



The first 90 days in your new job

Workbook

Prepared for you by Career Angels

#SharingIsCaring – pass it on!

Status: 2020

Congratulations on your new role!

The aim of the first 90 days – usually also legally the probation period – is for both the company and you to decide whether you are a fit for each other. To make sure your start is as smooth and successful as possible, we've put together a list of tips and best practices that professionals apply around the world, incl.:

- **Close the past:** how to adequately summarize your previous position in order to embark on a new one properly and successfully?
- **Open the future:** determine your career path. Is it worth identifying where you currently are on your career path and where it leads you?
- **Consciously manage your career:** Decision Dynamics Career Model
- Before your first day at work: how to prepare mentally and strategically (incl. a handy checklist!)
- **The first 30 days – first impression and observing**
- Team: what to do and what to pay attention to while observing, in order to efficiently manage your team?
- Day 30: the **SWOT** analysis
- **Quick wins:** implementing fast, visible and beneficial changes
- **Personal Branding**
- **The first 90 days – checklist**
- How to manage the probation period: **should you still go to job interviews? When should you update your LinkedIn profile?**

We wish you lots of success & professional satisfaction!

Close the past

A good way to enter into a new role is to adequately close the previous one – e.g. by summarizing it in writing. By analyzing the past you can become aware of e.g. your strengths and areas for development. Take the necessary time for self-reflection and make notes for yourself. Answer the following questions:

What have you learnt?

What are your successes?

Which projects were the most important?

In hindsight, what would you have done differently?

 **Tip:** it might be that your most recent professional experience was negative and you have mixed feelings or that the mere thought of your departure sends chills down your spine. Work through all that, so that you can enter into your new organization with a clear and open mind.



Open the future

It is helpful to identify exactly where you are on your career path in relation to your career goal. Even if you precisely know where your path leads you to, describe your goals in detail. Answer the following questions.

Where do you see yourself in 5 years, and where in 10 years? The more specific, the better!

Tip: specify e.g. the type of organization, your position, size of your team and the budget you will be responsible for.

How will your new role bring you closer to the goal you want to reach in the next 3-5 years?

What can you learn?

What goals and projects should you deliver to consider them a success in a 2-year perspective?

! Remember: not everyone has the need to climb the corporate ladder or to change industries (see next page). It is important to become aware of your goals and work through this for your own good, so you are professionally fulfilled.



Consciously manage your career

Answer the following two questions honestly:

How would you define a successful career?

If everything was possible, how would your most satisfying and fulfilling **career** path look like?

36% of the respondents would answer both questions (almost) identically, whereas **64%** would give two slightly or completely **different answers**. This information comes from **Decision Dynamics**, a company that has been collecting and analyzing data on i.a. people's careers for over 40 years.

What else does the research tell us?

1. There's a **"brain-level"** and a **"heart-level"** response
2. There are common patterns

We can help you identify your career path with the **Decision Dynamics Career Model**, which consists of **4 Career Concepts** and views of an ideal career.



The Expert Career Concept is the most stable and historically dominant view of a successful career as being a **lifelong commitment to a profession** with which one identifies. Success means to be the best, e.g. the expert in one's area.



The Linear Career Concept is instead focused on **rapid movement upward** the "corporate ladder". Success is measured in the level one has reached, which can be translated in responsibility, power and influence.



The Spiral Career Concept is a less traditional view where one rather discovers one's career through **periodic (5-10 years) lateral changes of occupational fields**. Success means frequent opportunities to widen one's competence base and get new experiences.



The Transitory Career Concept is **the most change-oriented** and least conventional view, even to the extent that many consider it as not even a career. The more different and frequent the changes, the better.

What does your brain tell you? And your heart? Schedule a session with a certified Career Angel and accelerate your career path.

You will receive:

- **An online questionnaire**
- **A report** showing the difference between your current career path and the one that motivates you the most
- **An in-depth feedforward session**, after which you'll have concrete action points.

