





# 1/ Avoid the Curse of Intelligence

Smart people directly go to solving problems, when rather they should ask, "Why do things happen the way they do?"

In the enthusiasm of fixing new problems, we ignore history. And when we ignore history, we end up rewriting it.



# 2/ Meet people who are nothing like you:

Have lunch, build connections, without any intent. Also with those who have nothing to do with your work.



# 3/ Sharpen your axe

Your goal is not to impress people in the first 90 days.

Your goal is to listen, observe, and take notes. Because when the real work comes your way, you will have all the arms and ammunition to do a fantastic job.





### 4/ Seek feedback

Unless you do something dramatically wrong, everyone is going to be nice to you. It is your job to seek meaningful feedback.

"Hey, what do you think about the presentation I made last week?" When you go specific, you get truly valuable.





## 5/ Do not share your opinions.

Your intent is not to change things in a way to challenge or show them the mirror.

Keep your opinions to yourself for the first 3 months, to check if they truly hold ground later on.



If you do these, those 90 days are going to be the most fulfilling, where you love your job and your company loves you.