

7 THINGS YOU MUST DO WHEN STARTING A NEW JOB

AND 1 THING
YOU MUST NEVER
FORGET AT ALL COSTS



Introduction

**Your First 90 Days Can
Make or Break You**



Starting a new job is exciting—and overwhelming. Whether promoted, hired externally, or moving laterally, your first 90 days set the tone for your performance, reputation, and trajectory.

This guide will walk you through 7 essential moves—and one powerful bonus—that will anchor your transition.

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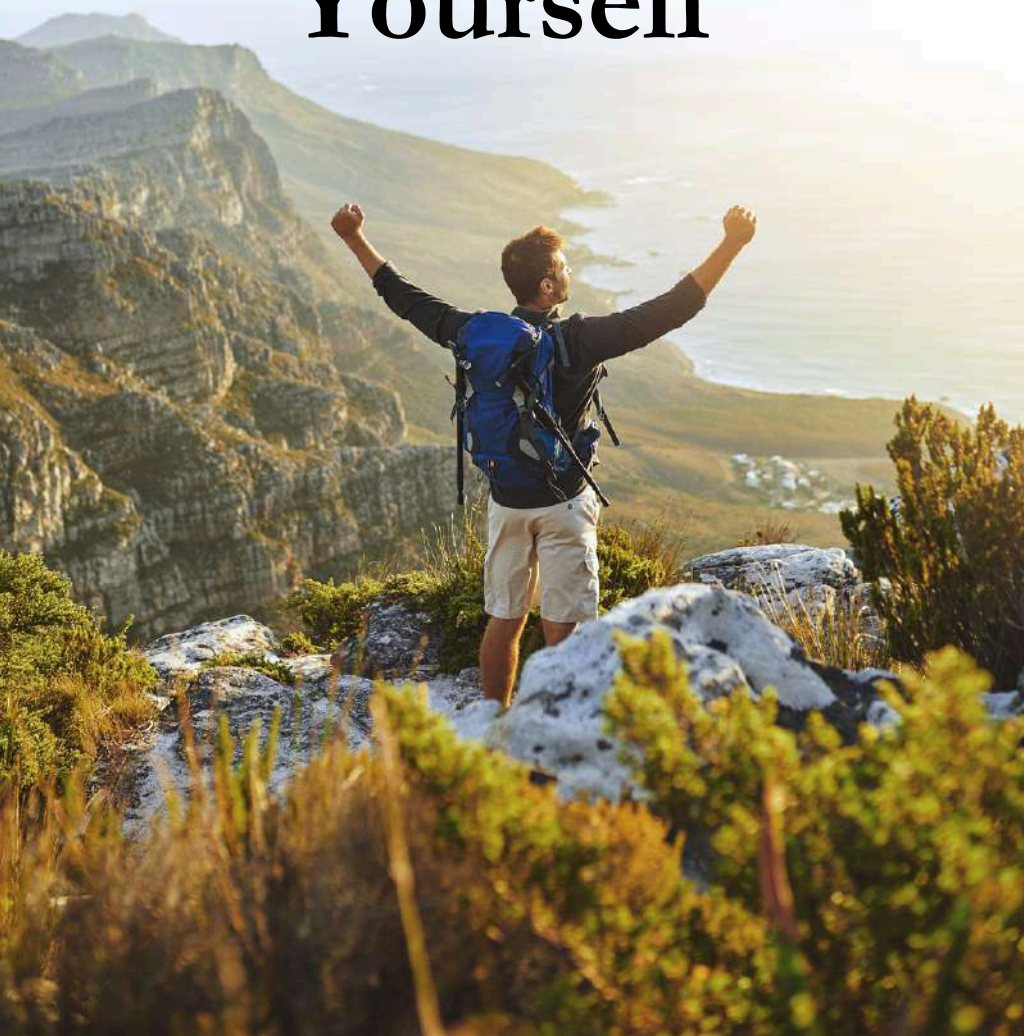
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Take Your Retirement Savings to the Next Level

CHAPTER

01

Promote Yourself



WHY IT MATTERS:

If you act like your old self, you'll limit growth and send mixed signals.