Contact us at:

Anna.Zadrozna@CareerAngels.eu.

Please note that this model can also be applied throughout an entire organization for better candidate, role and culture fitting.

Before your first day at work

Before your first day at work prepare not only mentally, but also strategically:

Why did the company hire you, and not other candidates?

What are the company's expectations towards you?

Why do you want to work there?

What do you want to bring to the organization? What added value do you want to get from it?

 **Tip:** approaching a new role strategically will let you:

- avoid – or at least reduce – frustration and disappointments (by managing your expectations)
- prepare the ground for “quick wins”
- build a foundation for medium- and long-term successes that will help you in your future career



Before your first day at work – checklist

We have prepared a checklist so that you can make sure you don't forget anything:

To-do list	Yes / No
I have thoroughly read my contract & I know all legal aspects of the probation period	
I have read the website	
I know the structure and the history of the company	
I know the mission and the vision of the company	
I have checked the company's social media accounts (Twitter, Facebook, LinkedIn, etc.)	
I have familiarized myself with the newest marketing and sales campaigns	
I have analyzed the websites of the company's competitors	
I know what people in my personal network think about the company	
I have prepared for the first day at work: dress code, commute, parking	
I've made a list questions (about the company, my role, etc.) sorting them by priority and who to ask them	
I have acquainted myself with my future team	
I know the hierarchy and potentially key people in the company	
Add your own points, e.g. check the financial report, check the stock market, prepare from a professional point of view, read about the company in the media, etc.	



The first 30 days – first impression & observing

1st month is a very intensive time for you. During the first period, success is about balance: make a great first impression, while remembering to not to put too much pressure on yourself.

As first impressions are memorable, it's worth spending some time on giving it a thought to what others should know about you, both professionally and personally. Not every personal matter should be brought up during the first conversation. Engage and be yourself, but observe your environment and adjust to it.

During the first 30 days, **observing** can do the trick. Pay attention to these elements:

formal communication
informal communication

habits
relationships

processes
rituals & traditions

behaviors
team

Tips:

- Try to remember as many details as possible, but don't be too strict with yourself if you don't remember every name after hearing them only once – **take notes during or after meetings**
- Be open to meeting new people, but **don't impose yourself** on others if you see the feeling is not mutual
- Have a **list of questions and choose the right people and moments to ask them**
- **Be prepared for every meeting** / training:
 - Check who the chair is
 - Write down points that you are particularly curious about
 - How do you want to contribute?
- Don't speak too much during meetings – this is the right time to observe and draw conclusions. You will have a chance to provide suggestions at the right moment

👉 **Important:** why is observing so important? Because “you don't know what you don't know”. You don't know e.g.:

- who the most influential person really is
- who gossips / passes on information and how or who can be trusted
- what communication style is the most appreciated

Attention: it's not about not being yourself or pretending to be someone else – just remember to observe!



Day 30: SWOT Analysis

The **SWOT Analysis** is about dividing the collected data into four groups:

S = strengths: everything that is an asset, an advantage

W = weaknesses: everything that is a weakness, challenge, disadvantage

O = opportunities: everything that enables positive change

T = threats: everything that puts that change in jeopardy

Assess every factor that will allow you to build awareness of your role in the organization. You will be able to put things into perspective: what to do and which of your actions may result in success or failure.

My strengths

And: how can you leverage them – immediately and in the medium term?

My weaknesses

And: what strategies can neutralize them? Improve concrete competencies? Recruit a new person? Mentor? Coach?

Opportunities in the organization

And: how and by when can you take advantage of them?

Threats in the organization

And: how can you eliminate or reduce them?

✉ **If you need help** in formulating answers to those questions or you need a coach, contact us! Send an email to Anna.Zadrozna@CareerAngels.eu.



Quick wins

Quick Wins = implementing fast, visible changes that bring (smaller and bigger) **positive results**. At the beginning, assess and analyze how your functional areas works – also in the context of the whole company.

