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# The Chief Compliance and Ethics Officer's First 100 Days



Your first 100 days as a chief compliance and ethics officer are critical to build a strong foundation for long-term program and career success. This document outlines the key steps and considerations you should undertake within your first 100 days of assuming the role.



## Overview

### Key Findings

- Quickly forming effective working relationships with the CEO, general counsel (GC), and other C-suite and cross-functional stakeholders can be challenging, but it is a key factor in determining chief compliance and ethics officers' (CCEOs') success and tenure.
- Quantitatively benchmarking and diagnosing functional gaps helps CCEOs objectively identify priorities and build a case for changes and/or investments to bridge them.
- Focusing on a collective quick win within the first 100 days — particularly one where a CCEO leads the team — can help create a stronger connection with the compliance team and improve stakeholder support for future initiatives.
- The early projects of a CCEO entering a new seat will likely differ from a CCEO entering an established program. New programs require a focus on building foundational elements such as policies, while established programs can focus on updating existing elements or starting more complex initiatives.

### Recommendations

To ensure a successful transition into your role during your first 100 days, you must:

- Clarify your role and mandate by researching the organization and its existing compliance functionality, speaking to your CEO and/or your GC.
- Build relationships with key stakeholders throughout the organization by asking them questions specific to their role to identify and act on relevant opportunities for cross-functional collaboration, creating better alignment and goodwill.
- Assess the compliance function's current state and maturity to identify gaps and improvement opportunities that will ultimately inform the strategic plan.
- Develop a strategic plan for the compliance program that aligns with business priorities and incorporates both short- and long-term initiatives.

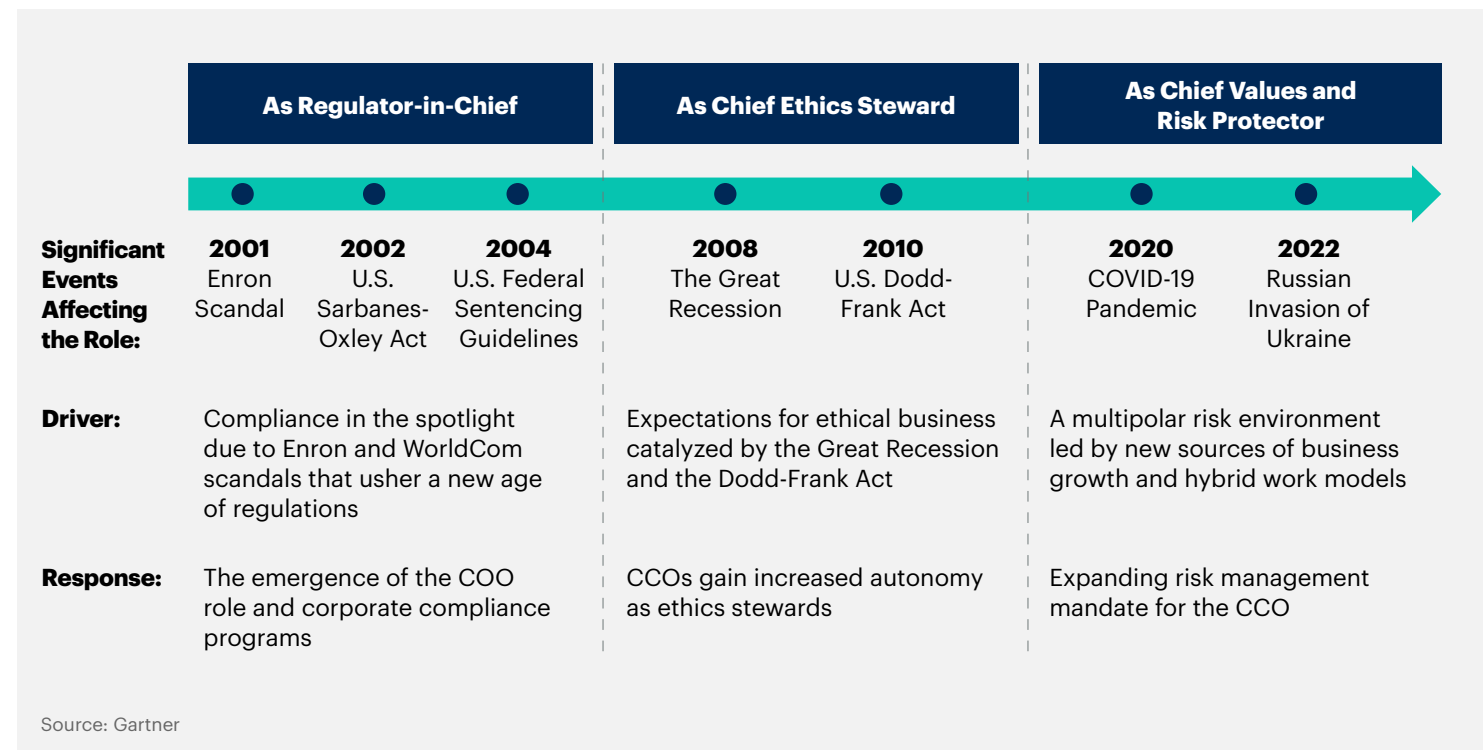
## Introduction

You are assuming the CCEO's role at a time when it is undergoing significant changes. Over the past two decades, the mandate for many CCEOs has expanded from traditional responsibilities — such as overseeing the compliance training curriculum, creating policies and procedures, and conducting risk assessments — into newer terrains. These new areas include corporate social responsibility (CSR), diversity, equity and inclusion (DEI) and environmental, social and governance (ESG). Today, the CCEO's stakeholders include not only regulators, the C-suite and board but also activist consumers and employees.

