

Before You Start: 12 Things to Hold in Mind

1 You don't need to prove why you got the job.

You were hired for your judgment, not your volume. Authority will come from [what you don't say](#) as much as what you do.

2 Go slower to move faster.

Channel [Kahneman](#): default to [System 2](#) in your first 90 days. Pause, notice, ask, then decide. Speed without context creates resistance. (Note: first 90 days pack)

3 Listen for the system, not the story.

In early meetings, [aim to speak last](#). Let patterns emerge. Your job initially is sense-making, not signalling.

4 Be intentional with airtime.

Ask yourself in every forum: "[Is this comment adding clarity, or am I filling space?](#)" [Silence can be strategic](#).

5 Decide the culture you want to leave behind – now.

Five years from today, what do you want people to say about how it [felt](#) to work here under your leadership?

6 Be known as a [developer of people](#), not a driver of outcomes.

Results will follow capability. Invest early in your top 10 leaders – their behaviour will scale faster than yours.

7 Sharp elbows don't scale to 100+ people.

What worked on the way up may work [against](#) you now. Precision beats force at this altitude.

8 Assume the first 90 days will feel lonely and uncomfortable.

Feeling lonely, overwhelmed, frustrated, or under-supported is not failure – it's data. Don't personalise it. [Lean into me, your coach.](#)

9 Respect is earned quietly at first.

Trust will be built through consistency, fairness, and follow-through – not through intellectual dominance.

10 Manage your reporting manager relationship deliberately.

Clarify expectations early: decision rights, communication cadence, and what “good” looks like from their perspective.

11 Create psychological safety before you create change.

People will not tell you the truth until they believe you won't punish it. Early curiosity buys long-term candour.

12 Use me as your thinking partner, not your safety net.

[Bring your raw, unfiltered thinking here](#) – before you take it into the organisation. This is where we slow it down, sharpen it, and choose wisely.

A final thought

This role is not about being the smartest person in the room. It is about creating the conditions in which others do their best thinking and work.