How can I deliver quick wins?

- By making small changes / corrections that will **improve** various processes in the company
- By solving simple **problems**
- By resolving a **team conflict** that blocks the achievement of a bigger goal
- By deciding to **discontinue on-going projects** that haven't brought expected results
- By starting or ending the **cooperation with external entities**
- By responding and reacting to moves made by the company / the competitors or to emerging market phenomena

Tip:

Go through your network / address book and answer these questions:
Who can help you achieve some quick wins? What relationships can you leverage to e.g. close a sale, obtain a better offer or solve a particular problem?

The “quick wins” should be easily measurable, visible and should not require a complicated decision making process or financial investments.

Who should find out about your quick wins? It is crucial that the right people (who are strategic for you) find out about your small and big successes. Who in your organization has influence on your role? On how strong your position is? On your future? You can establish that by using the so-called “MAN” method.

Money

Who manages the budget and decides about expenses that concern you?

Authority

Who decides if you stay in the company?

Need

Who needs you to be / stay in the company?

Note: sometimes this **responsibility is diffused** among several people, sometimes it is concentrated in **only one person**. Additionally: consider who has the biggest influence on the above mentioned people. Make a list here:

Personal Branding

Having worked with over a thousand experienced managers and executives across Europe, we have distilled the 8 interconnected facets of Personal Branding that can make or break your career – not only on the job market, but also in your organization.

Level	Goals & Strategy	Competencies	Public Speaking	Written Communication	Online Presence	Reputation	Savoir-vivre	Network
0	No self-awareness	No self-awareness	No self-awareness	No self-awareness	No self-awareness	No self-awareness	No self-awareness	No self-awareness
1	None	Junior	None	Not-consistent	Low scores	Within team	Not-consistent	Within team
2	Short-term	Mid-level	Irregular	Professional	Medium scores	Within company	Rather consistent	Within company
3	Medium-term	Senior	Regularly	Skillful	High scores	Within industry	Correct	Within industry
4	Long-term	Leader	Invited locally	Articles	Local following	Within country	Purposeful	Within country
5	Mission statement	Mentor	Invited int'lly	Book	Int'l following	Int'lly	To be imitated	Int'lly

Critically analyze every area in terms of:

- where you currently are
- where you should be

Prepare relevant strategies to close the gaps effectively.

Think about who can help you – in a new company you often have access to practical resources, such as:

- a photographer (for LinkedIn)
- a coach
- support from HR to evaluate your competencies and prepare a development plan with suitable training
- a mentor: find a person who can support you

Space for your notes:

☒ **If you need support** in analyzing and preparing your Personal Branding strategy, especially to identify crucial areas, contact us! Send an email to: Anna.Zadrozna@CareerAngels.eu.

Your first 90 days – checklist

You have probably collected enough data and become acquainted with the organization well enough to set goals, create an action plan and implement first changes.

After max. 90 days, you should know the answers to the following questions:	Yes / No
I understand my role in the team / department / company	
I know the tools and platforms the company uses	
I know my goals for this month / quarter / year	
I am aware of all on-going projects	
I know how my team works	
I know what's possible in terms of budget	
I know the answers to all questions that I prepared at the beginning	
I know my developmental needs	
I develop my network within the company, I send invitations with personalized messages	
I have achieved my first goals and delivered "quick wins"	
Additionally, if it concerns you:	
I know the strategic goals of the company and I am aware of how my role influences them	
I have familiarized myself with the company's finances and budgets that concern me directly and indirectly	
I know what clients / providers / partners are crucial and I know their history	
I have identified the biggest (potential) problems and I have a strategy for solving them	
I have a recruitment plan to make up for competency gaps	



How to manage your probation period

Remember: the aim of the first 90 days – usually also legally the probation period – is for both the company and you to decide whether you are a fit for each other. After that period you will either be satisfied or disappointed with your choice, so until the probation period is officially over (or the contract officially renewed), **continue to participate in job interviews.**

 **LinkedIn:** When do you update your LinkedIn profile? Well, it depends: as a rule of thumb, we'd recommend you to do that once you feel you'll stay. That could be in the first week of your new employment or in the first week of the 4th month, once your probation period is over. If you keep interviewing to have a Plan B, don't announce your new employer just yet, but be honest if asked if and where you are currently working. However, no need to advertise it.

