The First 100 Days of a New CEO

An operational checklist to set up a new CEO's onboarding with method — reducing execution risk and building credibility through the critical phases. Four phases, sixteen moves.

PHASE 1

Days 1–15 · Listening and diagnosis

- [ ] Map the key stakeholders: board, shareholders, top team, clients, banks.
- [ ] Conduct structured interviews with the entire senior leadership team.
- [ ] Obtain the real financial picture: cash, debt, margins.
- [ ] Identify the 3 most urgent risks and the 3 most urgent opportunities.

PHASE 2

Days 16–45 · Priorities and quick wins

- [ ] Define 3–5 measurable strategic priorities.
- [ ] Align the board on priorities and mandate.
- [ ] Launch 1–2 visible, low-risk quick wins.
- [ ] Assess the top team: who to keep, develop, replace.

PHASE 3

Days 46–75 · Design and organization

- [ ] Define or refine the organizational structure and delegations.
- [ ] Implement an essential KPI dashboard.
- [ ] Launch the priority structural initiatives.
- [ ] Establish the operating rhythm: meetings and reporting.

PHASE 4

Days 76–100 · Consolidation and plan

- [ ] Present the 12–24 month plan to the board.
- [ ] Communicate the vision and priorities to the whole organization.
- [ ] Align management objectives and incentives.
- [ ] Set the success metrics for the next 12 months.