

Evaluating and preparing the top team

Before You Start

- » Review a complete set of individual performance reviews, executive coach assessments, etc., for direct reports and reviews that speak to top team effectiveness.
- » Create an agenda for active listening with direct reports and others. Ask a lot of questions.
- » Review the most-recent HR plan including succession planning and overall organization plan.

First 100 Days

- » Use early management team meetings to validate performance assumptions and build relationships. Set the tone for the weeks that follow by communicating your management philosophy, background, operating principles and expectations.
- » Invest time determining the “jobs to be done” based on the business imperatives, including how those priorities should shape the responsibilities and priorities of the individual leadership roles.
- » Meet with direct reports and broader leadership team. Ask a lot of questions.
- » Conduct a formal new leader assimilation session.
- » Synthesize learning and provide feedback to the board and team.

Day 101 and Beyond

- » Refine individual goals and development plans.
- » Define the operating mechanism/process – the meetings, documents and report formats to conduct the day-to-day business.
- » Consider top leadership session to share vision, strategy, etc.