

Most leadership experts agree that the first 90 days in a new role is the most critical. Following is a list of possible topics that can be covered in this six-session, 90-day executive coaching initiative. The actual work will be identified during the first meeting and will be based on specific, individual needs. Each engagement is unique to the client, and highly tailored to maximize results.

Instructions: Following are categories of “1st 90 Days” coaching topics, with some areas of common interest listed below each category. Check off those areas in which you may be interested in receiving coaching. At a later date you will have an opportunity to prioritize them, and add additional items of interest and/or need.

Generalized Client Objectives: Current Key Needs

Client:

Coach: Daniel Mueller, President; SOLIDexecutive, Inc.

Date:

Services: 1st 90 Days Coaching

Scope of Work: The following scope of work, including objectives and time frame, is proposed:

Specialized Client Objectives: Current Key Needs

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Analyze Past Success/Failures as Related to New Role

- _____ Process past issues
- _____ Obtain analysis of strengths and weaknesses through the 360° Assessment
- _____ Obtain assessment of leadership skills through written leadership tests/profiles

Increase Awareness of Work Behavioral Style When Beginning New Role

- _____ Develop competency in administering/interpreting behavioral assessments
- _____ Learn adaptive behaviors to adjust behavioral style to meet employees' needs
- _____ Review personal work behavioral style and potential problems it may create in new role

Quickly Analyze Performance of Staff and Direct Reports

- _____ Provide performance management initiatives for direct reports
- _____ Initiate an informal 360° assessment on a member or members of staff
- _____ Enhance performance management of executives that are direct reports

Carefully Build Coalition and Consensus

- _____ Develop better consensus and alignment among peers
- _____ Relationship management; relationship building; strategic relationship development
- _____ Expand/grow influence throughout: 1. the organization; 2. area(s) of responsibility

Gain Greater Insight and Depth Learning About Your New Team

- _____ Brainstorm strategies to quickly assess direct reports
- _____ Develop effective system for connecting with staff
- _____ Quickly analyze strengths/weaknesses of employees

Develop a Strategy to Efficiently Learn the Products and/or Services

- _____ Develop a plan to rapidly come up to speed
- _____ Determine and prioritize needed product knowledge training
- _____ Strategies to leverage knowledge of peers/superiors/subordinates

Gain a Sounding Board for Political, Organizational Issues

- _____ Gain advanced coaching on organizational politics
- _____ Manage Board of Director relationships; gain better ability to run a BOD
- _____ Gain immediate insight into organizational politics and political positioning

Brainstorm Ideas for Initiating a Planning Process

- _____ Learn advanced strategic planning methodologies specific to current role
- _____ Develop a "coaching culture" on e-staff; utilize coaching as an OD initiative
- _____ Brainstorm possible strategies to enhance overall planning

Receive Priority and Time Management Coaching

- _____ Enhance effectiveness of one-on-ones with direct reports
- _____ Gain advanced priority management coaching
- _____ Develop a sustainable, "balanced-life" pace in new role

Develop Recruitment Strategies and Tactics

- _____ Enhance recruitment methodology
- _____ Review assessment tools and techniques for recruitment
- _____ Sharpen Interviewing skills to improve effectiveness in identifying top talent

Review Retention & Reorganization Ideas and Plans

- _____ Create and implement retention strategies
- _____ Brainstorm reorganization of employees
- _____ Gain advanced organizational development skills

Secure Early Wins/and Build Credibility

- _____ Review strategies to gain early credibility
- _____ Improve executive decision-making skills/abilities; to secure early wins
- _____ Develop strategies to gain significant credibility in first 90 days

Sharpen and Refine Leadership Skills

- _____ Deepen grasp of leadership principles for the next level of executive responsibility
- _____ Refine leadership skills needed to impact the culture and direction of the company
- _____ Assess leadership abilities and influence; develop an action plan for improvement

Obtain Strategies for Quick Personnel Adjustments/ Organizational Development Interventions

- _____ Assess current organizational development skills and develop an improvement plan
- _____ Gain insight and develop strategies in change management
- _____ Gain insight into strategies to impart personal ethics and values to staff

Positively Impact Morale Early in Tenure

- _____ Impact employee morale & motivation
- _____ Gain greater ability to improve employee morale and motivation
- _____ Encourage team work and cohesiveness with staff, and throughout organization

Process for Engagement

Scope of Work

1. Client electronically receives this “1st 90 Days” Scope of Work document and selects areas of perceived need for coaching during the first ninety days in the new role.
2. Initial Telephone Session with Coach (No obligation, no fee)
 - a. Review Scope of Work document
 - b. Determine additional, specialized Client needs
 - c. Answer questions re: coaching process or fees
3. Make Decision
 - a. Decide if this coaching program is for you
 - b. Pay fee (see “Your Part to Pay”.)

Item	SOLID Fees	Schedule
Assessment Fee	\$1,400.00	0
Initial Telephone Session	\$ 525.00	0
Five Additional Coaching Sessions	\$1,750.00	\$875.00

Assessment and Goals

4. Complete online assessment on SOLID’s Web site: www.SOLIDcoaching.com
Review and prioritize Scope of Work
5. Have five (5) coaching sessions over the next 90 days designed to help you jump-start your new role and have a razor sharp competitive edge.
6. Sessions are 50 minutes in duration, either face-to-face or via telephone
7. At end of last session, receive an assessment from your coach regarding overall performance and suggested on-going actions to take for continued peak performance in your new role.

Resources:

Watkins, Michael: The First 90 Days - Critical Success Strategies for New Leaders at All Levels. Boston, MA. Harvard Business School Press. 2003.

Ciampa, Dan & Watkins, Michael: Right From the Start - Taking Charge in a New Leadership Role. Boston, MA. Harvard Business School Press. 1999.