As your peers navigate these expansive demands amid a multipolar risk environment, they aspire to increase their impact on corporate strategic priorities and decision making.

Proper preparation, assessment, planning, acting, measuring and, above all, communicating can greatly enhance your chances of successfully and effectively executing your responsibilities and keeping up with your peers.

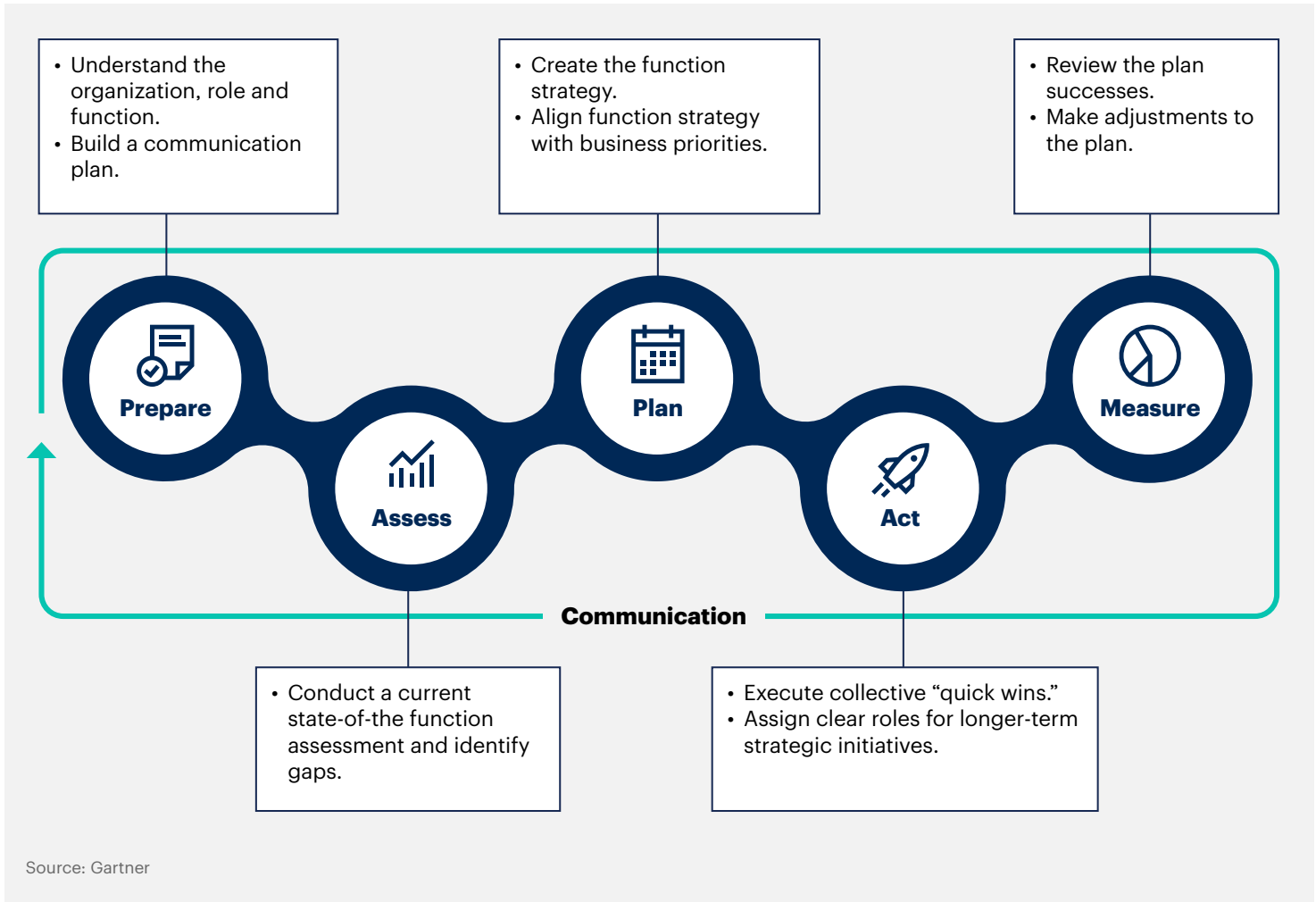
## Evolution of the CCEO Role



### The First 100 Days Roadmap

This high-level roadmap will help you identify key milestones as you transition into your role. We break down the transition into five phases, overlapping with suggested durations that you can customize. Considerations for new seat versus existing seat roles are offered where appropriate. Each phase includes critical target outcomes, actions and resources, as well as some optional ideas to consider as time and resources allow.

### The Transitioning Leader's Roadmap





## Prepare

The initial Plan phase is all about understanding the organization's business, culture and existing compliance program, so you align on the expectations for your role. To successfully kick-start your transition plan, you'll have to take actions before you start with the new role and then quickly after your first day.

