

the first 90 days by michael watkins

The First 90 Days by Michael Watkins: Mastering Leadership Transitions

the first 90 days by michael watkins is widely regarded as a seminal guide for anyone stepping into a new leadership role. Whether you're a freshly minted manager, a seasoned executive moving to a new company, or even an entrepreneur launching a venture, this book offers practical frameworks and insightful strategies to accelerate your transition and set yourself up for success. Transition periods can be daunting, filled with uncertainty and high expectations, but Michael Watkins' approach turns those first critical months into an opportunity for rapid learning and impactful leadership.

Understanding the Importance of the First 90 Days

When leaders change roles, the initial period is a make-or-break timeframe. The first 90 days often determine long-term success because this is when you establish credibility, build relationships, and lay the foundation for future achievements. Watkins emphasizes that without a clear plan and deliberate actions, leaders risk falling into common traps such as misreading the culture, failing to align with key stakeholders, or moving too slowly to create momentum.

Many leaders underestimate the complexity of transitions. The first 90 days by michael watkins highlights how these early moments are fraught with challenges like understanding new team dynamics, grasping organizational politics, and diagnosing the critical issues that need immediate attention. Successfully navigating this phase requires a thoughtful balance of learning, strategizing, and executing.

Key Concepts from The First 90 Days by Michael Watkins

The Transition Curve: From Learning to Leading

One of the core ideas in the book is the concept of the transition curve. Watkins explains that new leaders typically go through stages: initial excitement, followed by a reality check, then gradual mastery, and finally, productivity. Recognizing where you are on this curve helps manage expectations—both your own and those of your team or board.

Instead of diving headlong into change, the book suggests pausing to diagnose the situation. This means assessing the organization's culture, challenges, and resources before making big moves. This diagnostic phase is crucial because it informs your strategy and helps avoid costly mistakes.

STARS Model: Tailoring Your Approach

Watkins introduces the STARS model to categorize different types of business situations a leader might inherit:

- **Startup:** Building something new from scratch.
- **Turnaround:** Fixing a troubled organization.
- **Accelerated Growth:** Scaling rapidly.
- **Realignment:** Adjusting a drifting organization back on track.
- **Sustaining Success:** Maintaining high performance.

Understanding which scenario you're facing allows you to adapt your leadership style and priorities accordingly. For example, a turnaround leader must act decisively to address problems, whereas someone sustaining success needs to focus on avoiding complacency and nurturing innovation.

Practical Strategies to Accelerate Your Transition

Build Productive Relationships Quickly

One of the standout lessons from the first 90 days by Michael Watkins is the emphasis on relationship building. Success in a new role often hinges on how well you connect with your boss, peers, direct reports, and other critical stakeholders. Early wins are often a result of aligning expectations and gaining trust.

Watkins encourages new leaders to conduct "learning conversations" with key people—asking open-ended questions to understand their perspectives, concerns, and goals. This approach not only accelerates your learning but also signals humility and openness, which helps foster collaboration.

Create a Personal Vision for Leadership

Another insightful tip is to develop a clear personal vision for what you want to achieve. This vision acts as a compass, guiding decisions and helping you stay focused amid competing demands. Aligning this vision with the organization's strategic priorities ensures your efforts resonate broadly.

The book also stresses the importance of communicating this vision early and often. Transparency about your goals and values helps build alignment and motivates others to rally behind your leadership.

Secure Early Wins

While understanding and learning are vital, delivering early results is equally important. The first 90 days by Michael Watkins advises prioritizing initiatives that yield visible impact without overextending yourself. Early wins build credibility and momentum, which are essential for driving longer-term change.

Choosing the right early wins means balancing quick fixes with more strategic moves. For example, streamlining a reporting process might be a quick win, but identifying a new market opportunity could be a strategic win that positions the organization for future growth.

Common Pitfalls to Avoid During Leadership Transitions

Rushing to Implement Change

One of the biggest mistakes leaders make is moving too fast without fully understanding the environment. The book warns that premature actions can alienate key stakeholders or create resistance, undermining your position. Taking time to diagnose and build relationships lays a stronger foundation.

Failing to Adapt Leadership Style

Different situations require different leadership approaches. Applying the same tactics used in your previous role without considering the new context is a recipe for trouble. The first 90 days by Michael Watkins encourages leaders to be flexible, adapting based on the challenges and culture they encounter.

Neglecting Self-Management

Transitions are stressful, and leaders often neglect their own well-being. Watkins highlights the importance of managing energy, seeking feedback, and maintaining perspective. Self-awareness and resilience are vital to sustain high performance during demanding periods.

