LISTEN → ALIGN → ACT

Your first 90 days as a leader

Build a plan around what you learn. Treat these phases as a flexible framework and agree on the priorities with the people who depend on your work.

Name / role

Start date

DAYS 1–30 Listen and understand.

What should continue? What slows the work? How are decisions made? What would meaningful progress look like?

PERSON / TEAM TO LEARN FROM	QUESTION / WHAT I NEED TO UNDERSTAND	BY WHEN

What I have observed

Assumptions I need to check

DAYS 31–60 Agree on the priorities.

Choose two or three priorities. Define the outcome, the people involved, and the evidence you will review.

OUTCOME / PRIORITY	PEOPLE / DECISION OWNER	EVIDENCE OF PROGRESS

Add a third priority on a separate sheet if needed. Agree on what will pause or wait so this plan is workable.

Put it into practice: Coaching Meeting · 60 minutes with Toni →

FROM UNDERSTANDING TO ACTION

Act, learn, and adjust.

Start with one useful improvement. Make the next step clear, then learn from the people doing the work.

DAYS 61–90 Choose a practical first move.

The improvement I will start with — and why it matters

People / support / decisions needed

First action / owner / date

What we will review to understand progress

When and how we will ask for feedback

A weekly pause

Use a fresh copy each week, or keep a short running note using these four prompts.

What did I learn that changes the plan?

Where is a decision or support needed?

What can I simplify, pause, or stop?

What is the most useful next step?

At the end of 90 days

What will we continue, adjust, or stop? What matters most for the next quarter?

Put it into practice: Coaching Meeting · 60 minutes with Toni →