

Frequently Asked Questions About FNDR

Is FNDR only helpful for executives in the first 90 days of a new role?

- ▶ Definitely not! The proven First 90 Days framework can be applied to a career of transitions and your *next 90 days*, regardless of where you are in your current role.

What is the strategic purpose of this online planning system?

- ▶ It equips new leaders to apply the framework to *accelerate their learning, connect with key stakeholders, build their teams, and secure early wins* in a planned, structured, and consistent manner.
- ▶ The goals of the planning system are to (1) get new leaders to the breakeven point up to 50% faster, and (2) minimize the adjustments needed by the new leader, his/her team, and the organization during this critical period.

What are some examples of business outcomes realized by organizations that have applied this system?

- ▶ Reduced the failure rate of on-boarding leaders by 50%
- ▶ Reduced leader ramp-up time by as much as 50%
- ▶ Accelerated time to break-even point up by two months
- ▶ Decreased disruptive impact of transition on direct reports and others in the organization

Is there a particular level in an organization that is most at risk for failure when it comes to a new transition (e.g., a Senior Manager, Director, a VP, or a President)?

- ▶ Transition risk depends on many factors, such as the number and type of transitions involved in the change of role, the type of organizational change challenge(s) the new organization is facing, and the level of the transitioning leader. For example, external hires may do very well if they are in situations where they are accelerating growth or turning something around. However, they often struggle in realignment or sustaining success situations.

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What skills does an individual acquire by participating in FNDR?

What are the learning objectives?

1. Accelerate your learning about the technical, cultural and political dimensions of your new roles
2. Match your strategy to the business situation you have inherited (Start-up, Turnaround, Accelerated Growth, Realignment, and Sustaining Success)
3. Gain alignment with new managers, peers, and direct reports
4. Establish Direction for themselves, their teams, and the organization
5. Assess and build your team
6. Secure early wins to create momentum
7. Create, connect, and build alliances with key stakeholders
8. Manage yourself through the inevitable stresses of transition

What problems are organizations trying to solve with the First 90 Days approach?

- ▶ The cost of unsupported transitions into new roles is very large. This is true whether you are hiring people from the outside or moving people internally. These issues are not addressed well through normal leadership development programs.
- ▶ Preventing derailment is only one reason why organizations use The First 90 Days to speed up leader transitions. The other key reasons are getting people up to speed faster (the breakeven point) and increasing retention.
- ▶ The First 90 Days approach has an impact when organizations bring in diverse talent of hi-potentials into challenging roles.
- ▶ Organizations that frequently move leaders from one business unit to another have confirmed that by using the First 90 Days approach, they found that transitions are far more successful because their leaders now approach the new role in a planned, systematic manner.

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What opportunities are organizations trying to create with FNDR?

- ▶ The opportunity comes from developing a coherent, consistent, enterprise-wide solution for accelerating all leader transitions.
- ▶ This is not as much a skill-building course as it is a planning system with performance support tools. Participants create a rigorous plan for their next 90 days in a systematic manner. It helps reduce the stresses that they will face. It also relieves the pressures that this leader's team and business face during the transition.
- ▶ Among the things a transitioning leader must identify quickly is:
 - What is the culture I am coming into-how does this business think, act, and feel?
 - How are decisions made here?
 - What are the systems we use here?
 - Who needs to be in the network of relationships I need to create? How will I determine who are the right people?
 - What are the real (right) issues we are dealing with?
 - How do we function as an organization?

Is this planning system best suited for internal leader transitions or for new hires from outside the organization?

- ▶ This online planning system is suited for both scenarios.
- ▶ Internal moves can be as, or more, challenging than coming in from the outside. For example, moves between units often mean that leaders need to adapt to new subcultures and build new relationship networks, much as outsiders do.
- ▶ Additionally, international moves pose well recognized challenges, as do transitions where very new skillsets are required—for example, the move from functional leader to general manager.