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# THE FIRST 90 DAYS

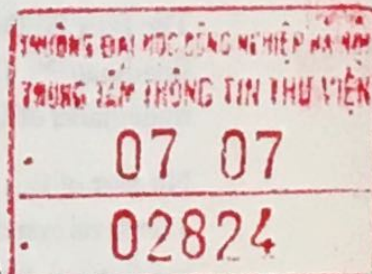
Proven Strategies *for* Getting Up  
to Speed *Faster and Smarter*

**MICHAEL D. WATKINS**

HARVARD BUSINESS REVIEW PRESS

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EXPANDED**

# **THE FIRST 90 DAYS**



Proven Strategies *for* Getting Up  
*to* Speed Faster *and* Smarter

**MICHAEL D. WATKINS**



GIFT OF THE ASIA FOUNDATION  
NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á  
KHÔNG ĐƯỢC BÁN LẠI

Harvard Business Review Press • Boston, Massachusetts

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## PREFACE FOR THE 10TH ANNIVERSARY EDITION

What a difference a decade makes. When I set out to write *The First 90 Days* in 2001, little was out there about getting up to speed in new roles or onboarding new hires (hereafter “leadership transitions”).<sup>1</sup> At the time, I was teaching negotiation and corporate diplomacy at Harvard Business School. Although I had coauthored a modestly successful book on senior executive transitions in 1999—*Right from the Start* with Dan Ciampa—I had been counseled by my colleagues at HBS that it was a risky career move to focus further on the subject.<sup>2</sup>

While I appreciated their advice, in the end I decided to push forward to write the book. Leadership transitions were just too interesting and ripe for study; it was virtually an untilled field from both intellectual and practical points of view. Also in late 1999, soon after the publication of *Right from the Start*, I had been asked by Johnson & Johnson’s corporate management development group to develop workshops and coaching processes to accelerate the company’s leaders in transition. This work soon evolved into an engaging development partnership, and J&J became a test bed for the development and deployment of my ideas.

*The First 90 Days* was a distillation of what I had learned during roughly two and a half years of working with hundreds