Why The First 90 Days by Michael Watkins Remains Relevant

Even though the book was first published over a decade ago, its principles remain timeless. In today's fast-paced and ever-changing business environment, leaders face even greater pressure to hit the

ground running. The frameworks and tools Watkins provides continue to be embraced by executives worldwide because they address fundamental human and organizational dynamics.

Moreover, the rise of remote work, digital transformation, and global teams adds new layers of complexity to leadership transitions. The core message of deliberate learning, relationship-building, and early wins applies regardless of industry or geography, making *The First 90 Days* by Michael Watkins a must-read for anyone embarking on a leadership journey.

Applying The First 90 Days Lessons in Your Career

Whether you're preparing for a promotion or stepping into a leadership role for the first time, integrating the lessons from the first 90 days by Michael Watkins can dramatically improve your chances of success. Start by mapping out your transition strategy using the book's tools—identify your STARS situation, schedule learning conversations, and set achievable milestones.

Remember, leadership transitions are not just about what you do but how you do it. Building trust, showing empathy, and communicating effectively are as important as strategic decisions. Taking a structured yet flexible approach helps you navigate ambiguity and emerge as a confident leader.

In essence, the first 90 days represent a unique window to shape your legacy and influence your organization's future. By embracing the insights from Michael Watkins' book, you can transform this critical period from a potential risk into a powerful opportunity for growth and impact.

Frequently Asked Questions

What is the main focus of 'The First 90 Days' by Michael Watkins?

The main focus of 'The First 90 Days' is to provide a roadmap for leaders and managers to successfully transition into new roles within their first three months, helping them avoid common pitfalls and accelerate their impact.

What are some key strategies Michael Watkins recommends for new leaders in 'The First 90 Days'?

Key strategies include securing early wins, understanding the organizational culture, building key relationships, diagnosing business challenges, and creating a clear plan for the transition period.

How does 'The First 90 Days' help with leadership transitions in different industries?

'The First 90 Days' offers universal principles and adaptable frameworks that can be applied across various industries, making it relevant for leaders transitioning in corporate, non-profit, government, and entrepreneurial environments.

Why is the first 90 days critical according to Michael Watkins?

According to Michael Watkins, the first 90 days are critical because this period sets the tone for a leader's tenure, establishes credibility, builds momentum, and lays the foundation for long-term success.

Can 'The First 90 Days' be useful for someone transitioning into a leadership role for the first time?

Yes, 'The First 90 Days' is highly useful for first-time leaders as it offers practical advice on how to navigate new responsibilities, manage expectations, and build effective teams during the crucial early phase of their leadership journey.

Additional Resources

The First 90 Days by Michael Watkins: A Strategic Blueprint for Leadership Transitions

the first 90 days by michael watkins has established itself as a cornerstone resource for leaders navigating the critical early phase of new roles. Since its initial publication, this book has been widely recognized for its practical framework that equips managers, executives, and professionals with the tools to accelerate their transition and establish credibility quickly. In an era where leadership changes are frequent and the pressure to deliver immediate results is intense, Watkins' insights provide a methodical approach to mastering the complexities of onboarding and performance ramp-up.

Understanding the pivotal nature of the "first 90 days," Watkins pinpoints this time frame as a make-or-break period that significantly shapes a leader's long-term success. The book's enduring popularity rests on its blend of research-backed strategies and actionable advice, making it a go-to manual for those seeking to mitigate risks associated with leadership transitions.

In-depth Analysis of The First 90 Days by Michael Watkins

Watkins approaches leadership transitions with a diagnostic lens. He identifies that transitions are challenging due to unfamiliar organizational cultures, new team dynamics, and the need to quickly understand market or operational nuances. The core premise is that leaders who systematically prepare and execute a transition plan outperform those who rely on intuition or ad hoc strategies.

One of the book's most influential contributions is the "STARS" model, which classifies business situations a new leader might face: Start-up, Turnaround, Accelerated growth, Realignment, and Sustaining success. This framework helps leaders tailor their transition plan according to contextual demands, rather than applying a one-size-fits-all approach.

Key Features and Strategic Tools

The First 90 Days by Michael Watkins stands out for its structured, stepwise methodology. Some of the book's hallmark features include:

- **Transition Roadmap:** A comprehensive plan that breaks down the initial period into manageable phases, from preparation before joining to securing early wins and building momentum.
- **Stakeholder Mapping:** Guidance on identifying and engaging key stakeholders, which is vital for building alliances and political capital in complex organizations.
- **Learning Agenda:** Techniques to rapidly assimilate organizational knowledge, culture, and operational realities without getting overwhelmed.
- **Early Wins:** Emphasis on identifying achievable goals that demonstrate competence and build credibility.

