

A NEW CHIEF EXECUTIVE'S FIRST 100 DAYS

... and the next 100... and the next.

Nine commitments for leaders who want to create the conditions
in which good people can do great things.

1



BE VISIBLE

Get out of the office.
Walk the organisation.
Listen more than you speak.
Learn names.
See the organisation through
other people's eyes.

2



TELL THE TRUTH

Tell people where the
organisation really stands.
The good.
The bad.
The difficult.
People can cope with reality.
They struggle with uncertainty.

3



DRAW A LINE

Be absolutely clear about
how people are expected
to behave.
Respect isn't optional.
Professionalism isn't
negotiable.

4



CREATE THE TIME AND SPACE

Remove the obstacles that
stop good people doing
great work.
That's the real work
of leadership.

5



GET SERIOUS ABOUT GETTING BETTER

Forget grand transformation.
Improve one thing.
Then another.
Then another.
Small improvements
become big change.

6



RECRUIT PEOPLE BETTER THAN YOU

Never fear talent.
Find it.
Develop it.
Celebrate it.

7



PROTECT TIME

Time to think.
Time to learn.
Time to improve.
Time for patients.
Time is leadership's
most precious resource.

8



NEVER WALK PAST POOR BEHAVIOUR

What leaders ignore
becomes normal.
The standard you walk past
becomes the standard
you accept.

9



LEAVE THE ORGANISATION STRONGER

Success isn't about being
indispensable.
It's about creating an
organisation that succeeds
because everyone else does.



**LEADERSHIP ISN'T ABOUT CHANGING CULTURE.
LEADERSHIP CHANGES THE ENVIRONMENT.**

Culture is what grows there.

– Roy Lilley

