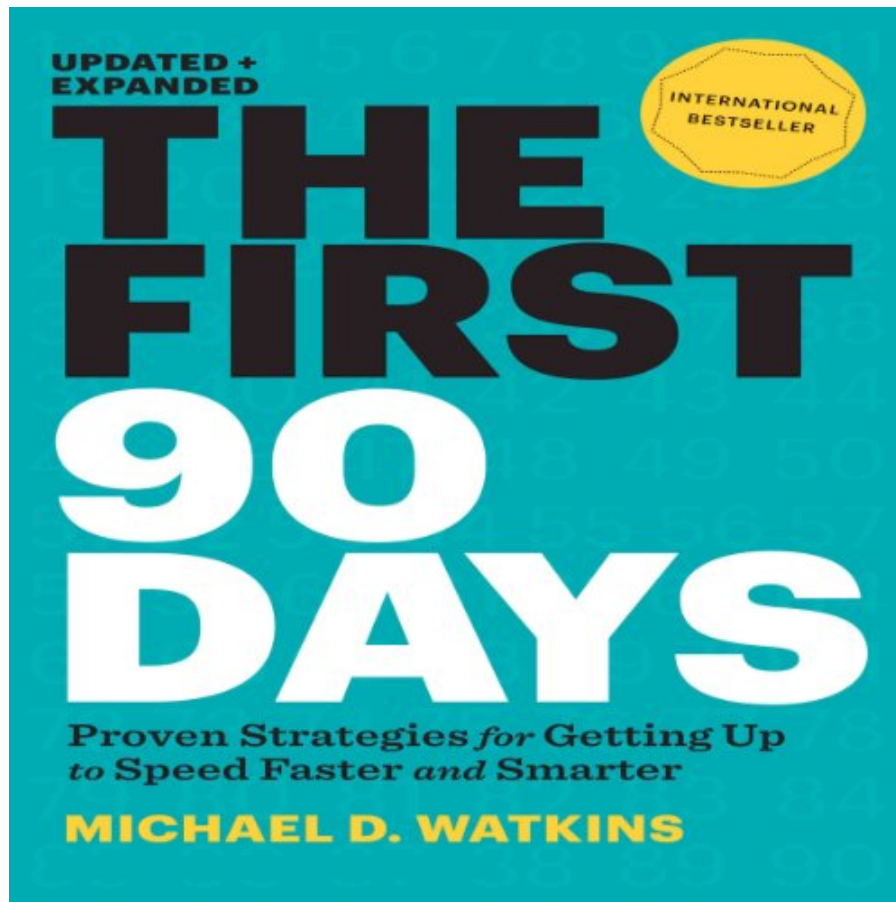 **THE FIRST 90 DAYS, UPDATED AND EXPANDED: PROVEN STRATEGIES FOR GETTING UP TO SPEED FASTER AND SMARTER BY MICHAEL WATKINS**

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THE FIRST 90 DAYS, UPDATED AND EXPANDED: PROVEN STRATEGIES FOR GETTING UP TO SPEED FASTER AND SMARTER BY MICHAEL WATKINS PDF

The world's most trusted guide for leaders in transition.

Transitions are a critical time for leaders. In fact, most agree that moving into a new role is the biggest challenge a manager will face. While transitions offer a chance to start fresh and make needed changes in an organization, they also place leaders in a position of acute vulnerability. Missteps made during the crucial first three months in a new role can jeopardize or even derail your success.

In this updated and expanded version of the international bestseller The First 90 Days, Michael D. Watkins offers proven strategies for conquering the challenges of transitions - no matter where you are in your career. Watkins, a noted expert on leadership transitions and adviser to senior leaders in all types of organizations, also addresses today's increasingly demanding professional landscape, where managers face not only more frequent transitions but also steeper expectations once they step into their new jobs.

By walking you through every aspect of the transition scenario, Watkins identifies the most common pitfalls new leaders encounter and provides the tools and strategies you need to avoid them. You'll learn how to secure critical early wins, an important first step in establishing yourself in your new role. Each chapter also includes checklists, practical tools, and self-assessments to help you assimilate key lessons and apply them to your own situation.

Whether you're starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how you manage your transition will determine whether you succeed or fail. Use this book as your trusted guide.

- Sales Rank: #2331 in Audible
- Published on: 2013-04-23
- Released on: 2013-04-23
- Format: Unabridged
- Original language: English
- Running time: 418 minutes

Most helpful customer reviews

100 of 104 people found the following review helpful.
Must-read for any manager or new employee
By JustinHoca
This is a really useful book filled with sage advice for anyone assuming a leadership position, particularly as a former outsider to the organization. It's filled with reminders that you don't walk in with "the answer," that instead winning the trust and respect of your cohorts is a learning process that you should begin with great

intensity. The first half of the book relates directly to someone who is assuming a management role, the next quarter of the book is about what to do as a new employee serving under a boss or bosses (perhaps as a mid-level manager). The last bit of the book gives a brief introduction to strategic thinking and the book concludes with questions to ask yourself (and your family) in evaluating your transition. It is applicable to any firm, church, non-profit, and even (mostly) the government.

