

The Ninety-Day Compact

Complete with the incoming executive before day one. Both sides keep a copy.

Four provisions from the organization, four returns from the leader, and one date both sides work toward.

THE CEO PROVIDES

Mandate

Why they were hired, what success means at twelve months.

Access

People, numbers, customers, and introductions that invite candor.

Protection

Pressure for early action absorbed by the sponsor, in public.

A date

The discovery period ends on a day chosen before day one.

THE LEADER RETURNS

Presence

Visible, structured discovery the organization can watch.

Evidence

Findings shared on a cadence, surprises included.

Respect

What works named early; the people behind it credited.

The readout

Findings, first moves, and a watch list, on that date.

READOUT DATE

Reading the first ninety days

Mark each row at day thirty and again at day sixty. Discovery produces artifacts; drift produces explanations. Three or more marks on the right is a conversation about the compact, not a verdict on the leader.

SIGNAL	DISCOVERY	DRIFT	D30	D60
QUESTIONS	Sharper each week, built on prior learning.	Week eight sounds like week one.	☐	☐
FINDINGS	Patterns and open questions, in writing.	Impressions and anecdotes only.	☐	☐
CADENCE	Check-ins the leader initiates and keeps.	Updates only when you ask for them.	☐	☐
WHAT WORKS	Named early, specifically, in public.	Verdicts without evidence, or silence.	☐	☐
THE DATE	The readout is referred to constantly.	Getting up to speed has no visible end.	☐	☐

NOTES FOR THE NEXT CONVERSATION

Full article and the executive workbook:

erikmiller.com/blog/what-ceos-expect-first-90-days/