Do This:

- Map what's changed in your role
- Delegate 3 tasks immediately
- Show up and speak like a leader
- Communicate your new focus
- Mark the transition with a symbolic move

Power Move:

Create a "Future You" one-pager with your target behaviors and qualities.

Trap to Avoid:

Staying busy to prove yourself, rather than delivering strategic value.

Ask Yourself:

- What old habits could hold me back?
- How do I want to be seen in 90 days?

THE IDENTITY SHIFT:

Promotion isn't just a new title—it's a new identity. You must embody the shift. If your team doesn't see a difference in how you lead, they won't treat you differently.

Real Example:

A high-performing analyst is promoted to team lead but continues crunching numbers late at night instead of coaching others to take ownership. She ends up exhausted and isolated. Why? Because she didn't let go.

Checklist:

- ✓ Stop doing what no longer scales
- ✓ Let go of peer validation
- ✓ Signal leadership through storytelling, not task lists
- ✓ Celebrate the shift publicly and invite others to hold you accountable

CHAPTER

02

Accelerate Your Learning



Accelerate Your Learning

WHY IT MATTERS:

If you don't learn fast, you'll make poor decisions and lose trust.

Do This:

- Build a 30-60-90 day learning plan
- Segment learning into culture, strategy, structure, performance, politics
- Hold discovery conversations
- Track insights in a journal or mind map

Power Move:

Present a "What I've Learned So Far" briefing on Day 30

Trap to Avoid:

Thinking activity = learning. Reflection is what sticks.

Ask Yourself:

- Who's been most insightful?
- Where are my blind spots?

Accelerate Your Learning

YOUR JOB IS TO LEARN:

During a transition, learning is performing. Absorb fast, but don't rush. Ask smart questions. Observe cultural cues.

Real Example:

A new VP introduces changes that worked at their last company—only to discover this team operates under strict compliance protocols. Chaos ensues.

Checklist:

- ✓ Listen more than you talk
- ✓ Document what you learn each week
- ✓ Share insights to build credibility
- ✓ Focus on learning relationships, not just facts

CHAPTER

03

Match Strategy to the Situation



Match Strategy to the Situation

WHY IT MATTERS:

Wrong strategy = wrong results. Even good tactics fail in the wrong setting.

Do This:

- Ask your boss: “What kind of situation are we in?”
- Identify: Startup, Turnaround, Realignment, or Sustaining Success
- Align your actions to the diagnosis

Power Move:

Create a one-page transition diagnosis

Trap to Avoid:

Leading with answers before understanding the environment

Ask Yourself:

- Who might see this differently?
- What does success look like here?

Match Strategy to the Situation

UNDERSTANDING THE FOUR TRANSITION TYPES

1. Startup — Build vision and systems from scratch. Prioritize energy and innovation.
2. Turnaround — Stabilize the ship fast. Make visible improvements.
3. Realignment — Uncover hidden issues. Use diplomacy and influence.
4. Sustaining Success — Preserve legacy while improving subtly.

Checklist:

- ✓ Don't assume what worked before will work here
- ✓ Match urgency to reality
- ✓ Align perceptions with stakeholders
- ✓ Adapt leadership style accordingly

CHAPTER

04

Secure Early Wins



Secure Early Wins

WHY IT MATTERS:

Visible progress builds confidence in you—and your team.

Do This:

- Define meaningful wins (not just busy work)
- Align them to business goals
- Celebrate visibly

Power Move:

Keep a momentum log—share milestones weekly.

Trap to Avoid:

Confusing motion for value.

Ask Yourself:

- Who needs to see this win?
- What wins also build future capacity?

Secure Early Wins

STRATEGIC WINS BUILD CREDIBILITY

Show results early, and others will rally behind you.

Real Example:

A manager rolls out a new tool that saves hours. Team morale spikes. Leadership notices.

Checklist:

- ✓ Prioritize visible, meaningful wins
- ✓ Tie them to the big picture
- ✓ Make wins a team celebration
- ✓ Turn momentum into confidence

CHAPTER

05

Negotiate Success



WHY IT MATTERS:

Your boss can be your greatest asset—or biggest roadblock.

