

THE FIRST 100 DAYS AND BEYOND

By Dennis Adsit, Ph.D.

How to Create a Foundation of Trust and
Momentum in a New Job

AdsumInsights

TRANSITION SUPPORT REDUCES FRICTION AND HELPS EXECUTIVES CONTRIBUTE FASTER

Introduction

Executives start high-risk, high-reward jobs everyday. But despite the stakes, they are not fully prepared. They don't have a game plan for how to start strong, earn trust, and build momentum. They think they can still "play it by ear," as they did for lower-level jobs earlier in their careers.

And the results are in. Nearly 50% of transitioning executive are not meeting the expectations their new organizations had when they hired them.

Why so few executives have a transition game plan is a mystery. Another mystery is why hiring organizations, who clearly have a lot at stake, are not supporting transitioning executives either. Research clearly shows that transition support helps executives get up-to-speed faster and reduces the chances of failure.

I'm Dennis Adsit. I've coached hundreds of executives entering challenging jobs. I help them have the best start of their careers.

This is an overview of the opportunity and what great First Hundred Days support looks like...the kind that builds a foundation for long-term success.

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EXECUTIVE TRANSITION SUCCESS IS A COIN TOSS

Maybe it's your dream job. Maybe it's just a great opportunity. Either way, you've got a lot riding on this, and you want it to go well.

Unfortunately, many like you struggle at the start of a job and failure is quite common. Failure doesn't have to mean you get fired, although it certainly can.

It can also mean that you took too long to start putting points on the board. Or you required more hand-holding than expected. It might mean that your employer thought you could handle more scope, and they felt let down when they had to give part of your responsibilities to someone else.

The failure rate for new hires is a lot higher than you might think. This is not a scare tactic. An online search will prove it. Within the first 18 months...

~45%

of all **new**
hires fail

40-60%

of **new**
managers fail

~50%

of new
executives fail

Because transition failures are so common, the reasons executives get tripped up are well understood.

A study by Egon Zehnder published in the Harvard Business Review looked at new hires at the level of Vice President and above, and found that the three biggest reasons new executives fail are:

