

# Ten Rules of Starting a New Job

- I. Start thinking about it as you are interviewing, start planning it the moment you have a job offer in your hand.
- II. Use the time between your job offer and your start date to develop a detailed plan. Remember that once you start you will be observed and you never get a second chance to make a first impression. So even though you may well be told to spend some time learning the business, make sure that you have a relevant and meaningful message to communicate.
- III. If the average tenure of a senior executive is between 2-3 years depending on function, your first 100 days may well be more than 10% of your time even if you get it right. So make each moment count.
- IV. Your new boss may tell you that he or she will support you, but that is only true as long as you have no enemies. If asked to choose between a newcomer and someone with whom they have worked for years, most people will choose the long-time colleague. If asked to choose between an operational function or finance and a staff one, staff will usually lose.
- V. Make people moves early. It is easier to get approval early and the wrong people can hurt you much more than you realize.
- VI. As a new senior executive, a few people will support you, a few will sabotage you, and most will sit on the sidelines waiting to see how you do. Do not be naïve and taken in by declarations of support – what else are they going to say.
- VII. The company brought in an outsider because it does not have anyone inside who your boss thinks can do the job. However, the chances are that someone who works for you thinks that he or she can. This person would love to see you fail and may well do what they can to ensure that you do.
- VIII. Keep nurturing and building your network. Not only may you need it if the job does not work out, but it may be able to help you keep this job. It can be a great source of advice and help.
- IX. Use an outside resource, whether coach or consultant to help you. He or she has experience seeing this and can be far more objective. Do not rely solely on advice from HR, however useful it may be.
- X. Involve your subordinates, peers and boss as early as possible in your plan so you can “lock in” their ownership, and build relationships. It will not prevent them critiquing you, but it will blunt some of it.