Do This:

- Have 5 key convos: business, expectations, working style, resources, development
- Ask about their priorities
- Revisit conversations as things change

Power Move:

Send a one-page alignment memo to confirm shared understanding.

Trap to Avoid:

Trying to impress without clarity.

Ask Yourself:

- What does my boss really care about?
- Have I made my needs clear?

ALIGNMENT DRIVES PERFORMANCE

Don't just work hard—work aligned.

Real Example:

A new hire thinks the focus is growth. The boss values stability. Mismatch = tension.

Checklist:

- ✓ Learn how your boss defines success
- ✓ Mirror their communication style
- ✓ Ask for resources early
- ✓ Realign as goals evolve

CHAPTER

06

Create Coalitions



WHY IT MATTERS:

Peer support unlocks speed, influence, and trust.

Do This:

- Identify supporters, skeptics, and swing voters
- Ask: “Who should I get to know?”
- Build trust with small wins

Power Move:

Create a relationship map.

Trap to Avoid:

Only networking when you need something.

Ask Yourself:

- Who has informal power?
- Who should I invest in today?

Create Coalitions

RELATIONSHIPS ARE LEVERAGE

Organizations run on influence, not titles.

Real Example:

An exec earns allies before making changes. When it's go time, the support is already there.

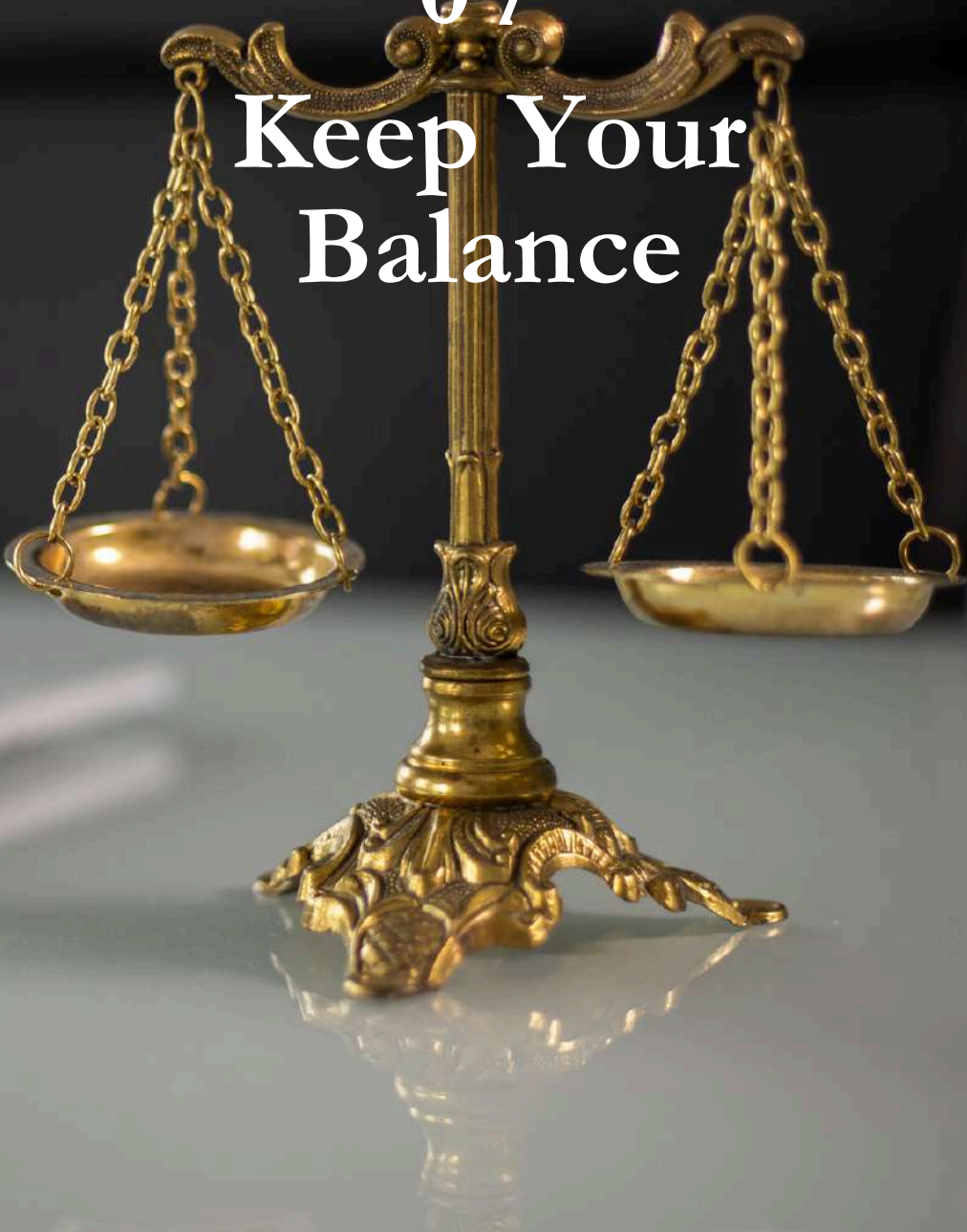
Checklist:

