

Four working templates for the first ninety days

Diagnose the situation, contract with your boss, evidence the outputs, and map the people who decide.

These templates are used alongside the playbook, not instead of it. Complete the diagnostic in your first two to three weeks, revisit it after the day-30 conversations, and keep the stakeholder map running for the whole ninety days. Everything you type is saved as you go and prints blank if you would rather work on paper.

01

STARS diagnostic worksheet

02

Five conversations tracker

03

30-60-90 outputs checklist

04

Stakeholder map

Four templates, one sequence

- 01 STARS diagnostic.** Score your transition across four dimensions — team, tooling, governance, culture — against the five STARS situations. Complete it in your first two to three weeks, then revisit it after your day-30 conversations.
- 02 Five conversations tracker.** Prepare for, hold, and log the outcome of each of the five conversations Watkins recommends having with your new boss.
- 03 30-60-90 outputs checklist.** Mark each output as you complete it, and use the notes column to capture evidence for your day-90 leadership update.
- 04 Stakeholder map.** Build your relationship map, keep a running engagement log of your one-to-ones, and plan your alliance-building ahead of formal strategy approval.

READING THE PAGES



Tinted, ruled cells are yours to complete. Click to type on screen; they print blank.



Each template carries one example row, set in italics and marked in the margin. It shows the expected format — overwrite or ignore it.

One idea per row. If an answer needs a third sentence, it belongs in the day-30 briefing, not the worksheet.

STARS diagnostic worksheet

Score each dimension separately — the team, tooling, governance, and culture may each sit in a different quadrant. The five situations are start-up, turnaround, accelerated growth, realignment, and sustaining success.

DIMENSION	NOTES AND EVIDENCE	PRIMARY SITUATION	SECONDARY (IF BLENDED)
<i>Example: Team</i>	<i>Small team, capable but stretched; one vacancy unfilled for six months.</i>	<i>Accelerated growth</i>	<i>Realignment</i>
Team			
Tooling and technical controls			
Governance and reporting			
Culture			

OVERALL SITUATIONAL SUMMARY — ONE PARAGRAPH

WHAT TO TEST IN THE DIAGNOSIS CONVERSATION

Five conversations tracker

Prepare for, hold, and log each of the five conversations with your line manager. They are not one meeting — they run across the ninety days and they are revisited.

CONVERSATION	PREPARE — WHAT I WILL BRING	DATE / STATUS	WHAT WE AGREED	FOLLOW-UP NEEDED
<i>Example: 1. Situational diagnosis</i>	<i>I think this is a realignment — stable team, drifted governance.</i>	<i>Week 2 / Done</i>	<i>Boss agrees on realignment; wants visible quick wins too.</i>	<i>Revisit after day-30 baseline is complete.</i>
1 Situational diagnosis	My STARS diagnosis, and where I expect my boss's view might differ.			
2 Expectations	Proposed 30/60/90/12-month milestones, and the risks I believe matter most to the board.			
3 Resources	My 'with X I can deliver Y by Z' statements and anticipated resourcing gaps.			
4 Style	Questions on communication cadence, decision-making autonomy, and incident escalation thresholds.			
5 Personal development	My honestly assessed development areas and the stretch I see in this role.			

03 TEMPLATE THREE

30-60-90 outputs checklist

Mark each output as it is delivered and capture the evidence beside it. *Example: interim incident escalation arrangement in place — one-pager agreed with the CIO in week 1; formal plan by day 60.*

30 DAYS 1–30

- ☐ Stakeholder map and engagement log
- ☐ Current-state risk and control baseline, framework-aligned
- ☐ Agreed STARS diagnosis and written expectations with line manager
- ☐ Interim incident escalation arrangement in place
- ☐ Day-30 briefing to line manager delivered

60 DAYS 31–60

- ☐ Draft security strategy and target operating model, pre-socialised
- ☐ Quantified top-10 risk register
- ☐ Resourcing and investment business case
- ☐ Crown-jewels risk assessment (interim)
- ☐ Team assessment complete, role or people changes identified

90 DAYS 61–90

- ☐ Approved security strategy and operating model
- ☐ At least one delivered, visible, communicated security improvement
- ☐ Standing risk reporting cadence in place
- ☐ Recruitment underway for the first hire(s)
- ☐ Credible, evidenced 90-day narrative prepared

DAY 90 TEST

Can you tell a credible, evidenced story — what you found, what you fixed, what comes next — that your boss, your board, and your team would all recognise as true?

Core stakeholder map

Name a person against every role. *Example: line manager — Jane Smith, CIO; the five conversations run through this relationship; positive but wants faster visible progress; supporter; weekly 1:1 established.*

STAKEHOLDER	NAME	WHY THEY MATTER	CURRENT VIEW OF SECURITY	SUPPORTER / OPPONENT / PERSUADABLE	NOTES
Line manager (CIO, COO, CFO, or CEO)					
Executive board / audit and risk committee					
Owners of most sensitive data and critical processes					
Data Protection and Legal					
HR					
Finance					
Internal audit					
Peer business unit leader					
Peer business unit leader					

Engagement log

One row per one-to-one. Ask the same three questions each time — stop, start, continue; what keeps you awake; what would you do first in my position.

DATE	STAKEHOLDER	KEY TOPICS DISCUSSED	STOP / START / CONTINUE	WHAT KEEPS THEM AWAKE	FOLLOW-UP ACTIONS

Alliance map for strategy approval

Approval is won before the meeting, not in it. List the people whose position you need to move, and how you plan to move it.

NAME	ROLE	CURRENT POSITION	WHAT MATTERS MOST TO THEM	ENGAGEMENT PLAN

Completed worksheets are the evidence behind the day-90 narrative. Keep them; they are the record of what you found.

COMPANION TEMPLATES

The CISO First 90 Days Playbook
STARS diagnostic · Five conversations · 30-60-90 outputs · Stakeholder map

Four working templates, used
alongside the playbook.

WEBSITE

markrwatts.com

EDITION

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