



THE NEW CEO'S 90 DAY EXECUTIVE ENGAGEMENT CHECKLIST

Inheriting a new team takes time, energy, and focus. Lead your team with confidence by authentically engaging with them in a way that motivates them to succeed. Your board will surely notice

LEADING THE TYPE-A DRIVEN EXECUTIVE

- Connect concepts with their highest values and show them the simplest, quickest route to their stated destination
- Listen to their suggestions and find areas where you already agree
- Convey options that clearly demonstrate probabilities of success in achieving goals—set boundaries, but let them lead
- Don't spend time on personal comments, focus on their accomplishments and track record
- Stick to actualities and focus on tasks more than feelings—get down to the bottom line and let them take it from there
- They may need assistance with cultivating more attention and responsiveness to emotions & recognizing others' contributions

LEADING THE EXTROVERTED "PEOPLE PERSON" EXECUTIVE

- Involve these executives kinesthetically and skip the boring material
- Make space for listening to their feelings and experiences—allow them to talk and demonstrate you are clearly listening
- Frame suggestions in an optimistic light because they tend to avoid negative, confrontational problems
- Provide incentives to inspire them and reward them in front of others—let them speak about their achievements
- These executives tend to be concept people with great ideas, but may require some gentle steering towards implementation
- These executives may need assistance with prioritization and organization—help them view people and tasks more objectively

LEADING THE QUIET AND INTROVERTED TEAM PLAYER EXECUTIVE

- Provide a step-by-step list of procedures or working timetables and allow for repetition in their actions as they find their routine
- Use friendly and patient language when communicating with them and be prepared to do more talking as they tend to avoid spotlight
- Take each topic of discussion one step at a time and check in with them to see if they're willing to move forward in the conversation
- Get them to see how their individual work will benefit the whole team and recognize their ability to strengthen relationships
- They can be suspicious when being praised for personal attributes—focus on complimenting their recent accomplishments
- They can be fearful of change and the unexpected so demonstrate to them how specific changes will benefit them and the team
- When correcting these executives, remove the "something is wrong with you" tone as they tend to take things personally
- These executives may be reluctant in asking for help so emphasize their loyalty to teamwork

LEADING THE ANALYTICAL EXECUTIVE

- Be well organized and clear in your communication, providing them with logical conclusions and realistic deadlines
- Be subtle and non-judgmental when searching for their input, objectives, or assurances
- Be patient with them and allow time and space for them to deliberate
- Articulate their efficiency, persistence, and accuracy—compliments don't go very far, unless it is regarding a task they completed
- In terms of change, let them investigate possible repercussions in earlier stages—they need to plan for change and maintain structure
- When correcting or directing this executive, show them how to get the job done, but allow them to modify the process to fit their needs
- Be sure to have time carved out for answering their most critical questions—they take comfort in details

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