These tools collectively foster a proactive mindset, encouraging leaders to diagnose their situation carefully and act with deliberate intent. Watkins' advice transcends industries, making it applicable for corporate executives, nonprofit leaders, and even entrepreneurs stepping into new ventures.

Comparative Insights: Watkins' Approach Versus Traditional Onboarding

Traditional onboarding often focuses on orientation and basic training, emphasizing compliance and procedural knowledge. In contrast, The First 90 Days by Michael Watkins advocates for a holistic and strategic approach to leadership transition. While conventional programs may last a few days to weeks, Watkins underscores that the entire first three months are crucial for setting the trajectory of leadership effectiveness.

Moreover, many onboarding practices do not explicitly address the political and emotional challenges leaders face during transitions. Watkins fills this gap by highlighting the importance of building relationships and managing expectations, areas frequently overlooked in standard corporate onboarding.

Strengths and Limitations

The book's strengths lie in its clear, actionable framework and its relevance across hierarchical levels and sectors. Its emphasis on situational diagnosis through the STARS model allows for nuanced strategies that align with the leader's unique context. Additionally, Watkins supports his framework with real-world examples and case studies, enhancing the book's practical value.

However, some critics argue that the book's focus on the first 90 days might oversimplify the complexity of certain leadership transitions, especially in highly volatile environments or organizations undergoing extreme disruption. Additionally, while the book is robust on strategy, it dedicates less attention to emotional intelligence and the personal development aspect of leadership during transitions, topics that have gained prominence in recent leadership literature.

Practical Application of The First 90 Days by Michael Watkins

Implementing the strategies outlined in *The First 90 Days* by Michael Watkins requires disciplined planning and self-awareness. Leaders are encouraged to begin their transition before their official start date, a point often overlooked in conventional leadership development.

Steps for Effective Transition Management

1. **Pre-Entry Preparation:** Research the organization's history, culture, and current challenges to enter with informed perspectives.
2. **Stakeholder Engagement:** Schedule meetings with key influencers and team members to build rapport and gather insights.
3. **Situation Assessment:** Determine which STARS category the scenario fits and tailor actions accordingly.
4. **Setting Clear Priorities:** Define early objectives that align with organizational goals and can be delivered within the first 90 days.
5. **Building the Team:** Evaluate existing talent and decide on necessary changes to optimize performance.
6. **Delivering Early Wins:** Identify opportunities to demonstrate impact and build credibility.
7. **Continuous Learning and Adaptation:** Maintain a feedback loop and be prepared to adjust strategies based on emerging information.

Organizations that integrate Watkins' framework into their leadership development programs often report smoother leadership transitions and improved retention rates among new leaders. The structured approach reduces ambiguity and aligns expectations between new leaders and their organizations.

Relevance in Today's Dynamic Business Environment

In a world marked by rapid technological change, globalization, and evolving workforce expectations, the ability to transition effectively into leadership roles is more critical than ever. *The First 90 Days* by Michael Watkins remains relevant as it addresses universal challenges such as uncertainty, relationship-building, and strategic focus during change periods.

Furthermore, with the rise of remote and hybrid work models, the principles of stakeholder mapping and early wins have taken on new dimensions. Leaders now need to adapt Watkins' recommendations to virtual environments, ensuring they still connect meaningfully with their teams and stakeholders despite physical distance.

Impact on Leadership Development and Corporate Culture

The adoption of Watkins' principles extends beyond individual leaders to influence organizational culture. By prioritizing deliberate transitions, companies signal the importance of strategic onboarding and leadership effectiveness. This, in turn, fosters an environment where new leaders are better supported and integrated, reducing the risk of costly leadership failures.

Moreover, *The First 90 Days* by Michael Watkins has influenced a generation of leadership coaches and executive development professionals. Its frameworks are frequently incorporated into leadership curricula, workshops, and coaching engagements, underscoring its status as a foundational text in leadership literature.

In summary, the book's enduring legacy lies in its pragmatic and research-driven approach to a universally challenging aspect of leadership. Whether stepping into a startup CEO role, a divisional manager position, or a nonprofit executive post, Watkins offers a trusted compass for navigating the critical initial phase of leadership with confidence and clarity.