### Understand the Organization, Role and Function

Learn about the organization. Study the market, business model and strategy of your organization. You can use the following suggested resources to do so:

- **Company website and code of conduct** — Analyze your company's website to learn the fundamentals of its business and industry. Read through the code of conduct to learn about your company's value proposition, purpose statement and commitments to its employees.
- **Key regulations and regulator updates** — Identify the jurisdictions where your company operates and understand how regulatory demands vary among them (e.g., the EU Whistleblower Directive, U.S. Department of Justice's Monaco Memo). Survey the compliance landscape for your industry, paying keen attention to regulatory updates that significantly affect it as well as any compliance scandals among competitors.
- **Job sites** — Browse employee reviews on Glassdoor or Indeed, social media posts, and local and national "best place to work" lists to understand how employees and outsiders perceive your company's culture.
- **Published company reports** — Review the company's performance results and compliance reports to keep abreast of past regulatory fines, regulator investigations and any voluntary misconduct disclosures.
- **News reports** — Look beyond published reports for any recent compliance-related updates regarding the company and industry.

### Learn about your role and the existing compliance program.

Meet with your CEO, GC and other key stakeholders (e.g., head of enterprise risk management (ERM), CHRO, predecessor if possible) to discuss your personal role, team and expectations on both sides. Allot a substantial amount of time to review how success will be defined and measured. Additionally, talk through your span of control and level of influence on the organization's strategic and business goals. Leverage the following resources to build greater understanding:

- **Compliance Documents** — Read available program documents, such as the compliance charter, to understand compliance's structure, responsibilities and governance at your company. Learn what the current compliance staffing looks like, paying attention to how staff are distributed throughout compliance areas (e.g., ethics, internal controls), geographies and specialties (e.g., data analysis, communications).
- **Functional leaders** — Set up time with key functional leaders to understand how compliance has historically collaborated with them and discover any relationships (e.g., compliance liaisons). Functions such as legal, internal audit and HR often hold similar responsibilities to compliance; engaging them during the transition can help clarify the compliance function's expectations and identify potential challenges. For example, you must discuss with your GC how compliance typically works with the legal function to comply with new regulations, handle incidents and conduct investigations.

**Acquaint yourself with your team.** Once the above one-on-ones are completed, call a meeting for everyone in your direct team. This meeting has two objectives: (1) to introduce yourself and, (2) show you are approachable and available to everyone. In addition to delivering the introductory message you drafted, state when you will report back to the team with updates on your progress.

**Regroup with the CEO and/or your GC.** Wrap up the prepare phase with a meeting with your CEO and/or GC that covers:

- The key challenges and opportunities from your point of view
- Your preliminary strategic vision and immediate priorities
- A communications schedule for the future between the two of you

#### **Target Outcomes**

- Alignment with the CEO and/or your GC on your core responsibilities and span of authority/control
- An understanding of top regulations that govern the geographies and industry the company operates in
- An understanding of the existing compliance function, including program structure and staffing
- Identification of key stakeholders within assurance and throughout the business with whom you can establish parameters for a mutually beneficial relationship

#### **Barriers to Success and Actionable Solutions**

- **Assumed ownership:** While compliance programs may have typical responsibilities and obligations, other functions may own certain compliance activities. Ensure activity ownership is clear to avoid duplicative work or overstepping controls, and collaborate on any activities that should transition to the CCEO role.
- **Regulatory complexity:** You may have an understanding of the compliance rules for your country or a specific industry, but global organizations must navigate many different regulations. Understanding the organization's business and structure will help identify which regulations must be accounted for, and regional stakeholders may provide additional insight to quicken this upskilling process.

## Build a Communication Plan

As you go through the first few steps discussed earlier, simultaneously create a communication plan using these strategies.

### Set the general communication strategy:

- Be brief, clear and consistent in your message to all forums and audiences.
- Develop a cadence for stakeholder meetings. Key stakeholders in areas such as legal, privacy or HR will require regular coordination, while fringe connections may only require occasional updates. These expectations will adjust as circumstances change (e.g., a new initiative impacting a specific division).
- Develop a cadence for sending compliance messages to the broader organization. To avoid message fatigue, schedule organizationwide messages less frequently — such as monthly or quarterly. Each message should focus on a singular topic like training, policy updates or recognition of compliant behavior.
- Work with the communications team to find opportunities to integrate compliance messages into the company's general communication plan. Explicitly connect them to the company's strategic objectives and cultural hot topics to demonstrate compliance is synchronized with the business.
- Socialize your plans to peers and business leaders throughout the organization and actively solicit feedback. Look for opportunities to coordinate with other functions on topic areas you both cover.

**Write an introduction.** Prepare introductory communication material about yourself, your background and your initial thoughts on joining the organization. Make this content as fact-based and neutral as possible and keep it short and succinct. For example, try a 100-word short bio, along with some personal information about your key priorities in life and work, your value systems and integrity.

### Target Outcomes:

- A clear communication strategy for your first few months that aligns with organizational priorities.
- Knowledge of how and when to conduct effective stakeholder discussions and the ability to adjust for the differences in stakeholder audiences: For example, the conversation agenda with a close business partner like HR or legal is very different than finance.

### Barriers to Success and Actionable Solutions

- **Ignoring external stakeholders:** Create communication objectives for not only your internal segments but also external stakeholders (such as third-party vendors and suppliers) who are not directly impacted by your arrival but will be engaged in supporting success. Introduce your desired program changes, signaling potential updates to your requirements and plans for continued cooperation.
- **Mismatched personal brand:** Consider your prior expertise and the function's organizational role when determining which personal brand delivers the greatest benefit. For example, CCEOs who start with a mandate to “shake up” the program may want to take on a “Reformer” or “Agent of Change” brand.