What if your new role / employer **doesn't fulfill your expectations**? What if it turns out that **you are not a fit**?
The reasons could be:

- Mismatch in **values** or **management style**
- **Promises were not kept** or facts were **misrepresented** during the recruitment process
- The company **changed strategies** which affects the content of your role substantially
- Uncovering **ethical violations**

Irrespective of what they actually will be, our recommendation is two-fold:

1. **Address your concerns immediately** – orally and in writing; try to productively solve the problem. Give it two or more attempts. It's very likely for you to be asked why you stayed for only several months at that company and – more importantly – what you **proactively** did to improve the situation.
2. **Immediately contact the relevant number of headhunters** to inform them that you are looking for a job. If you are lucky, you could be in a couple of new recruitment processes while still in the probation period. Depending on how severe your situation is, **activate the remaining job hunting channels** parallel. Click [here](#) to read about how to do that.



Further support

In case you don't know this yet – **Career Angels is an international career consulting boutique** that has been providing tailor-made services since 2010. **We support not only individuals in making the right career choices & finding a job more effectively**, but also companies:

- Outplacement services, with a focus on individuals, executives and international
- HR consulting services & trainings (online & offline)

When advising, we know that it is dangerous to rely solely on the experience that each of us has accumulated over our careers – what worked 18 or 7 or even two years ago, can now be harmful and achieve the opposite effect. We, therefore, do the following to keep up with the developments on today's VUCA market:

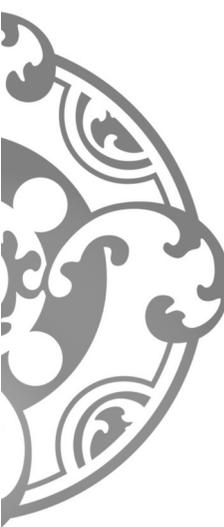
- We **collect data** on our own to track relevant KPIs
- We use **scientific research** from Decision Dynamics, a company that has been collecting and analyzing data on i.a. people's careers for over 40 years
- We constantly **monitor the market for trends** (see our weekly publications: [Market Signals](#) or [Hidden Job Market](#))
- We test new **tools & methodologies** prior to recommending them to our clients

Our promise: If we don't know something, we'll tell you. If we haven't done something, we'll tell you too. Truth be told, there are and will be circumstances where nobody will have an answer, as **none of us has even been in a similar situation due to the prevalent VUCA conditions. At least, we'll openly admit it!**

One might describe Career Angels as an **innovative** or **pioneering** company for the following reasons:

- We've been efficiently & productively working online (incl. recruitment, onboarding and delivery of services) since before it was a thing (since 2013!); click [here](#) to find out how we are making the most of it!
- **We've reduced our personnel turnover from 30-50% to 0%** thanks to two new approaches: **#HireCompetenciesNotCVs** combined with a set of tests. In other words: we don't interview candidates anymore!
- We've perfected **the art of onboarding** our new team members online, ensuring **unparalleled quality standards irrespective of their location**

Last, but not least: we are a fully remote team of **20+**, who speak the same language (we actually speak 7 languages): a common set of **values & principles**. You can meet us [here](#).



You can find us online also here (the logos are hyperlinked):



Career Angels on **YouTube** (we regularly publish valuable videos & materials)



Career Angels on **LinkedIn** (daily updates)



Career Angels on **Facebook** (daily updates)



HR & Outplacement services



Career Angels on **Slideshare** (we regularly publish presentations)



Market Signals on LinkedIn (we monitor 38 countries across Europe and how they react to CV-19)



10 years