[The First 90 Days By Michael Watkins](#)

the first 90 days by michael watkins: [Summary of The First 90 Days](#) Instaread Summaries, 2016-04-05 *The First 90 Days* by Michael D. Watkins | Summary & Analysis Preview: *The First 90 Days* is a handbook for the executive in transition. It provides lessons and examples for the optimal way to successfully enter a new company, position, or role. Above all, making a strong transition in the first 90 days can be the difference between long-term success in that role and a spiral into failure that can haunt an executive's reputation wherever he or she may go. The first 90 days are best when approached as a period of learning and analysis instead of action. For a new executive, early initiatives loom disproportionately large to new bosses, colleagues, and employees. As a result, leaders in transition should use this time to secure early wins, learn about what supports the status quo, and develop a clear idea, together with higher management and employees, of what success will look like in each person's individual role...PLEASE NOTE: This is key takeaways and analysis of the book and NOT the original book. Inside this Instaread Summary of Influence*Overview of the

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the first 90 days by michael watkins: *The First 90 Days - the Pivotal Guide to Michael Watkins's Celebrated Book* Pivotal Point Pivotal Point Papers, 2013-10-31 The First 90 Days Pivotal Points is your aide to rapid comprehension of the essential business principles delineated in Michael Watkins' acclaimed The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter. Michael Watkins, undertakes in The First 90 Days the task to discover the opportunities and challenges that face people when they move into new positions. The book offers some critical strategies for new leaders at all levels. The First 90 days helps the new leader quickly identify which type of company they have gone to work for be it a startup, a turnaround, a company going through a realignment, or a company that is sustaining success and gives helpful strategies for succeeding at each. Use this helpful paper to understand the essence of The First 90 Days, including: A concise synopsis summarizing the principles of what makes a leader successful In-depth analysis of the most useful concepts from The First 90 days, such as the securing early wins and successfully promoting yourself in your new environment. Preface on author Michael Watkins and the concise summary of the chapters within The First 90 Days. As with all books in the Pivotal Point Papers Series, this book is intended to be purchased alongside the reviewed title, The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter.

the first 90 days by michael watkins: Summary of the First 90 Days by Michael D. Watkins: Conversation Starters Bookhabits, 2018-05-17 The First 90 Days by Michael D. Watkins:

Conversation Starters Michael Watkins first published *The First 90 Days: Proven Strategies for Getting up to Speed Faster and Smarter* in 2003. It has since been translated into 24 languages. The Economist calls it the on-boarding bible. For more than a decade, this book has been a trusted guide to help anyone from fresh graduates to business executives navigate their way through transitions. Leadership expert Michael Watkins aims to help his readers avoid common onboarding missteps. Tim Sullivan of Harvard Business Review Press calls *The First 90 Days* one of the Press's most practical and useful books. Whether you're starting a new job, moving to a new assignment, getting promoted to another position, *The First 90 Days: Proven Strategies for Getting up to Speed Faster and Smarter* provides a guiding light for you. A Brief Look Inside: EVERY GOOD BOOK CONTAINS A WORLD FAR DEEPER than the surface of its pages. The characters and their world come alive, and the characters and its world still live on. Conversation Starters is peppered with questions designed to bring us beneath the surface of the page and invite us into the world that lives on. These questions can be used to... Create Hours of Conversation: - Promote an atmosphere of discussion for groups - Foster a deeper understanding of the book - Assist in the study of the book, either individually or corporately - Explore unseen realms of the book as never seen before Disclaimer: This book you are about to enjoy is an independent resource meant to supplement the original book. If you have not yet read the original book, we encourage you to before purchasing this unofficial Conversation Starters.

the first 90 days by michael watkins: *The First 90 Days in Government* Peter H. Daly, Michael Watkins, Cate Reavis, 2006 The authors address the crucial differences between the private and public sectors. This concise, practical book provides a roadmap to help new government leaders at all levels accelerate their transitions.

