

GUIDE 4 OF 4

The first ninety days

The hire is not finished at the offer. What to have ready, what to check at thirty, sixty and ninety days, and how to be honest early.

WHO THIS IS FOR

Founders, owners and managers hiring a technical person without being one themselves.

A hire is not finished on the offer. This is the plan that turns a good candidate into someone the business depends on — and the early-warning system if they are not.

Who: · **Role:** · **Started:** · **Reports to:** · **Reviewed by:**

Before day one

- ☐ Laptop, accounts and access ready — *a first day spent waiting for a login tells them everything*
- ☐ A named person to ask anything, who is not you
- ☐ The role brief sent to them, unchanged from what we interviewed against
- ☐ Their first task chosen: small, real, finished within the first week
- ☐ The decision log shared, so they can read how we got here
- ☐ Told who does what, and who actually decides

Week one — can they land

Goal: something small, real and finished, in front of a user. - ☐ Sat with the people who do the work by hand today - ☐ Walked one process end to end as a customer sees it - ☐ First change live, however small - ☐ Wrote down three things that surprised them (*keep this. it is free consulting.*)

Day 30 — can they work unaided

CHECK	EVIDENCE
Finishes work without being chased	
Asks good questions, earlier rather than later	
Explains what they did in plain words	
Has written something down that outlives them	
Gets on with the people around them	

On track / needs a conversation: The conversation, if needed — held this week, not next month:

Day 60 — can they own an area

CHECK	EVIDENCE
Owens the area in the role brief, and behaves like it	
Has said "this plan is wrong, here is why" at least once	
Made a decision and recorded it in the log	
Another person could continue their work if they left	
Costs are visible to them, not only to us	

On track / needs a conversation:

Day 90 — is this permanent

Against the role brief, not against a feeling. - What they own now: - What they delivered that the business can point at: - What still needs us: - What we got wrong in the brief or the interview: - **Decision:** confirm / extend the review by 30 days with named conditions / part ways - Salary or level revisited: yes / no · when:

If it is not working

Say it early and in writing. Ninety days of politeness costs more than one honest conversation. 1. Name the gap against the brief, with two examples. 2. Say what "fixed" looks like, and by when. 3. Ask what they need from us — often it is something we did not give them. 4. Write the conversation in the decision log, same day. 5. If it does not change, act. **Employment terms, notice and compliance belong with your HR and legal advisers, not with us.**

What we learn, whatever happens

- The interview question that predicted this best:
- The question that told us nothing:
- What changes in the next role brief: