

# **Your First 100 Days:**

## **How to get off to a fast start**

**First100 services for externally recruited leaders**

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*Dear Leader,*

*Congratulations on your new role!*

*You have embarked on an exciting new phase in your career. Your First 100 Days are going to be a challenging time of intense pressure and scrutiny. Succeeding in this critical period will not only bring success in the short term, it will set you and your organisation up for success in the longer term.*

*Over the years we have developed a portfolio of services to support new to role leaders in all transition contexts. We provide structured support and guidance on how to navigate the first 100 days successfully. Our premium services are available to executives and leaders through their organisation and organisation's budget, and are also available directly and discreetly to executives who want to use First100 as their 'secret weapon'.*

*Whether you are waiting to start your role or you are in the early stages, right now is when you can make the greatest impact in the business by taking advantage of your new and fresh perspective. I urge you not to underestimate the difficulties that lie ahead, to prepare for your first 100 days and set yourself up for success now so you can reap the rewards for your career and your organisation in the longer term.*

*Very best regards,*

*Niamh O'Keeffe*

*CEO and Founder, First100*

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## Ability to transition is an underestimated skill

*“Executives said they could have been on average 50 per cent more productive if their start in the business had been better organised.”*

**- Harvey Nash Group**

*In the first 100 days, even more so than at any other time in the lifecycle of a leadership appointment, all eyes are on you. It is a time of pressure and of intense scrutiny. You can be the best possible hire, but there is a skill to a making a transition and an effective transition needs to occur before your talents can shine. While your organisation may refer to your first 100 days as being important and there may be some ‘noise’ about what they*

*will do to set you up for success, our experience is that this will not be sufficient. At First100, we have seen talented hires fail to succeed time and time again because they don’t have the right support during the critical first 100 days. Unfortunately, organisations very often do not have the support in place that you as a new leader need. Failure to get it right could at worst result in job loss for you, a waste of time and resources spent on recruitment for your organisation, and a leadership loss for your team.*

## Transition challenges for a new leader include:

- Time pressures & intense learning curve
- Being overwhelmed with immediate ‘fire- fighting’ and task-driven priorities
- Need to invest in building new networks and forge new stakeholder relationships
- Dealing with legacy issues from the predecessor
- Challenges on inheriting or building a team and having to make tough personnel decisions
- A lack of experience of new company culture may lead to inadvertent gaffes and early political blunders – all of which can take time to recover.
- Getting the balance right between moving too fast and moving too slowly.

*“42% of leadership appointments result in failure by the end of the first 12 months.”*

**- Heidrick & Struggles**

## Why are your first 100 days important?

The importance of your first 100 days is the difference between success and failure in this new role – and that has consequences for your whole career. If you get this role right, if you succeed in this role better and faster than expected, then it naturally follows that you are more likely to get promoted sooner to an even better role, even faster, and you can continue to enjoy accelerated success in your career ambition.

*“The importance of your first 100 days is the difference between success and failure in this new role – and that has consequences for your whole career.”*

*- Niamh O’Keeffe*

The opposite is also true. If you get off to a slow start, or a ‘no-start’, then imagine how much more difficult it will be to claw your way back in an attempt to succeed later. By the end of the first 100 days, a hiring manager will have a clear idea of whether or not they have hired the right person for the job. They will have formed a strong opinion on whether their new hire is on track to do what they were hired to do and if they have the potential to succeed. If you fail to get it right from the beginning, then you can

*“40% of executives who change jobs or get promoted fail in the first 18 months.”*

*- Financial Times*

seriously risk your chances of success in the role, which can stall or reduce your further career prospects. After all, if you cannot succeed in this role, then why would the business offer you another promotion or keep you on? Seen in the context of the bigger picture of your career, the importance of your first 100 days in a senior role appointment cannot be under estimated.

