

THE FIRST NINETY DAYS

For the leader who was just handed the transformation and the deadline.

BEFORE ANYTHING: THE TWO DITCHES

There are two ways to fail at this and both feel responsible from the inside. **Retreat** — step back, let the teams have it, and silos, turf wars and stalled decisions rush into the vacuum you left. Or **clamp down** — more reviews, more approvals, more of the old way applied with new vigor, which rebuilds the old organization wearing the new vocabulary. Both fail. Everything below is the road between them.

THE FIRST WEEK

Find out what is true. Change nothing yet.

- ☐ **Ask five people where the company is going** Ch 2
Pick them at random, not the ones who will give you the deck answer. Write down their actual words. The gap between the five answers is your first piece of real information.
by _____
- ☐ **Ask your team where the wall is** Ch 4
Ask what they have stopped bringing up because nothing happened the last three times. Do not fix anything yet. Just write it down and let them see you write it down.
by _____
- ☐ **List every recurring meeting you are in** Ch 6
Mark which ones get worse when you walk in. Mark which ones you are absent from where the truth is being decided without you.
by _____
- ☐ **Write down your own carve-out** Ch 1
The one standard you enforce that you personally get an exemption from. Nobody sees this one. You just have to know it is there.
by _____

THE FIRST MONTH

Move one thing, visibly, so the room learns you are real.

- ☐ **Move one wall** Ch 4
Pick from the list your team gave you. Move it, or tell them plainly why it will not move and where the fight is actually winnable. Both are answers. Silence is not.
by _____
- ☐ **Say where you are going, imperfectly** Ch 2
A picture of what winning looks like, simple enough to see. Doing something beats doing nothing. It will be wrong in places, and you will fix it in front of them.
by _____
- ☐ **Stop attending one meeting** Ch 6
The one that runs better without you. Tell them why you are stepping out, so it reads as trust rather than absence.
by _____
- ☐ **Answer one fewer question per day** Ch 3
When something lands that you could answer in ninety seconds, ask what they think instead. Track the number. The number is the discipline.
by _____
- ☐ **Learn one thing badly, in public** Ch 5
In front of the people you lead. Not a certification. Something you are visibly not good at yet.
by _____

THE FIRST QUARTER

Change the system, not the people inside it.

- ☐ **Find the total nobody has added up** Ch 10
The standing meetings, the escalations, the favors that became structure one yes at a time. Print it. Put it in front of the people who built it.
by _____
- ☐ **Move three decisions** Ch 11
List every decision you made this week. Ask of each: is the person deciding this the best person to decide it? Move three, and hand down the intent, not the script.
by _____
- ☐ **Name three behaviors and go first** Ch 9
Write the three you are deliberately building. Then perform them yourself, visibly, on ordinary weekdays, longer than feels reasonable.
by _____
- ☐ **Put one item first on the retro** Ch 8
Why we think we've arrived. Ask it especially in the quarter where the team says it does not need a retrospective.
by _____
- ☐ **Check what stopped with you** Ch 12
When pressure came down this quarter, did it reach your team, or did it stop with you? Answer honestly. The structure answers this daily whether you do or not.
by _____

*Ninety days does not finish this. It establishes that you are the kind of leader who moves things.
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