the first 90 days by michael watkins: *Summary of The First 90 Days, Updated and Expanded* Readtrepreneur Publishing, 2019-05-24 *The First 90 Days, Updated and Expanded: Proven Strategies for Getting Up to Speed Faster and Smarter* by Michael Watkins - Book Summary - Readtrepreneur (Disclaimer: This is NOT the original book, but an unofficial summary.) Transitions often pose bigger challenges than you will ever face, *The First 90 Days, Updated and Expanded* walks you through what you should do to conquer the adversities and seize the opportunities to grow as a professional. *The First 90 Days, Updated and Expanded* acts as a guide to help you avoid from feeling overwhelmed during a transition. Missteps at the start of your role transition can be detrimental to your career and learning how to act in each scenario will help you secure early and much-needed wins to accelerate your professional growth. Transitions are tough but not impossible to conquer and with this book, you will know exactly how to tame the beast and excel in your organization. (Note: This summary is wholly written and published by readtrepreneur. It is not affiliated with the original author in any way) Once people perceive that change is going to happen, the game often shifts from outright opposition to a competition to influence what sort of change will occur. - Michael D. Watkins *The First 90 Days, Updated and Expanded* offers you checklists, practical tools and self-assessments to ensure that you are taking in all the necessary information to excel in your organization during a transition. You will also be guided through every aspect of the transition scenario, tackling both common occurrences and some odd ones to help you handle every situation that may fall on your lap. Michael D. Watkins stresses the importance of not focusing where you are but where you want to be. It doesn't matter if you're just starting a new job or getting promoted to a big position, knowing how to handle your transition will be a key aspect to your success so it's important to be prepared. P.S. *The First 90 days* is an extremely useful book that will help you have a better grasp of any situation that may be presented during your transition. It's designed to make you better so you can reach the top faster. The Time for Thinking is Over! Time for Action! Scroll Up Now and Click on the Buy now with 1-Click Button to Grab your Copy Right Away! Why Choose Us, Readtrepreneur? ● Highest Quality Summaries ● Delivers Amazing Knowledge ● Awesome Refresher ● Clear And Concise Disclaimer Once Again: This book is meant for a great companionship of the original book or to simply get the gist of the original book.

the first 90 days by michael watkins: *The First 90 Days, Updated and Expanded* Michael

Watkins, 2013-05-14 In this updated 10th anniversary edition, an internationally known leadership transition expert, drawing on real-world examples and groundbreaking research on leadership, emphasizes the importance of successful performance during the first 90 days in a new position. 100,000 first printing.

the first 90 days by michael watkins: The First 90 Days by Michael D. Watkins , 2018

the first 90 days by michael watkins: Master Your Next Move Michael D. Watkins, 2019 Your next professional move can make or break your career. Are you ready? In business, especially today, you are only as successful as your next career transition. Do well, and you'll be on the fast track to even more challenging roles. Fail, and you could irreparably harm your career--and your organization. In his international bestseller *The First 90 Days*, transition guru Michael D. Watkins outlined a set of basic principles for getting up to speed quickly in new professional roles. Since that book was published Watkins has worked with thousands of leaders, helping them to accelerate their transitions. These leaders posed challenging questions on how to apply the basic principles in real-life situations. The truth that emerged: the First 90 Days framework can be applied in every transition, but the way you apply it is entirely different when you have been promoted to a higher level than it is when you are joining a new organization or taking a role in a different country. *Master Your Next Move* answers a distinct need, focusing on the most common types of transitions leaders face and the unique challenges posed by each. Based on years of research, and now with a new introduction, this indispensable book explores eight crucial transitions virtually everyone encounters during their career, including promotion, leading former peers, onboarding into a new company, making an international move, and turning around a business in crisis. With real-world examples and many practical models and tools, *Master Your Next Move* is your guide to surviving and thriving as you make your next move . . . and every one after that.

the first 90 days by michael watkins: Summary of Michael D. Watkin's the First 90 Days Updated and Expanded: Proven Strategies for Getting Up to Speed Faster and Smarter Brief Books, 2017-09-17 Michael D Watkins's *The First 90 Days* offers advice to executives and managers who find themselves transitioning to a new role or position. The book's title indicates the timeframe Watkins gives new executives to fully transition into their new role and become effective leaders. These first 90 days are key because that is roughly the time it will take you to build up your reputation and demonstrate your effectiveness as a leader. During this time, you will be under intense scrutiny both from your bosses and peers, as well as your subordinates and direct reports. The advice offered in the bulk of the book is aimed at helping you succeed, secure early wins, and create the best image for yourself. Brief Books delivers a detailed-oriented summary and analysis of *The First 90 Days* by Michael D. Watkins that includes: A detailed chapter-by-chapter summary, including all of Watkin's finest key points to really allow you to thrive in your new position! Why you need to secure early wins in your new environment, and how to build healthy relationships with those around you! How to effectively manage yourself and your stress level! Information about Michael D. Watkins, and other books he has written! Purchase TODAY and become the ALPHA OF YOUR OFFICE! NOTE TO READERS: This is a summary and analysis companion book based on *The First 90 Days, Updated and Expanded*, by Michael D. Watkins. It is meant to enhance your original reading experience. We strongly encourage you to purchase the original book as well.