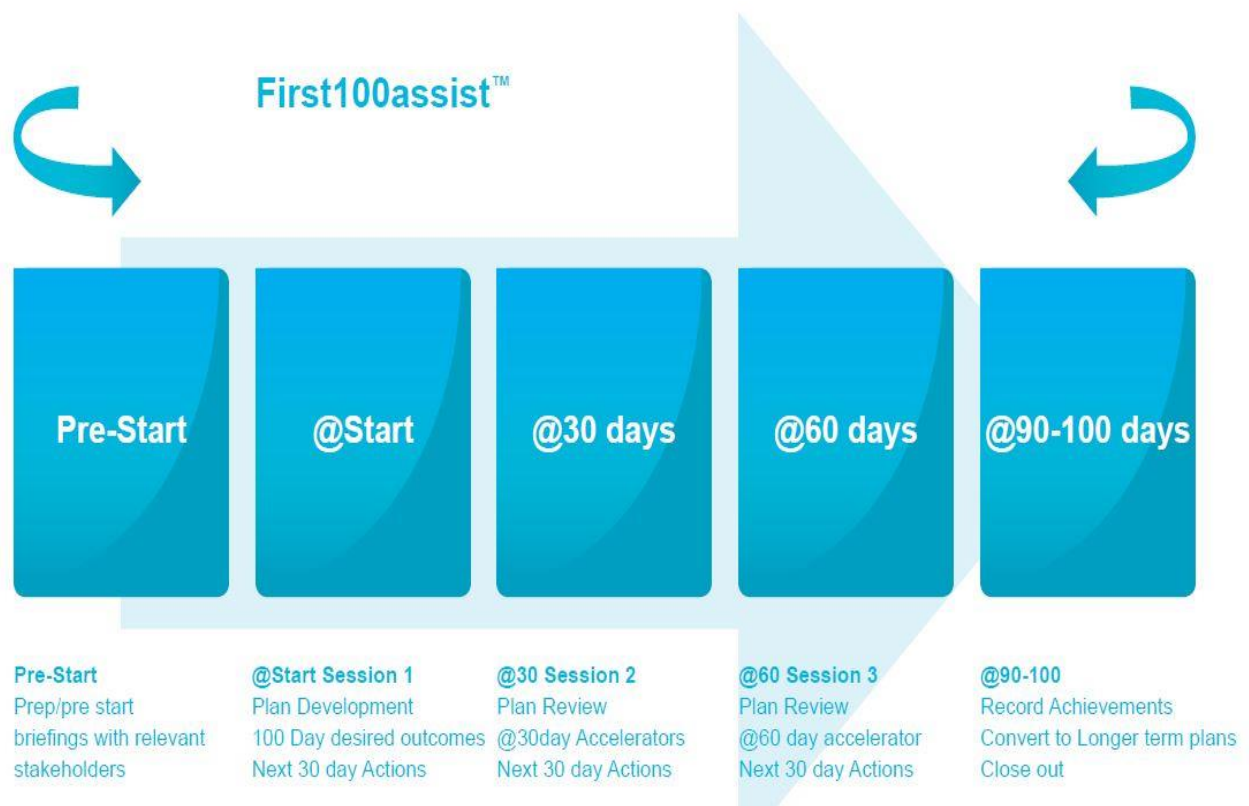
## Why have a First 100 Days Plan?

Many organisations require their leaders to write a first 100 days plan before they start in the new role. Even if you are not required to write a first 100 days plan, it is a very good idea to create one. A First 100 days plan is not a list of things to do in for first 100 days, it is a strategic plan your first two years in role, and ensures you achieve both quick wins and longer term success.

## The First100 approach

Using our First100assist<sup>TM</sup> Framework, we tailor programmes to suit your context, whether that requires in person coaching, phone-coaching, working directly with you or with you and your team.

At the beginning of our programme, we work with you to create your First 100 Days plan, helping you create an impact from day one. We work with you throughout your first 100 days (and beyond if you so desire) helping you make maximum impact in your new role.



## First100assist<sup>TM</sup> Framework

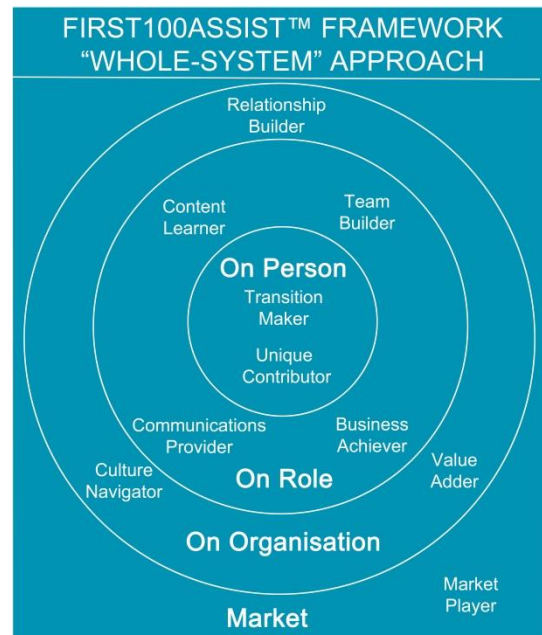
There are two moments of judgment for a newly hired or newly promoted leader. These are

- 1) at the end of the first 100 days in role and
- 2) after the first 12 months in role.

Our framework takes any leadership role and reframes it by splitting it across a whole system view and devising 10 key constituent roles.

## The Whole-Systems Approach

In the First 100 Days of your leadership role, we believe you have to take into account: you as a person (your leadership skills, your unique strengths), your role (role responsibilities and deliverables), the organisation (stakeholders, culture), the market system within which you operate. The success of the First100assist<sup>TM</sup> service centers on the implementation of the optimal 100 Day Plan, and the benefits of having an experienced First100 Consultant who acts as 'companion on the journey.' It takes a highly structured approach helping you tackle the key milestones of: @Start, 30Days, @60Days, @90-100Days.



## Why choose First100

First100 was established in 2004 to help individuals and organisations succeed by providing new leaders with the support they both need and deserve in the first 100 days. We have worked with many of the world's best and largest corporates. They choose to work with us, not only because we are the world's leading niche consultancy specialising in the first 100 days, but because of our:

- Expertise in the first 100 days;
- Commercial acumen;
- Structured approach;
- Company values: empathy, honesty and support;
- Premium executive coaching;
- Our track record of outstanding results.

