

“The First 90 Days” written by Michael D. Watkins is a book mainly for a manager-level person to handle a new job challenges. It presents step-by-step instructions within 90 days time frame to achieve an early win. However, **I think it is also useful for a software engineer** to improve the onboarding process and build a trust within the team and organization.

The first 90 days can be broken down to three separate 30 days.

1st 30 days

To start a new job, you need to let go of the old jobs and embrace the new one.

At company-level or team-level

- ☐ understand/engage in business planning and performance management (of your team)
- ☐ understand the culture in your team : visible and invisible
- ☐ know the key people you should connect with early on
- ☐ figure out work culture, identify culture interpreters
- ☐ who is capable/trustworthy/has influence in your team?
- ☐ what are the challenges/opportunities/barriers/resources for your team?
- ☐ identify the untouchables : what is proprietary for others
- ☐ a successful start-up: visible, easily measurable individual accomplishment
- ☐ create supporting alliances

Talk with your manager/boss

- ☐ discuss the expectations/roadmap/task list in our 1st week/month/year
- ☐ figure out what you need to learn so that you can focus your efforts!
- ☐ clarify expectations
- ☐ reach out yourself, don't surprise our boss
- ☐ for problems, bring plans to address them
- ☐ take control of your calendar, schedule early meeting with key persons
- ☐ figure out the working styles with bosses
- ☐ agree on how your boss measure progress
- ☐ agree on short- and medium-term goals and timing
- ☐ what are the expectations? from whom might you seek advice?

Relationship with peers

- ☐ focus on lateral relationships, not only vertical ones
- ☐ pursue good marks from those whose opinions your boss respects
- ☐ understanding of how to work together to achieve common goals

To achieve your goal

- ☐ what would you focus attention on? Define learning agenda
- ☐ build personal credibility, establish key relationships, harvest low hanging fruit
- ☐ aim for early wins in areas important to your boss
- ☐ do not rundown your checklist, focus on top-3 priority, ask help when needed
- ☐ be clear about what your task is
- ☐ adapt to your boss style, make the relationship work
- ☐ self-management : strategies, dev personal disciplines , build your support systems
- ☐ gain intelligence : talk to people who have critical knowledge about your situation
- ☐ figure out where to get some early wins, build supportive coalitions
- ☐ use data, factors, and reasoned rationals to build your case
- ☐ secure early wins: build credibility/momentum
- ☐ what are your strengths/need improvement/projects might help you develop skills?
- ☐ figure out the tasks, break down, prepare your skillsets
- ☐ conservative in what you promise

Tasks for each week

- ☐ understand what you are expected to do: check/recheck expectations
- ☐ review detailed performance data/personnel data
- ☐ regularly confirm and clarify
- ☐ gain individual expertise: training/education/experience
- ☐ draw influence diagrams : identify supporters, opponents, persuadables
- ☐ You might need transition coaching and development coaching

2nd 30 days

To communicate with your boss/manager

- ☐ negotiate timelines for action planning
- ☐ meet with your boss to discuss hypothesis/findings
- ☐ negotiate with your boss to establish realistic expectations if needed

Tasks for each week

- ☐ conduct an informal check-in with your boss/peers to gauge the adaptation process
- ☐ regularly confirm and clarify
- ☐ review the progress regularly
- ☐ keep your long-term goals in mind

To achieve your goal

- ☐ secure early wins: build credibility/momentum
- ☐ complete a key project by an agreed-to deadline

3rd 30 days

To communicate with your boss/manager

- ☐ check your progress and the onboarding process

To achieve your goal,

- ☐ secure early wins: build credibility/momentum

Tasks for each week

- ☐ meet with your boss to discuss hypothesis/findings
- ☐ regularly confirm and clarify
- ☐ keep your long-term goals in mind