#1

A poor grasp of
how the
organization works

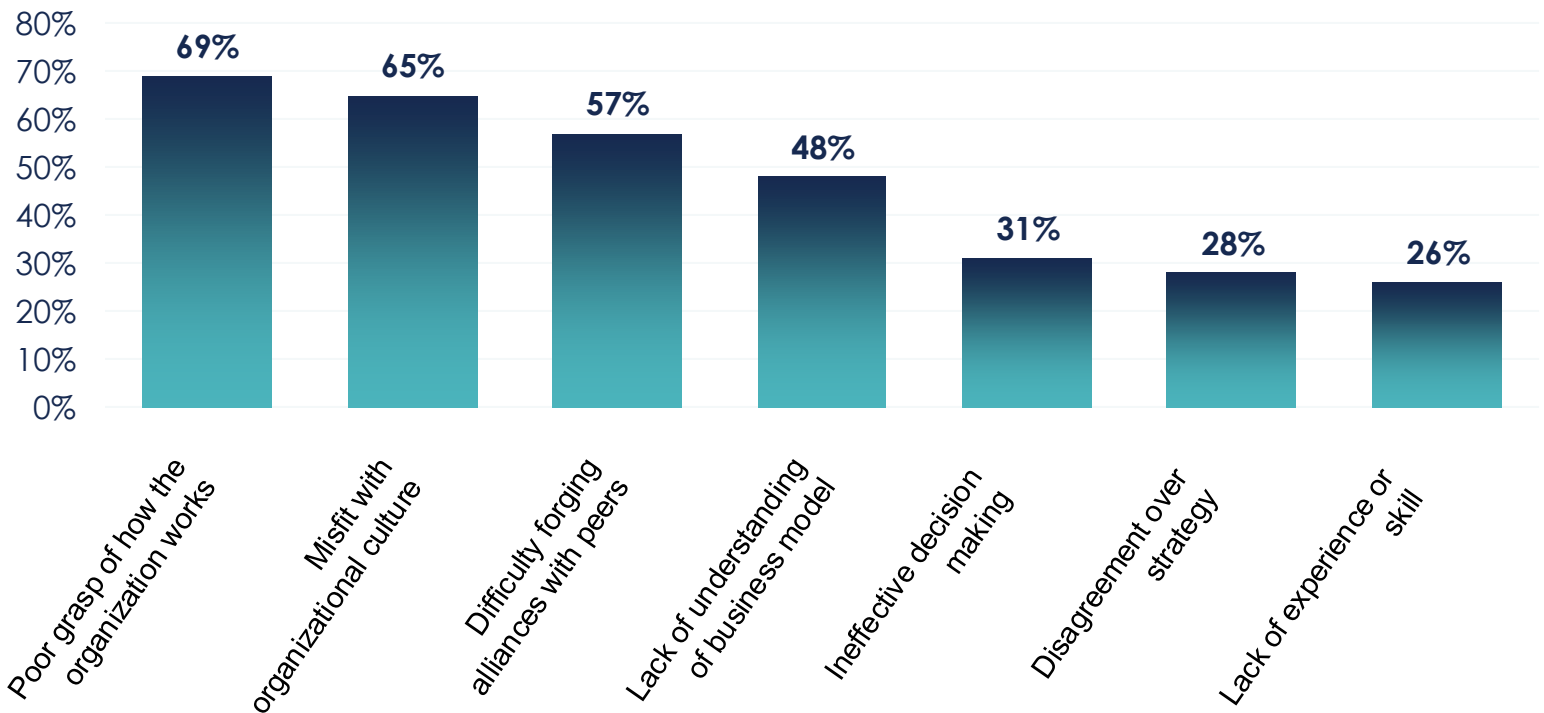
#2

A misfit with the
organizational
culture

#3

Difficulty forging
alliances with
peers

WHY EXECUTIVES STUMBLE



From Egon Zehnder' study of 588 VPs and above in transition Harvard Business Review May 2017 (pp.78–86)

THE ONBOARDING PROCESS IS THE JOB WITHIN THE JOB

The causes of failure boil down to an inability to learn and adapt fast enough.

The external opportunities and threats, the internal strengths and weaknesses the strategy and the business model all have to be grasped quickly. But often more important than what a company does are the ways in which it conducts its business, such as how decisions get made and the unique aspects of the culture that exert influence over priorities, processes, individual and team interactions.

An executive might be a good Product Leader or General Manager. But entering a new job, building trust, and getting early momentum in an unfamiliar environment is a process few get much practice doing.

As a result, most executives lack a systematic approach for getting up-to-speed. They lack a framework for adapting their approach to the unique ways the new organization works. But that onboarding process is the job within the job.

DESPITE A HIGH FAILURE RATE AND KNOWN CAUSES, MANY COMPANIES STILL TAKE A 'SINK OR SWIM' APPROACH TO EXECUTIVE TRANSITION

When a transitioning executive fails, the costs to the organization are huge.

When you consider search firm costs, lost productivity throughout the new executive's organization, additional training, needing others to pick up the slack, and potentially having to let the executive go and start over, it is easy to see how costly a transition failure at the executive level can become.

And yet, despite all the risks and potential costs, hiring organizations aren't doing much to help.

The same HBR article reported another study of 200 Global HR executives which indicated that only a third reported providing support for newly hired executives.

What makes this even more surprising is that same study showed the impact transition support can have.

Of the 33 percent of executives who received transition support, 80 percent said *that support had a major impact on their success*.

Transition support is clearly needed and it clearly works.

60%

of execs said it took six months to have full impact

20%

said it took nine months

33%

got meaningful integration support

80%

of those that got support said it had a major impact

Bottom line.. people who get help are way ahead of the game

THE FOUR KEYS TO EFFECTIVE EXECUTIVE TRANSITION



My *First 100 Days and Beyond* program provides a clear, specific roadmap for how to quickly build trust and momentum, and help executives establish a solid foundation.

Key 1 Assess Fit We all like to lead with our strengths, but when transitioning to a new role, you need to get clear on how the new job will require you to stretch as a leader. These modules will help you identify your gaps and places you might get tripped up.

Key 2 Start Before You Start This is not reading reports about the company. These modules will make sure you walk in the door with game plans on multiple fronts. This kind of preparation will give you a quiet, calm confidence that others will notice.

Key 3 Build Support for You and Your Change Agenda You were hired to lead people to a preferred future. They want to know where you're leading them. And they need to trust that you can get them there. In these modules, you'll learn how to align stakeholders around your change agenda.

Key 4 Steady Communication and Progress Checks: Despite the popularity of the expression, being "head down for the next 100 days" is a recipe for disaster. These modules will help you stay 'head up', reflecting on your progress and support, and continuing to communicate to maintain alignment.

