
Your First 90 Days — *Senior / Director+*

Diagnose the system, build trust with leadership, and set the direction — without breaking what's already working.

BEFORE YOU START

Define how you want to show up

Before you think about tasks or projects, get clear on this: how do you want to be seen? The perception you create in your first few days sets fast and is hard to change.

PROMPT 1

What do I want people to say about me when I'm not in the room?

PROMPT 2

What three words should describe my presence in this organization?

PROMPT 3

What impression do I want to make in my first week?

UNIVERSAL PRINCIPLES

These apply no matter your title

- **Map your relationships early.** Know who your manager is, who your key peers are, and who the informal influencers are.
- **Learn how work actually moves.** Not the org chart version — the real version.
- **Match the communication norms.** Read the room before you try to change it.
- **Ask for feedback before you think you need it.** Do this in week two, not month three.
- **Document what you learn.** Map the systems, the people, the workflows.

90-Day *Self-Check*

Before your 90-day mark, run through this.

- Can I clearly describe how I want to be perceived — and is that what's happening?

- Do I know the key relationships that matter most to my success here?

- Have I delivered at least one visible win that people can point to?

- Am I getting regular feedback from my manager (not just waiting for a review)?

- Have I documented what I've learned and the impact I've made?

- Do I have a plan for the next 6 months that connects to business goals?

- Am I building relationships beyond my immediate team?

- Would someone describe my work the way I want to be described?

Your reputation starts on day one. Be intentional about it.

More resources at erintran.com/resources