Here's a summary of the points I gleaned:
- Establish your integrity in first 30 days.
- Learn all you can about the organization, put on your "historian" hat.
- Don't suggest changes without examining what has been done previously.
- Silence is not accession.
- Meet with everyone in the organization to evaluate their expectations. Ask them what they think you should focus on.
- Ask same questions of all so no one treated different and you have a cross-section.
- Look for "early wins," low-hanging fruit of improvements you can make or other things to boost morale.

Dealing with your boss in the first 30 days:
- Be proactive, assume it's on your shoulders to build the relationship and get the support you need.
- Schedule meetings to discuss expectations, evaluations, and personal development.
- Figure out what would give your boss "early wins." Make his priorities your priorities.
- Be proactive in doing things that will allow your boss to hear from people he trusts that you're a good worker.
- Don't bring your boss bad news early, at least without bringing good news too.
- Don't assume he will change. He has a style, foibles, accept them and work around then and move on. You can learn a lot from a bad boss, and you will likely have many.
- Examine how others relate to your boss and how he responds.

Strategy
- Begin figuring out who you need to move off your team immediately, whose roles need to change, and who you need to evaluate further.
- Think strategically. After your first 90 days you should be able to present a plan that is actionable.
- Evaluate the vision of the organization, its values, and use SWOT analysis.

Ask yourself feedback questions every week.
- What isn't going well. Why? What can you change?
- What are you least happy about. What can you change about it?
- What meeting troubled you the most? ""
- What conflict needs to be most resolved? ""

Family also has to be considered. How is your new role and time commitment affecting your family? Was the move worth it?

The author doesn't state it like this, but focus on doing what's best next.

I give this book 4.5 stars out of 5. I highly recommend it.

44 of 47 people found the following review helpful.
How and why the first 90 days in a new leadership position can sometimes seem like 90 minutes
By Robert Morris

This is a revised and updated edition of a book I read when it was published in 2003. Although much has (and hasn't) happened in the business world since then, Michael Watkins' insights are (if anything) even more relevant and more valuable now than they were then because the actions taken by those in a new role, especially one with more challenging leadership responsibilities, will largely determine whether they succeed or fail. "When leaders derail," Watkins notes, "their problems can almost always be traced to vicious cycles that developed in the first few months on the job." Ninety percent of those whom Watkins interviewed agreed that "transitions into new roles are the most challenging times in the professional lives of leaders." They could be internal promotions, reassignments and/or relocations, or a new hire. These and other transitions are thoroughly discussed in the book.

These are among the dozens of passages that caught my eye, also listed to suggest the scope of Watkins' coverage.

o Avoiding Transition Traps (Pages 5-6)
o Understanding the Fundamental Principles (9-12)
o Getting promoted (21-24)
o Table 1-1, "Onboarding checklists" (34)
o Identifying the Best Sources of Insight (54-57)
o Table 2-1, "Structured methods for learning" (61-62)
o "Emotional Expensiveness" (63-64)
o Planning for Five [Transition-Specific] Conversations (90-93)
o Planning the Expectations Conversation (98-100)
o Adopting Basic Principles (121-122)
o Avoiding Common Alignment Traps (141-143)
o Getting Started (146-148)
o Avoiding Common Team-Building Traps (167-170)
o Building Support for Early-Win Objectives (202-220)
o Understanding the Three Pillars of Self-Management (227-237)
o Table 10-1, "Reasons for transition failures" (245)

The information, insights, and counsel he provides in this book reveal what he has learned thus far about what he characterizes as "The Vicious Cycle of Transitions" and "The Virtuous Cycle of Transitions." The former involves sticking with what you know, falling prey to the "action imperative," setting unrealistic expectations, attempting to do too much, coming in with "the" answer, engaging in the wrong kind of learning, and neglecting horizontal relationships. (Please check out Figure 1-2 on Page 7.)

With regard to the latter cycle, the "virtuous" one, can enable anyone involved in a transition to create momentum and establish an upward spiral of increasing effectiveness. (Please check out Figure 1-3 on Page 8.) To repeat, this updated and expanded edition develops in greater depth and wider scope the core concepts introduced in the first edition. The objective in 2003 remains the same now: "get up to speed faster and smarter."

Michael Watkins can help each reader to do that; better yet, he can each reader, especially those with supervisory responsibilities, to help others to do that. That achievement is indeed an admirable objective. However, we are well-advised to recall Thomas Edison's observation, "Vision without execution is hallucination."

0 of 0 people found the following review helpful.
A must have for getting to results quickly in a new organization!

By Matthew D. Osborne

This book is a must read for anyone transitioning into a new job or moving up into a new role at their current job. Clear, concise method for getting results without being a disruptor to innovation in the organization. I actually recommend this book to military looking to transition into the civilian employment market as a way to plan their transition in a methodical manner. I have received a lot of positive feedback from those who made the transition!

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