## What Our Clients Say

*"First100 really helped to structure my first 100 days in my role in an effective way."*

**Sander van't Noordende, CEO of Resources Operating Group, Accenture & member of Accenture's Global Executive Leadership Team**

*"First100 is full of wonderful insight and experience, combined with a rare ability to get to the heart of the issue quickly. This means the first 100 day plan helps create real results."*

**Aaron McCormack, CEO, BT Conferencing, BT Global Enterprises**

*"First100assist provides a structured and disciplined approach to transitioning into a new role that recognises both the practical and emotional challenges. This approach helped me get off to a fast and focused start."*

**Alan McIntyre, Chief Operating Officer, Oliver Wyman Group**

*"The programme has had an immediate impact on my performance."*

**Joachim Siebe, Director of Operations, Glanbia China**

*"The process was an excellent setting for a group of talented individuals to work at a strategic level and work on a number of key areas. I found the process to create a very positive environment."*

**Andy Golding, CEO, One Savings Bank (KRBS)**

*"The First 100 Days is a very helpful approach when starting new roles or looking to kick start a step change programme in an organisation. The coaching, support and follow up is excellent at preparing and anticipating the challenges of leadership in today's volatile business environment."*

**Mark Spelman, Global Head of Strategy, Accenture.**

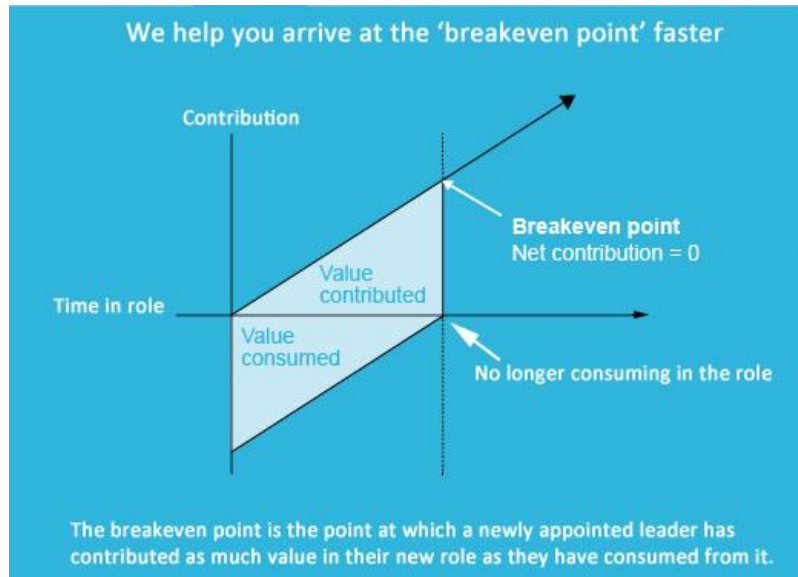
*"First100 understands large organisations and provides insightful advice and knowledge on opportunities and pitfalls...helped me focus my time and my talents by using the First100 methodology...has also been a great sounding board for strategic planning."*

**Emer Kennedy, Director of Small Business, Eircom**

## Return on Investment

All First100 programmes focus on achieving real, measurable results for both the executive and the organisation.

- The biggest measure of success is the delivery of the ten desired outcomes in the First 100 Days plan.
- First100assist helps an executive achieve in 3-6 months what would have taken over 12 months on their own. We speed up the break-even point where a new role appointment starts contributing versus consuming providing a real cash return to the organization.



### First100 Business Case for a programme participant

Benefits of the First 100 Programme	Costs and risks without the programme
<p><b>Enhanced leadership performance</b></p> <p><b>Achievements of First100 Plan</b></p> <ul style="list-style-type: none"> <li>• Ten desired outcomes</li> <li>• Priorities for year one</li> <li>• Layer the foundation for longer term goals for year two</li> </ul> <p><b>Faster breakeven point</b></p> <ul style="list-style-type: none"> <li>• From 12-18 months to 3-6 months</li> </ul> <p><b>Increased ROI</b></p> <p><math>\frac{12\text{mth Salary}}{\text{Role consumption}} \times \text{Multiplier} \times \% \text{ Uplift} = \text{ROI}</math></p>	<p><b>Attrition Costs</b></p> <ul style="list-style-type: none"> <li>• Cost of recruitment</li> <li>• Cost of training &amp; development</li> <li>• Productivity losses</li> <li>• Cost of re-hiring</li> </ul> <p><b>Indirect costs of not succeeding</b></p> <ul style="list-style-type: none"> <li>• Impact on organisation reputation</li> <li>• Impact on being an employer of choice</li> <li>• Affects team morale</li> <li>• Trickle effect of others leaving</li> <li>• Disrupts and weakens customer relationships</li> </ul>



For more information, please visit our website or get in touch to schedule your free consultation.

Very best wishes for your first 100 days,

*The First 100 Team.*

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