

100 TIPS

for the CEO's First 100 Days



1	2	3	4	5
<p>"The one thing you can't get until you actually have the job is understanding context and how your company fits into the world. Until you do the job, you're not aware of the true breadth of the assignment. That's something that I've learned a ton about."</p> <p><i>Jeff Immelt, Former CEO, GE</i></p>	<p>44% of a company's market value is attributed to the CEO's reputation. With stakes this high, new CEOs must hit the ground running</p>	<p>Establish your legitimacy from Day One</p>	<p>"Four questions to explain Who am I? Why am I here? Why are we here? What do we do next?"</p> <p><i>Satya Nadella, CEO, Microsoft</i></p>	<p>Prepare a Day One email or video introduction to employees</p>
6	7	8	9	10
<p>Start your listening tour: meet with and listen to employees</p>	<p>Establish a regular cadence for reaching all employees</p>	<p>Give employees a chance to have their say</p>	<p>Keep tradition alive</p>	<p>Be humble</p>
11	12	13	14	15
<p>Show excitement</p>	<p>"CEO reputation refers to the equity created by a CEO's reputation that, if harnessed properly, can benefit a company's overall reputation and bottom line."</p> <p><i>Leslie Gaines-Ross, Chief Reputation Strategist, Weber Shandwick</i></p>	<p>Effectively communicate change</p>	<p>Touch base with select stakeholders</p>	<p>Take notes when meeting with people; show you care</p>
16	17	18	19	20
<p>Don't ignore government and civic leaders</p>	<p>Align the senior team</p>	<p>"Never hide behind your newbie status or use it as an excuse to put off what needs to be done. Your team's reputation depends not just on what you do right, but what you do if something goes wrong."</p> <p><i>Mary Barra, CEO, General Motors</i></p>	<p>Plan your first senior team offsite</p>	<p>Tend to your board</p>
21	22	23	24	25
<p>Consult with a trusted peer</p>	<p>Connect with non-profits and partners</p>	<p>Pay attention to global relationships</p>	<p>Partner with outgoing CEO in passing of the baton</p>	<p>Be visible in the community</p>
26	27	28	29	30
<p>Communicate personally, symbolically</p>	<p>Make time for local office site visits when traveling</p>	<p>Keep a low external profile until you have something to say</p>	<p>Chart an external leadership visibility plan for year one</p>	<p>Focus on three priorities, communicate them every chance you get</p>
31	32	33	34	35
<p>Pay attention to gender diversity</p>	<p>Introduce yourself on the company intranet</p>	<p>Strategically and selectively plan media engagement</p>	<p>Be social on Day One</p>	<p>Leverage the power of today's visual and mobile influence</p>
36	37	38	39	40
<p>Don't forget to update/start your social media profile!</p>	<p>Set your own agenda: do not lose sight of your A-list priorities</p>	<p>Declare what matters, explain your core beliefs</p>	<p>Get early wins to build momentum</p>	<p>Under-promise and over-deliver</p>
41	42	43	44	45
<p>Aim to "win the majority" every day</p>	<p>Celebrate the past; embrace the future</p>	<p>Getting it all done: find a trusted chief of staff or assistant</p>	<p>Building credibility and legitimacy is Job #1</p>	<p>Everything you do sends a message</p>
46	47	48	49	50
<p>Expect every action and personal nod to be endlessly dissected</p>	<p>Resist the savior syndrome; you don't have all the answers</p>	<p>"There is no school for CEOs—except the school of experience. Chief executives must learn on the job how to lead a company, and they must learn while every stakeholder is watching."</p> <p><i>Harvard Business Review</i></p>	<p>Keep it simple</p>	<p>Never criticize the former CEO</p>
51	52	53	54	55
<p>Give feedback cautiously</p>	<p>Instill confidence in the future</p>	<p>Seek advice when you don't know the answers</p>	<p>Don't believe everything you hear</p>	<p>Prepare for criticism and hearsay</p>
56	57	58	59	60