## CCEO Transition Scenarios

Transition Scenario	Effective Personal Brand Style
<p><b>Jump-Start: The organization needs to quickly move in a new direction.</b></p>	<p><b>Agent of Change:</b></p> <ul style="list-style-type: none"> <li>• Quickly understand organizational priorities.</li> <li>• Conduct an in-depth listening tour and maturity assessment to identify and prioritize new standards and goals for compliance.</li> </ul>
<p><b>Following a Failure: The predecessor was not successful.</b></p>	<p><b>Reformer:</b></p> <ul style="list-style-type: none"> <li>• Understand the full extent and scope of the problems of the underperforming predecessor.</li> </ul>
<p><b>Keep the Function Running Smoothly: The business focus is on continuity</b></p>	<p><b>Even Keel:</b></p> <ul style="list-style-type: none"> <li>• Explicitly signal continuity.</li> <li>• Continue successful activities and operations.</li> <li>• Identify focused opportunities for improvement.</li> </ul>
<p><b>Replacing an Icon: The predecessor was very successful in the job.</b></p>	<p><b>Respectful Replacement:</b></p> <ul style="list-style-type: none"> <li>• Clarify the scope of the role.</li> <li>• Honor the predecessor's legacy while establishing your brand within the organization with political sensitivity.</li> <li>• Forge relationships to legitimize the takeover of the function.</li> <li>• Create the new vision and mission for the compliance function if a change is needed.</li> </ul>

Source: Gartner



## Assess

The Assess phase is about evaluating current compliance key elements, initiatives and structure. Avoid the temptation to solve problems or even render judgements at this stage. Your chief priority should be benchmarking compliance's functional maturity and conducting analyses that will provide insight into pressing issues and internal information that will ultimately inform your strategic plan.

### **Conduct a Current State-of-the-Function Assessment and Identify Gaps**

As you begin assessing gaps in your compliance program's coverage and maturity, the following resources will help you gain targeted employee and stakeholder feedback, and benchmark your program to that of your peers.

**Understand stakeholder perspectives on the compliance program.** As you continue to hold the functional leader meetings that you initiated in the prepare phase, identify how each leader feels about the current compliance program. Some conversation starters could include:

- How do you feel about existing compliance processes and controls?
- How have you historically felt about compliance involvement in business workflows?
- Have you experienced any conflicts with the compliance function in the past? If so, how?
- How much impact does compliance training have on ethical outcomes?
- What are some organizational priorities where compliance involvement may be beneficial?
- What do you expect from a CCEO?

### **Understand the compliance team's perspectives on the compliance program.**

As you continue interacting with your direct reports and key team members during your first few months, pay close attention to their sentiments about the current compliance program and your transition. Document any themes or trends you observe from your conversations, including their:

- Assessment of compliance program maturity
- Satisfaction with the team culture
- Adaptation to internal change and rapidly evolving regulatory landscape
- Challenges related to your transition and/or organizational changes
- Proposed solutions to improving workflows and collaboration

Employees often struggle to address these topics directly with a senior leader, so look for context clues in your conversations. Nonmanagerial employees may feel alienated by the changes, so try to organize ask-me-anything (AMA) sessions to understand their views and challenges. If your resources permit, you can also conduct a quick pulse survey to gauge employee sentiment. If concerns are noted, plan to address them in a collaborative way to build team rapport.

**Analyze program staffing and spending.** Familiarize yourself with how compliance's budget is allocated and request a three- to five-year dashboard of compliance spending. Conduct a benchmarking exercise, such as [Gartner's Corporate Compliance, Ethics and Privacy Budget & Efficiency Benchmark](#), to understand how your compliance spending and staffing compares to those of your peers. The benchmark can also help you plan future program developments and make a budgeting case to the board. Gartner's Corporate Compliance, Ethics and Privacy Budget & Efficiency Benchmark is an interactive, online tool that guides you to enter key metrics so you can create informative and comparative views of your function against those of your peers. The categories of metrics for comparison include:

- Total spending and staffing
- Allocation of spending and staffing
- Liaisons
- Function reporting lines
- Technology
- Risk ownership
- Privacy activity ownership and functional involvement

**Conduct a current state of the function assessment.** Whether you are entering a previously created compliance program or building your own from the ground up, conduct a gap analysis for a robust vision of organizationwide compliance performance. Use the [Legal & Compliance Score for Compliance](#) to assess compliance and ethics functional performance and maturity against seven objectives and 30 key management activities that represent the scope of activities for the typical compliance function. When you set up an assessment, you can choose to complete all or a subset of the activities listed. Use the benchmarking data from the Score diagnostic to understand how your compliance maturity matches up to programs on average and identify top priorities for program improvement.

#### **Target Outcomes**

- Baseline knowledge of functional maturity and performance, with an insight into critical maturity gaps and improvement opportunities
- An understanding of how the current compliance program compares to that of peers
- A prioritized list of the key organizational and operating needs and deliverables that must be addressed within the first year in your role

### Barrier to Success and Actionable Solution

**Trying to address too many maturity or gap areas:** Your goal is to complete a high-level current-state assessment of the work being completed today and then understand capabilities and dependencies at a macro level. Particularly for a new program, maturity assessments can highlight how far behind you are. Even if everything needs improvement, focus on identifying which areas are more crucial to the business or can be addressed given your resources.

### The Seven Objectives of the Legal & Compliance Score for Compliance





## Plan

Based on the information you gained during the Assess phase and your observations regarding the company's current level of maturity, build an actionable plan to improve specific focus areas. Ensure the plan includes quick wins, detailed operational plans for the next one to two quarters and medium-term plans for the first six to 12 months. Clarify the resources you will need (both inside and outside your team) to execute the plan successfully.

### Create the Function Strategy

**Create a strategic plan.** Having gained an understanding of the current compliance program's structure, staffing, budget and performance, develop a strategic plan that prioritizes the pressing issues you've uncovered, using the following steps:

- Based on the top improvement areas you've identified, determine short-term and long-term goals for your program. Create goals that are clear, outcome-oriented and realistic, and align closely with the organization's corporate goals.
- Create a roadmap with clear next steps for critical areas, planning short- and long-term paths to your articulated goals.

[The Compliance Strategy Workbook and Roadmap](#) will help you clarify your goals, ensure they support the company's overall strategic priorities and determine the highest-impact activities to meet them. The workbook offers recommended timelines for the seven areas that you assessed in the Legal & Compliance Score diagnostic. Consider which activities can be handled in the short term versus later in the year.

### Use peer data while creating your strategic plan.

While building your program's strategy, assess how your investments, activities and staff allocation matches your peers'. Use our research based on benchmarking data from our 2022 Corporate Compliance, Ethics and Privacy Budget & Efficiency survey for detailed insight into peer trends. An example of the type of benchmarking you can expect.

**Develop metrics.** Create metrics that effectively capture progress for the activities included in your strategic plan. [The Compliance Strategy Workbook and Roadmap](#) also includes guidance on developing specific metrics for different compliance areas. Metrics should include:

- Activities-focused information, such as investigation cycle time and training completion rates
- Results-oriented metrics, such as percentage of substantiated compliance cases and the percentage of employees who fear retaliation in response to reported allegations

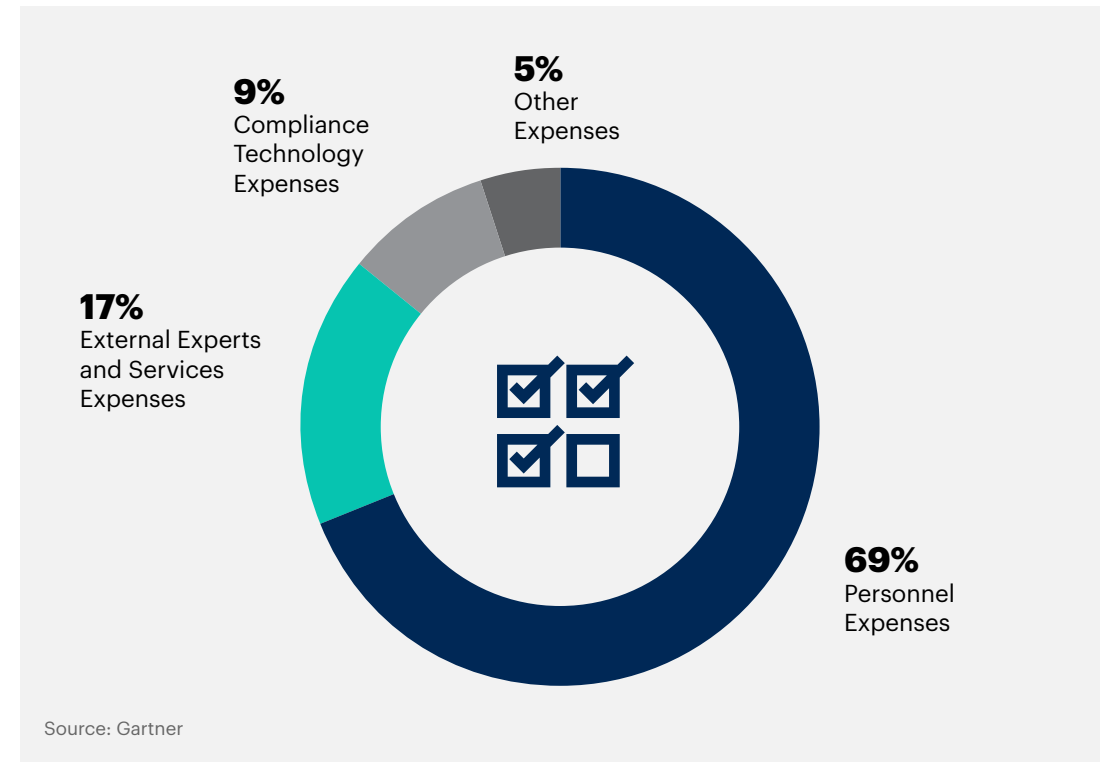
Measuring the program is an important step that must be done right from the start; begin by tracking metrics upfront to show program improvements and return on investment sooner rather than later, and set yourself up for year-over-year tracking.

**Create a progress tracker.** Set up a progress tracker with specific milestones and accountabilities for the first 100 days to clearly demonstrate program progress.

### Target Outcomes

- An initial strategic roadmap articulating your goals and activities for the remaining 100 days and beyond, with clear priorities and milestones that consider the observations and data collected as part of the Assess phase
- A set of well-defined metrics that not only measure the completion of program activities but also their success

### Allocation of Compliance Spend



## Barriers to Success and Actionable Solutions

- **Rigidity regarding strategic goals:** Having a rigid view about the tasks and goals to accomplish in a certain time period without taking the time to understand the needs of the function might lead you to miss key pieces of information. You must continually revisit your plans as you build knowledge about the organization and function (such as the culture, the function's past performance and employee capability needs and goals).
- **Overambitious timelines:** Compliance owns many activities that fit within the strategic plan, and they should be charted on a timeline. Be reasonable with how many tasks you might accomplish, particularly weighted against the current and expected size of your team.

## Align Function Strategy With Business Priorities

**Meet with key stakeholders to solicit feedback.** Assess how stakeholder concerns brought up during earlier conversations are addressed by your strategic plan. Test this plan in your meetings with select stakeholders (e.g., CEO, GC) to solicit their advice and feedback. Bring up questions such as:

- Are compliance activities that are currently causing business slowdowns prioritized in the strategic plan?
- Would stakeholders resist aspects of the developed plan? If so, why?

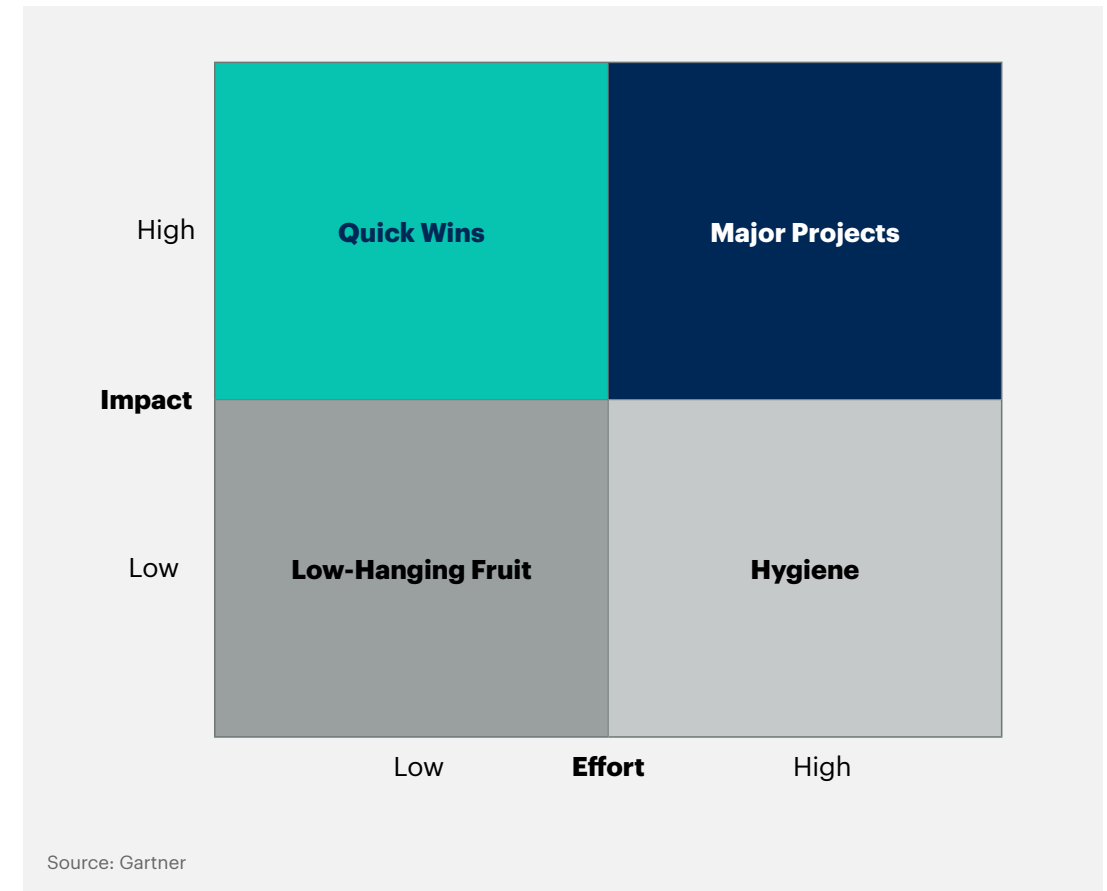
**Optimize cost.** If you are filling an existing CCEO seat, you may face pressure from the business to optimize existing program costs. To manage this expectation, you should:

- Benchmark compliance program spending against that of peers to identify where to cut costs or restructure current resources.
- Optimize performance by identifying where compliance can streamline its requirements through tailored training and improved compliance controls.
- Identify investment opportunities that will maintain program effectiveness while supporting business needs.

**Focus on data analysis.** Data analysis capabilities are becoming increasingly important for legal and compliance risk management. New analytics initiatives should align with strategic business goals and specific department needs. Speak to your CTO or IT stakeholders to see how existing company analytics and systems can improve workflows with little effort and discuss potential new technology investments. Identify quick wins related to an enterprise strategic initiative. To quickly establish your credibility as a leader, identify low-effort projects that can nonetheless help you make a meaningful impact on the organization. Quick wins not only help demonstrate compliance's value to the broader organization but also build rapport and motivation within the compliance team. Prioritize team initiatives based on the information you gathered during your conversations with stakeholders, using the following criteria:

- **Value** — A quick win must be linked to an urgent, critical business outcome with a clear connection to revenue growth or cost reduction.
- **Collective impact** — The best quick wins are collective — executed with the help of your direct reports and even the broader compliance community. Once achieved, all team members will feel they contributed to the win.
- **Relationship building** — The work should require you to seek guidance and input from your direct reports and peers outside the function.

### Project Prioritization Matrix

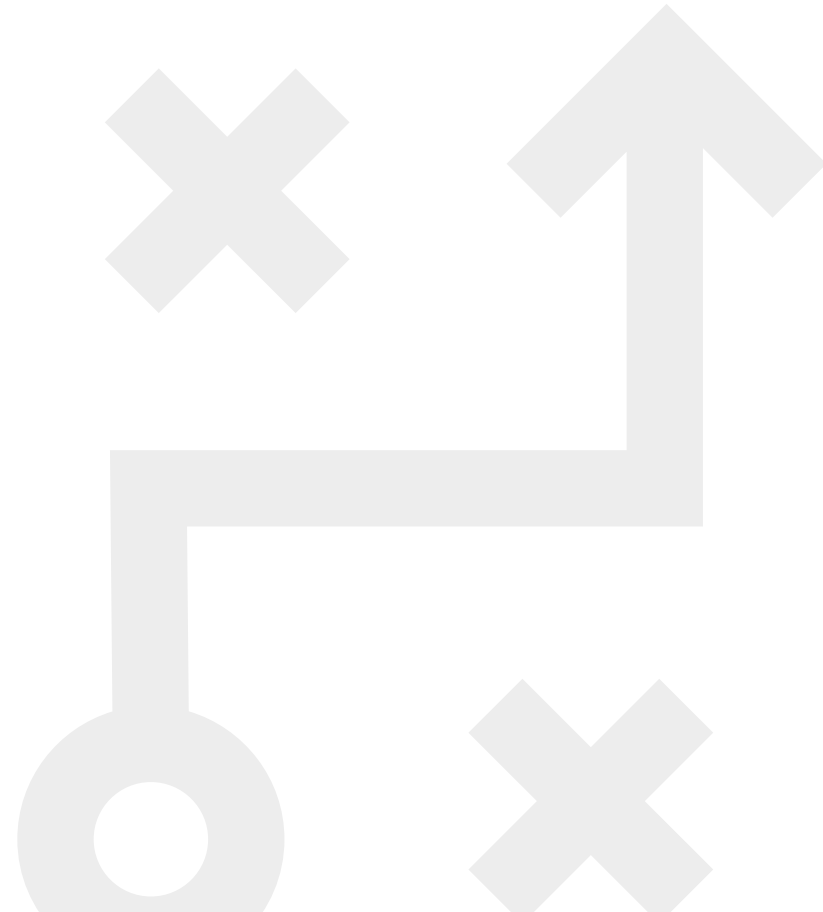


### Target Outcomes

- Prioritized list of your three highest-value quick wins to pursue over the balance of your first 100 days
- CEO and key stakeholder buy-in on the budget plan and strategic roadmap
- Knowledge of expected challenges and possible solutions.

### Barriers to Success and Actionable Solutions

- **Changing or canceling inherited projects too quickly:** Keep in mind your early performance will be assessed based on the initiatives you inherited from your predecessor, in addition to new pursuits. Gauge the merits of in-process projects to the extent they support your goals and strategic plan.
- **Continuing out-of-scope projects:** Avoid getting mired in initiatives that don't support your quick wins or vision statement(s) by pushing back on requests outside your plan. If you can't avoid an outside request (for example, a new organizationwide priority arises), ensure the new project is built into an agreed, adjusted plan with reset objectives and KPIs.





## Act

You now have an opportunity to put plans into action and deliver visible results. Execute a quick win, get involved in existing projects, allocate team responsibilities and communicate your plans regularly to the CEO and other key stakeholders to establish formalized feedback loops. Monitor progress closely to ensure obstacles to execution are dealt with swiftly and continue your information gathering internally to iterate the longer-term plan.

### Execute Collective Quick Wins

**Operationalize quick wins.** To demonstrate your ability to act on the areas identified for improvement and garner goodwill, initiate short-term projects that address stakeholder pain points. Quick wins will look different depending on the maturity of your program. A new role requires building essential program elements while an existing role might focus on modifying existing program elements.

#### Build essential program elements for new-role quick wins:

- Setting up a compliance hotline
- Building a compliance program charter
- Building a compliance committee with key stakeholders

#### Focus on current program modifications for existing-role quick wins:

- Revising parts of compliance guidance and training
- Organizing a Compliance and Ethics Week

**Get involved in existing projects.** By this phase, you will have some understanding of how compliance works at your organization, so you can start adding value to the projects your team is currently involved in. Your role should be to support these projects, not assume responsibility for them. You should have only two objectives in this process: to keep the teams focused on the business value of their projects and motivated to smoothly and effectively execute them.

### Target Outcomes

- Delivery of a limited number of quick wins throughout the first 100 days, meeting or beating target deadlines and performance expectations: Early successes create the necessary momentum for the next phase of larger strategic initiatives.
- Completion of tasks that have an impact on the whole or a large portion of the business to increase visibility for the program.

### Barriers to Success and Actionable Solutions

- **Overburdening the compliance team:** Any quick win must be achievable without substantially distracting the team from its day-to-day work. In your conversations with team members, understand their capacity before assigning newer tasks and help them prioritize between competing activities that they must perform.
- **Conflicts with other functions:** Certain quick win activities may be similar in scope to another function and create employee strain (e.g., running a compliance training simultaneously with an HR training). Communicate with key functional partners before initiating projects to ensure proper coordination.

