



The "FIRST 90" Time-to-Impact Diagnostic

Run this diagnostic for any critical role, especially during growth, change, or scaling.

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1 FOCUS

Question: Does the new hire know what to focus on first?

Assess:

- Clarity of early priorities
- What the new hire believes success looks like
- Alignment between role expectations and business needs

Red flags:

- Competing priorities
- Learning everything instead of what matters
- Early effort spread too thin

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2 INTEGRATION

Question: Is the new hire integrated into how work actually gets done?

Assess:

- Access to key stakeholders
- Understanding of informal norms and decision paths
- Inclusion in real work early

Red flags:

- Over-reliance on formal training
- Slow relationship building
- Unclear influence pathways

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3 REINFORCEMENT

Question: Is progress actively reinforced by the manager?

Assess:

- Frequency and quality of feedback
- Coaching during real work
- Course correction early, not at review time

Red flags:

- "Let them figure it out" mindset
- Feedback delayed until issues appear
- Manager assumptions replacing guidance

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4 TRACTION

Question: Is the new hire building momentum?

Assess:

- Early wins and confidence
- Reduction of blockers over time
- Increasing contribution and autonomy

Red flags:

- Persistent dependency
- Repeated friction points
- Confidence without impact, or impact without confidence

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5 TRANSLATION

Question: Is learning turning into contribution?

Assess:

- Application of knowledge to real outcomes
- Speed of decision-making
- Ownership of results

Red flags:

- Training completed, impact delayed
- Knowledge without execution
- Hesitation around accountability

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WHAT THIS FRAMEWORK ENABLES

- Faster time-to-impact without lowering standards
- More consistent onboarding across leaders
- Early detection of system friction
- Reduced regret hiring and early attrition

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