<p>Be attuned to anti-CEO sentiment</p>	<p>Be patient. Give yourself time to develop sea legs</p>	<p>Don't believe your own propaganda</p>	<p>Try to understand what the company does well, doesn't do well, where the opportunities lie</p>	<p>Unlearn all your early assumptions</p>
61	62	63	64	65
<p>Plan for the worst-case scenario</p>	<p>Establish a clear theme to guide the organization. Begin every discussion, meeting or speech by referencing it</p>	<p>57% of CEOs/executives say that it takes six months or more to successfully transition to a new position and make full impact</p> <p><i>Egon Zehnder</i></p>	<p>To introduce change, propose an initiative that would have been out of character for your predecessor</p>	<p>Participate in employee orientation</p>
66	67	68	69	70
<p>"The question I ask myself almost every day is, 'Am I doing the most important thing I could be doing?'"</p> <p><i>Mark Zuckerberg, CEO, Facebook</i></p>	<p>Do not ignore local and trade media</p>	<p>Search for common purpose and shared values</p>	<p>"What I've learned is that over time an organization takes on the characteristics of its leader [aka Sam Walton]."</p> <p><i>Doug McMillon, CEO, Walmart</i></p>	<p>Walk the halls, show up in the lunchroom</p>
71	72	73	74	75
<p>Consider standing in the shoes of your employees for a day</p>	<p>"Put in place your personal support infrastructure and make sure that you prepare your family for what is to come in those first three months."</p> <p><i>Spencer Stuart</i></p>	<p>Get used to being under a microscope</p>	<p>Read 10 emails or listen to 10 calls from customers regularly. Stay close to the customer</p>	<p>Find a trusted guide to help navigate internal politics</p>
76	77	78	79	80
<p>Investors give new CEOs 6-9 months to assess challenges & opportunities, set a vision and strategy</p>	<p>"The making of reputation begins at the ground level. Manage down."</p>	<p>Emails are not erasable</p>	<p>Don't overschedule, build in free time</p>	<p>The microphone is never off</p>
81	82	83	84	85
<p>Conserve your energy</p>	<p>Don't skip media training</p>	<p>"A great story not told doesn't count."</p> <p><i>Louis D'Ambrosio, CEO, Avaya</i></p>	<p>"While no leader can single-handedly build an enduring great company, the wrong leader vested with power can almost single-handedly bring a company down."</p> <p><i>Author Jim Collins, How the Mighty Fall</i></p>	<p>Fay Vincent, Former CEO, Columbia Pictures Industries</p>
86	87	88	89	90
<p>Every CEO faces a short and intense tenure with significantly more pressure to perform and less room for mistakes</p> <p><i>BCG</i></p>	<p>"A great CEO's legacy is never as one-dimensional as the ledger."</p> <p><i>Charles Fombrun, Co-Founder, Reputation Institute</i></p>	<p>Report back to employees what you learned in your First 100 Days</p>	<p>Getting the right people in the right jobs is more important than developing a strategy</p>	<p>"[Once you become CEO,] you realize that running the business is a small part of the job."</p> <p><i>Michael Porter, Harvard Business School Professor</i></p>
91	92	93	94	95
<p>Don't make wholesale change for change's sake</p>	<p>Be conscious of your first hire. It sends a powerful signal</p>	<p>Use social media to connect with all your stakeholders</p>	<p>"A great CEO's legacy is never as one-dimensional as the ledger."</p> <p><i>Charles Fombrun, Co-Founder, Reputation Institute</i></p>	<p>Hands on control fades as responsibilities mount</p>
96	97	98	99	100
<p>Do not be surprised if a crisis erupts in your First 100 Days</p>	<p>Set yourself up to socially listen to what is being said about your company, stay in touch with the heartbeat of the organization</p>	<p>Beyond 100 Days: establish a go-forward plan</p>	<p>"You're going to be defined by your first 90 days. You've got to act."</p> <p><i>Jack Welch, Former Chairman and CEO, GE</i></p>	<p>It is never too soon to start thinking of a successor</p>