

The First 90 Days

Learn

- About the organization, your service and unit
- Get to know your boss and his/her approach
 - What are their priorities?
 - What do they want you to achieve?
 - How do they want you to communicate to them?
 - Who are the other key people/those with influence?
- Hold a team meeting
- Review documents, policies, annual reports, and strategic plans
- Review and understand your budget (if you have one)
- Ask open questions, use active listening
- Talk to other colleagues – managers of other units, personnel, finances
- Avoid jumping to conclusions too quickly, but note any aspects that might need action in the future

Observe

- Shadow staff – with their permission – to learn about their work and their clients
- Sit in on team meetings – listen, participate (but gently)
- Try to observe problem solving in action and acknowledge initiative

Interact

- Meet with staff one-on-one and get to know them
 - What do you like best about what you do?
 - What does the organization do really well?
 - What do you think needs changing and why?
 - What are your personal goals?
- Be human and try and share something about yourself
- Meet with people from other sections
- Establish communication channels and try to build bridges with other departments

Trust

- Meet with library users
- Establish your credibility to do the work
- Demonstrate a considered and thoughtful approach to decision making
- Encourage involvement through consultation
- Represent staff – assertively
- Demonstrate your values and show integrity
- Take on issues, but do not raise unrealistic expectations
- Try to achieve some “quick wins” small scale improvements that make a big difference
- Develop and circulate a timescale for more major changes

Evaluate

- Sound out others – find networks/mentor/other sources of support
- Implement clear changes – and remember to communicate why as well as what
- Determine clear objectives for what **you** and your **team** want to achieve

Reflect

- Review your notes and reflect on what you have learned
- Stand back and review progress
- Encourage honest feedback from colleagues about your approach
- Celebrate achievements and plan for the next stage
- Take a break!