Identify opportunities for quick wins

Leadership Dimensions | Evaluating information | Developing capability

"Early wins build your credibility and create momentum. They help you generate energy to create a pervasive sense that good things are happening."[1]

5 key attributes of your early wins

- A clear, readily understood objective

- Results that will build your credibility with key stakeholders e.g. your team and your leader

- A win for your TEAM as well as for your leadership - collective wins

- Buy-in from other key stakeholders

- Effective measures of success that are understood and recognised by key stakeholders

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Take special care!

In working through this tool, you could record information that is sensitive.

Treat all completed documents with care!

What to do - step-by-step planning for early wins

1. ***Analyse potential early wins*** and ***find two or three*** that deliver the outcomes you need and that can be accomplished within the first 90 days in your new role.

2. ***Validate and plan the detail of the three early wins that you will pursue*** - specific actions that deliver concrete, achievable results.

Common traps to avoid[2]

1. ***Taking on too much and losing focus***
   It is essential to identify and validate potential opportunities and then focus your energies on turning them into wins.

2. ***Choosing early win projects that fail to build momentum***
   The projects you choose must give your leadership momentum. They must deliver outcomes for your team and other key stakeholders.

3. ***Targeting outcomes that are not valued by the organisation's culture***
   All organisations are different and value different types of outcomes. Be sure your project is seen as a ***win*** by your team and direct leader.

4. ***Targeting outcomes that are not valued by your direct leader***
   Your objectives will define outcomes that matter to your team and your organisation but the outcomes should also earn the good opinion of your leader.

5. ***Achieving results in an unacceptable way***
   You will be judged as much by the ***way*** you achieve results as by the results themselves. The process you use to achieve results should be respected by your peers, your team and your leader.

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[1] Michael Watkins, The First 90 Days: Critical Success Strategies for New Leaders at All Levels. Harvard Business School Press, 2003. p.13.

[2] Ibid, pp81-90.

1. Analyse potential early wins

Brainstorm a list of potential wins, ***do an initial analysis to test their potential*** and ***select 2 or 3*** to include in your 30-60-90-day plan.

Short name	Objective	Significance	Credibility	Test team capability and capacity		Project potential
To use when refering to the quick win project.	**Write a clear objective for the early win. Remember! Your team must see the project as a *TEAM early win***	**Must be either *urgent* or *important*!**	**Identify key stakeholders with whom this win *MUST build credibility*.**	**Does your team have the skills & experience required? (Y/N)**	**Can your team achieve this win within your first 90 days? (Y/N)**	**Include in 30-60-90-day plan? (Y/N)**
			☐ Leader ☐ Team ☐ Others (Specify)			
			☐ Leader ☐ Team ☐ Others (Specify)			
			☐ Leader ☐ Team ☐ Others (Specify)			
			☐ Leader ☐ Team ☐ Others (Specify)			
			☐ Leader ☐ Team ☐ Others (Specify)			

Success strategies for new leaders

2. **Validate and plan the detail of the 2-3 early wins that you will pursue - focus on concrete, achievable results.**

Which win project?	Can we ACHIEVE this early win?		Can we DELIVER concrete results?		
	Team contribution	Stakeholder buy-in	Metrics to measure success	Draft action line >> 30-60-90 plan.	
Project + objective	Break the project into manageable parts - realistic team actions.	List how to gain support of key contacts.	Define objective measures OR useful subjective/anecdotal measures.	Major & interim milestones [actions] to track progress.	Date for plan