the first 90 days by michael watkins: The First 90 Days with Harvard Business Review article "How Managers Become Leaders" (2 Items) Michael D. Watkins, 2015-10-13 This Harvard Business Review collection, featuring the work of celebrated author and advisor Michael D. Watkins on leadership transitions, includes the international bestseller *The First 90 Days, Updated and Expanded* as well as the 2012 Harvard Business Review article, "How Managers Become Leaders."

the first 90 days by michael watkins: SUMMARY - The First 90 Days: Proven Strategies For Getting Up To Speed Faster And Smarter, Updated And Expanded By Michael D. Watkins Shortcut Edition, 2021-06-10 By reading this summary, you will discover how to prepare and successfully integrate into a new position, especially for a management position. You will also discover : how to surround yourself well in a new professional environment; that a manager never

stops learning throughout his career; that management methods differ according to the state of the company; what factors help to create a united and efficient team. Three months is an extremely short period of time in a professional life. Yet it is the time it takes a new manager to prove himself. Indeed, it turns out that the failure or success of the first few months reflects his or her future in the company. It all depends on how he or she starts and how well he or she manages this transition, because being efficient and operational quickly is now a skill in its own right. In *90 Days to Successfully Take Office*, Michael Watkins, management expert, presents a method for creating a positive dynamic from the outset, to be accepted by those already in place and to avoid the classic pitfalls of a stressful integration. Whatever your situation (team manager or CEO) and the size of the company, his techniques, developed from field studies, prove to be highly effective. Are you about to sign an employment contract, are you ready to take the plunge with confidence and serenity?

the first 90 days by michael watkins: Master Your Next Move, with a New Introduction

Michael D. Watkins, 2019-03-19 Your next professional move can make or break your career. Are you ready? In business, especially today, you are only as successful as your next career transition. Do well, and you'll be on the fast track to even more challenging roles. Fail, and you could irreparably harm your career--and your organization. In his international bestseller *The First 90 Days*, transition guru Michael D. Watkins outlined a set of basic principles for getting up to speed quickly in new professional roles. Since that book was published Watkins has worked with thousands of leaders, helping them to accelerate their transitions. These leaders posed challenging questions on how to apply the basic principles in real-life situations. The truth that emerged: the First 90 Days framework can be applied in every transition, but the way you apply it is entirely different when you have been promoted to a higher level than it is when you are joining a new organization or taking a role in a different country. *Master Your Next Move* answers a distinct need, focusing on the most common types of transitions leaders face and the unique challenges posed by each. Based on years of research, and now with a new introduction, this indispensable book explores eight crucial transitions virtually everyone encounters during their career, including promotion, leading former peers, onboarding into a new company, making an international move, and turning around a business in crisis. With real-world examples and many practical models and tools, *Master Your Next Move* is your guide to surviving and thriving as you make your next move . . . and every one after that.

the first 90 days by michael watkins: The Engineering Executive's Primer Will Larson,

2024-02-06 As an engineering manager, you almost always have someone in your company to turn to for advice: a peer on another team, your manager, or even the head of engineering. But who do you turn to if you're the head of engineering? Engineering executives have a challenging learning curve, and many folks excitedly start their first executive role only to leave frustrated within the first 18 months. In this book, author Will Larson shows you ways to obtain your first executive job and quickly ramp up to meet the challenges you may not have encountered in non-executive roles: measuring engineering for both engineers and the CEO, company-scoped headcount planning, communicating successfully across a growing organization, and figuring out what people actually mean when they keep asking for a technology strategy. This book explains how to: Get an engineering executive job, negotiate the contract, and onboard at your new company Run an engineering planning process and communicate effectively with the organization Direct the core meetings necessary to operate an effective engineering organization Hire, onboard, and run performance management Manage yourself and remain effective through many challenges Leave the job when the time is right Will Larson was the chief technology officer at Calm and the author of *An Elegant Puzzle* and *Staff Engineer*. He's also a prolific writer on his blog, *Irrational Exuberance*.

the first 90 days by michael watkins: *Get Better Faster* Paul Bambrick-Santoyo, 2016-07-13

Effective and practical coaching strategies for new educators plus valuable online coaching tools Many teachers are only observed one or two times per year on average—and, even among those who are observed, scarcely any are given feedback as to how they could improve. The bottom line is clear: teachers do not need to be evaluated so much as they need to be developed and coached. In

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