A STEP-BY-STEP APPROACH BUILT ON BEST PRACTICES

ASSESS FIT

- **Module 1:** Why a First 100 Days Program?
- **Module 2:** Assess Fit and ID Key Gaps
- **Module 3:** Transition Tripwires to Avoid

START BEFORE YOU START

- **Module 4:** Contacting Stakeholders
- **Module 5:** Three Key Plans
- **Module 6:** First Week Considerations

BUILDING SUPPORT...FOR YOU AND YOUR CHANGE AGENDA

- **Module 7:** Closing Knowledge Gaps
- **Module 8:** Aligning with your Boss
- **Module 9:** Assessing and Building the Team
- **Module 10:** Developing a Change Agenda
- **Module 11:** Nudging the Culture
- **Module 12:** Influencing Stakeholders

CHECK-IN WEEKLY AND ADAPT PLANS

- **Module 13:** Communicating to Build Trust
- **Module 14:** Op Mechanisms & Momentum
- **Module 15:** Weekly Checks & Warning Signs
- **Module 16:** Day 100 Perf Conversation

BEYOND 100 DAYS

- **Module 17:** Day 101 and Beyond

FIRST HUNDRED DAYS SUPPORT IS THE KEY TO EXECUTIVE TRANSITION SUCCESS

This program is a system. It takes you step-by-step through the actions and levers you can control to increase the probability you'll succeed.

While my approach can't solve for toxic work cultures or tyrannical bosses, I can help you accelerate the momentum and trust building process in most environments.

My program will help you define and build support for your Strategic Change Agenda, your plan for getting from Current Reality to a Preferred Future. It is filled with momentum building suggestions to help you overcome inertia.

Proving to stakeholders, you're capable, credible, and reliable is the key to building trust.

Trust gets you the buy-in that allows you to get from Point A to Point B with less friction, thus further increasing your impact and momentum.

This program will show you how.

Testimonials

"In past career transitions, I used books such as "The First 90 Days" to help establish myself. I never considered a coach, thinking that if I applied the lessons, that was enough.

I was advised by a friend to consider Dennis as my coach for my last transition. Let me tell you, there is no comparison to having Dennis as a 'monkey on your back' pressing you to think about a dozen things you never thought about before. And then giving you the tools to act on them in a systematic fashion. Who does this? Not me, before I met Dennis. And the effect? Powerful. The bottom line: if you want to "raise your game," let Dennis help you. You won't regret it."

— Mark Davis, Senior Director, Portfolio Marketing, Marvel Technologies

"As I launched into a new company as their Chief Revenue Officer, I wanted to kick off my new position on the right foot and focus on what was important. A colleague referred me to Dennis and he guided me through his First 100 Days Program. His approach gave me the structure to launch in an efficient manner. He helped me solicit stakeholder feedback from my new team and build out an assessment of the business. It's been 365 days now and I still refer to my 100 Day Plan. I have since referred several of my peers and colleagues to Dennis because of the value and impact working with him had for me."

— Alyson Welch, Chief Revenue Office Neo4j

"I was a first-time CMO, I was confident in my skills but recognized the complexity and high stakes of the new position. From the outset, Dennis' systematic and step-by-step "First 100 Days" provided me with a clear roadmap for success.

He offered a myriad of exercises and strategies to prepare me for Day 1, including identifying potential leadership gaps, securing mentor support, crafting a learning plan, and establishing meaningful connections with stakeholders before I even stepped into the role.

After I started, Dennis provided invaluable coaching on structuring crucial conversations and aligning my objectives with the CEO and Leadership Team. This reflection and planning resulted in more productive interactions with senior leaders that left a lasting impression on my boss.

Even beyond the initial transition period, I continue to benefit from Dennis's program. It has provided me with tools and templates that I still rely on in my CMO role. I am a better leader as a result of this program and working with Dennis.

I wholeheartedly recommend working with Dennis and taking his "First Hundred Days" program. It's the kind of investment that will give you more confidence and ensure a smooth and successful transition."

— Leslie Henthorn, CMO, IronClad

Want to Get Off to the Best Start of Your Career?

Use this link <https://www.adsuminsights.com/first-hundred-days> to learn more about the support options available to you. Whether you choose Self-study, or the Core Program with group support calls, or you choose to have Dennis available as a resource throughout your First Hundred Days, you will be learning the same tools and best practices that hundreds of other executives leveraged during their transitions to get great starts and build the foundations for lasting success.