### Assign Clear Roles for Longer-Term Strategic Initiatives

- **Develop a formal strategy for communicating your initiatives.** As you finalize your strategic initiatives, communicate your strategy to the team, including leaders and the broader compliance team.
- **Identify initiative owners.** Identify which team members and stakeholders will be involved in the next strategic initiatives and set expectations for them — timelines, how success or failure will be measured, etc. Source inputs on the plan to make any necessary adjustments before you implement it.
- **Meet with owners of new strategic initiatives.** Give initiative owners the autonomy to build their plans and ensure they have a list of decision factors for project discontinuation. These activities should build off the quick wins to establish longer-term projects.

### Target Outcomes

- Action on quick wins that reflect immediate compliance impact on the business
- Delegation of tasks to defined owners and managers of longer-term strategic initiatives

### Barriers to Success and Actionable Solutions

- **Unclear team roles and objectives:** Ensure your team members understand which specific goals they will be evaluated against and why. This understanding is particularly important if you have made any structural changes.
- **Infrequent or ineffective communication:** Communicate regularly with the CEO, your direct reports and key stakeholders to determine what actions to initiate, speed up, continue, slow down or stop. Use these meetings to socialize successes since you've assumed the role and gain additional buy-in and support for your initiatives.



## Measure

The Measure phase is your opportunity to demonstrate the evidence of your influence and the effect of your initiatives. Share metrics, data points and anecdotal feedback. Identify the parts of the plan that are working well — mentioning early wins and progress — and challenges that need more time or additional resources.

### Review the Plan Successes

- **Execute postmortem reviews.** When wrapping up an initiative, review the goals and outcomes with the owner. Discuss any shortcomings and identify opportunities to improve the process for the next initiative. Check that those involved in the initiative are producing the intended outcomes and update your own perspective when necessary.
- **Summarize outcomes and key findings.** Toward the end of your first 100 days, prepare a short presentation for your CEO and leadership team that tells the story of your project outcomes and key findings. Keep your presentation simple: Provide a summary of what you learned, potential organizational and process changes, and next steps.
- **Refine your metrics gathering.** If the initially chosen metrics do not properly measure the success of a quick win, avoid using them. Use the most accurate insights you can, even if some of them are anecdotal, and explain how you will refine the process of measurement in the future.
- **Update and adjust your future plans.** After one quarter of execution, use what you've learned about internal procedures, team capabilities and organizational dynamics to update your future plans and goals. Discuss them with your CEO and/or GC, particularly if you will need to modify any of your key performance metrics for potential upstream and downstream effects.

### Target Outcomes

- Feedback from key stakeholders on your effectiveness in navigating the first 100 days to identify areas that require further attention
- Documented list of successes, key lessons learned and areas for improvement, and an assessment of outcomes related to your plan goals
- Data against predetermined metrics from the plan phase and/or identification of new or emerging metrics to track

### Barriers to Success and Actionable Solutions

- **Overemphasis on quick projects:** With so many tasks to accomplish in the early stages, you might be tempted to continue a streak of quick wins to maintain momentum and a sense of progress. Once you finish the early stages of your tenure, focus attention on a blend of short- and long-term projects to ensure major program needs will be addressed.
- **Overreliance on your own data:** Compliance programs will tend to use immediately available and accessible data in their evaluations. Connect with peers in other workflows (such as HR) for any data insights they may have that can support your story.

## Make Adjustments to the Plan

- **Update your strategic plan as needs arise.** Periodically revisit the overall strategic plan and make adjustments based on the progress of the plan and any shifts in business priorities.
- **Regularly communicate with your stakeholders.** Establish a reporting mechanism for your stakeholders that provides an appropriate level of detail for compliance initiatives. Communicate any plan changes to ensure continued alignment and buy-in on program activities.
- **Review quick wins.** Identify where quick-win projects struggled and draft a plan to improve those areas for future projects, including upskilling activities, adjusting what information is collected from stakeholders, etc.
- **Promote your team's successes.** Don't count on your team's accomplishments to filter through the organization on their own. Rather, send email updates or consider launching internal marketing campaigns to showcase some of the initiatives and successes of their owners. Integrate these positive updates into your communication strategies to improve morale and build momentum.

## Target Outcomes

- Updated priorities that ensure continuous alignment with your organization's business and strategic initiatives, which may change over time
- Refined short- and long-term strategic goals and operational objectives
- Evidence of early feedback and quick wins for your CEO and/or GC and other relevant stakeholders

## Barriers to Success and Actionable Solutions

- **Limited feedback:** You may not get enough face-time with your CEO and/or board members during your first 100 days. To compensate for this likelihood, you must create and maintain a support network of other stakeholders (e.g., GC, head of ERM) who can give you critical feedback on your progress at different stages of your first 100 days.
- **Inadequate organizational IQ:** Never assume your new title and reputation are enough to garner support and influence. To avoid misalignment, you must continually revisit your understanding of the organization's culture and build that knowledge into your ongoing plans. For instance,
  - Are there multiple levels of decision making — or is it flat?
  - Are workflows, processes and policies loosely defined or highly structured?
  - Does the organization strive for incremental improvement or breakthrough innovation?

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