- ✓ Don't just manage up—manage sideways
- ✓ Know who influences whom
- ✓ Help others win first
- ✓ Build long before you ask

CHAPTER

07

Keep Your Balance



WHY IT MATTERS:

Energy, clarity, and resilience are your most valuable assets.

Do This:

- Run a weekly energy and stress check
- Set work/recovery boundaries
- Lean on mentors and friends

Power Move:

Take a solo reset day at Day 45.

Trap to Avoid:

Burnout disguised as productivity.

Ask Yourself:

- Am I responding or reacting?
- What's draining me?

START STRONG WITHOUT CRASHING

Great leaders pace themselves for the long game.

Real Example:

A new director pushes too hard too fast. After 90 days, they're drained. Their team follows suit.

Checklist:

- ✓ Schedule downtime
- ✓ Track what fuels and depletes you
- ✓ Reflect often
- ✓ Prioritize mental and physical recovery

CHAPTER

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Take your Retirement Savings to the Next Level



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Take your Retirements Savings to the Next Level

WHY IT MATTERS:

Leaving a job? Don't leave your 401(k) behind. This is your chance to invest smarter.

Do This:

- Roll your 401(k) into a Self-Directed IRA (SDIRA)
- Invest in real estate, crypto, or private equity
- Avoid penalties and gain control

Power Move:

Book a call with me—I'll guide you step-by-step.

Next Step:

[Schedule here](#)

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Take your Retirement Savings to the Next Level

UPGRADE YOUR FUTURE

Your old 401(k) was limited. An SDIRA opens the door to stronger returns and better alignment with your goals.

Checklist:

- ✓ Avoid taxes/penalties by rolling over
- ✓ Pick a SDIRA custodian
- ✓ Diversify with purpose
- ✓ Reach out for guidance

FINAL THOUGHT

Your first 90 days can make or break you.

Show up. Learn fast. Win early. Align with your boss.
Build allies. Stay balanced. And invest in your future.

If you'd like help:

- Navigating a new leadership role
- Crafting your 90-day plan
- Converting a 401(k) to an SDIRA

Let's talk. I offer one-on-one strategy calls to help you build momentum and act with clarity.

→ [Click here to schedule your call](#)

I believe in you.

— Enrique Luis Montoya

Schedule A Call



Enrique Luis Montoya

Principal & Owner, ELM Group at E&V

ENGEL & VÖLKERS

1717 N Bayshore Dr., # 111, Miami, Florida 33132

+1 (305) 753-9826

Enrique.Montoya@elmrealestategroup.com

[Click to Book an Appointment!](#)

Preface

A NOTE OF GRATITUDE

This eBook was inspired by the outstanding work of Michael D. Watkins, author of the bestselling book 'The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter.'

This guide is a truncated version meant to highlight and adapt core ideas for a broader audience of professionals in transition. While I've expanded or simplified certain ideas for quick consumption, I've also deliberately left out key chapters that were written specifically for people managing teams.

If you're stepping into a leadership or management role, I strongly recommend purchasing 'The First 90 Days' to get the full depth and breadth of the transition framework. The book is an invaluable resource for anyone serious about making a successful start in a new position