

100 TIPS FOR THE CEO'S FIRST 100 DAYS

Establish your legitimacy from Day One 1		44% of a company's market value is attributed to the CEO's reputation 2		Prepare a Day One email, intranet, or video introduction to employees 3		Start your listening tour: meet with and listen to employees 4		Establish a regular cadence for reaching all employees 5		Keep tradition alive 6	Be humble 7	Show excitement 8	Effectively communicate what will remain the same and what will change 9	
Take notes when meeting with people; show you care 10	Don't ignore government and civic leaders 11	Align the senior team 12	"Never hide behind your newbie status or use it as an excuse to put off what needs to be done." 13 MARY BARRA, CEO, GENERAL MOTORS			Plan your first senior team offsite 14	Get to know your board members 15	Consult with a trusted peer 16	Connect with non-profits and partners 17	Pay attention to global relationships 18	"Be impact-driven, not calendar-driven." MCKINSEY 19		Partner with outgoing CEO in passing of the baton 20	
Reach out to the local community. Show up 21	Communicate personally, symbolically 22	"While no leader can singlehandedly build an enduring great company, the wrong leader vested with power can almost singlehandedly bring a company down." JIM COLLINS, AUTHOR, "HOW THE MIGHT FALL" 23			Make time for local office site visits when traveling 24		Keep a low external profile until you have something to say 25		Chart an external leadership visibility plan 26	Communicate your top priorities 27	Pay attention to diversity and inclusion 28	Strategically and selectively plan media engagement 29		
Use social media/Internet on Day One 30	Leverage the power of visual and mobile influence 31	Update/create your social media profile 32	Set your own agenda: don't lose sight of your A-list priorities 33	Meet peers in your local market, plan a lunch 34	Declare what matters, explain your core beliefs 35	Get early wins to build momentum 36	Under-promise and over-deliver 37		Aim to "win the majority" every day 38		Celebrate the past; embrace the future 39			
Find a trusted chief of staff or assistant 40	Building credibility is job #1 41	Everything you do sends a message 42	Expect every action and personal nod to be endlessly dissected 43	Resist the savior syndrome; you don't have all the answers 44	"There is no school for CEOs—except the school of experience." HARVARD BUSINESS REVIEW 45	Keep it simple 46	Never criticize the former CEO 47	Give feedback cautiously 48	Instill confidence in the future 49	Seek advice when you don't know the answers 50	Don't believe everything you hear 51			
Prepare for criticism and hearsay 52	Be patient. Give yourself time to develop sea legs 53	"I need to keep getting out there and chatting with people and learning." CORIE BARRY, CEO, BEST BUY 54	Understand company strengths, weaknesses and opportunities 55	Unlearn all your early assumptions 56	Begin planning for the worst-case scenario 57	Establish a clear theme to guide the organization. Communicate it often 58	"57% of CEOs/executives say that it takes 6+ months to successfully transition to a new position and make full impact." EGON ZEHNDER 59			Propose an initiative that would have been out of character for your predecessor 60				
Participate in an employee orientation 61	"The question I ask myself almost every day is, 'Am I doing the most important thing I could be doing?'" MARK ZUCKERBERG, CEO, FACEBOOK 62		Don't ignore local and trade media 63	Search for common purpose and shared values 64	Make yourself surprisingly available 65	"Over time an organization takes on the characteristics of its leader." DOUG MCMILLON, CEO, WALMART 66	Consider standing in the shoes of your employees for a day 67	"Put in place your personal support infrastructure and make sure that you prepare your family for what is to come." SPENCER STUART 68	Get used to being under a microscope 69	Read 10 emails or listen to 10 calls from customers regularly. 70				
Find a trusted guide to help navigate internal politics 71	Don't fall victim to the honeymoon squeeze. You've got more time than you think 72	Investors give new CEOs 6-9 months to set a vision and strategy 73	"The making of reputation begins at the ground level. Manage down." FAY VINCENT, FORMER CEO, COLUMBIA PICTURES INDUSTRIES 74	Emails are not erasable 75	Conserve your energy 76	Don't overschedule, build in free time 77	The microphone is never off 78	Don't skip media training 79	58% of a company's reputation is attributed to the reputation of its CEO 80		Be prepared to speak out on societal issues 81			
Report back to employees what you learned in your First 100 Days 82	Get the right people in the right jobs 83	"Running the business is a small part of the job." MICHAEL PORTER, HBS PROFESSOR 84	Don't make wholesale change for change's sake 85	Your first hire sends a powerful signal 86	Use social media to connect with all your stakeholders 87	"A great CEO's legacy is never as one-dimensional as the ledger." CHARLES FOMBRUN, CO-FOUNDER, REPUTATION INSTITUTE 88		Hands-on control fades as responsibilities mount 89	Don't be surprised if a crisis erupts in your First 100 Days 90		Establish a plan beyond the First 100 Days 91			
It is never too soon to start thinking of a successor 92	Be data-driven, human-led 93	"68% of CEOs admit they weren't fully prepared for the job." EGON ZEHNDER 94	Investors want to hear more about talent and culture on earnings calls 95	Find the right pace for change 96	The informal, emotional elements of the culture are also important 97	Be clear about what you won't do, not just what you will 98	Antennae UP for employee activism 99	"Don't overlook the task of disengaging from your prior job elegantly and professionally." MCKINSEY 100		 WEBER SHANDWICK WE SOLVE				