

Liz Cornish

Founder, First 100 Days Consulting
and Author of McGraw Hill
Leadership Book,

***Hit the Ground Running:
A Woman's Guide to Success for
the First 100 Days on the Job***

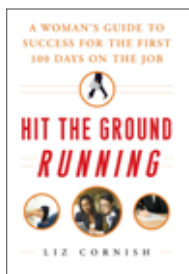


Keynote Speaker, Consultant, Author

Liz Cornish, MBA, is a sought-after speaker and organizational consultant. An expert in teambuilding, leadership development, change management and long range-planning, she coaches leaders from one person start-ups to Fortune 500 as they develop, support and maintain effective performance. Her client list has included Birkenstock, Ernst and Young, the Naval Post-graduate School, SC Johnson and Son, Outward Bound, and many healthcare systems, executive programs, and women's networks/associations.

Her book, *Hit the Ground Running: A Woman's Guide to the First 100 Days on the Job* (McGraw Hill), is the product of over 200 interviews with effective executives, thousands of research hours, and 25 years of experience.

Liz's varied background includes many years and miles as an international outdoor adventure educator. She has led executives up Mt Kilimanjaro, survived riots in Kenya, kayaked the powerful Zambezi River in Africa, ran the 100th Boston Marathon, and soloed above the Arctic Circle.

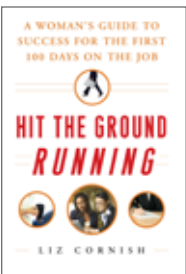


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Client List

The following is a partial list of clients for whom Liz Cornish has worked:

Private Industry

AAA
American Stock Exchange
Amoco
Apple
Birkenstock
Empire Waste Management
Ernst and Young
Esprit
Firemen's Fund Insurance Company
Frank Howard Allen (formerly
Willow Creek Properties)
Frito-Lay
Grubb & Ellis
Host International
National Bank of the Redwoods
North American Mortgage Company
North Carolina Power and Light
The Norton Company
OCLI
The Peters Corporation
Price Waterhouse Coopers
Quick Lube
Recycled Paper Products
Ritz Food and Equipment
SC Johnson and Son
Sonoma National Bank
U.S. West
Willow Creek Financial Services

Not for Profit

American Leadership Forum
California School Employees Association
Community Child Care Council
Community Foundation Sonoma County
— Healdsburg Area Fund
Family Services Agency
Financial Women International
Headstart
Healdsburg Museum and Historical Society
Leadership California
Outward Bound
Pacific Foundation for Medical Care
United Way of Sonoma,
Mendocino, Lake County

Public and Education

California Department of Public Safety
California Department of Social Services
Carnegie Melon Executive Program
City of Petaluma
City of Santa Rosa
Mendocino County
North Marin Water District
Office of Personnel Management –
US Government
Region of Peel, Canada
Rohnert Park Department of Public Safety
Santa Rosa Training Center
Santa Rosa Junior College
Solano County
Sonoma County
Sonoma State University
Stanford University –
MBA Leadership Program
University of Auckland –
Leadership Institute
University of California
University of Virginia – Executive Program
U.S. Army – Oakland and
Seattle Army Base
U.S. Coast Guard
U.S. Naval Postgraduate School

Healthcare and Related

Alexander Valley Regional Medical Center
Community Health Partnership
Healdsburg Healthcare Foundation
Healdsburg District Hospital
Health Plan of the Redwoods
Health Care Finance Administration
North Bay Pediatrics
Mendocino Dept of Social Services
Mendocino Community Health Clinic
North Coast Faculty Practice
North Sonoma County Hospital District
Petaluma Valley Hospital
St Joseph Health System –
Memorial Hospital
Sutter Hospital
Ukiah Valley Medical Center

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Special Topic: The "C" Factor: 7 characteristics of wildly successful women

What distinguishes wildly successful women – admirals, multi-million-dollar entrepreneurs, CEOs of billion-dollar corporations – from those who plateau pre-maturely? With the same skill set and smarts, why do some females cruise through the glass ceiling while others crash into it? Learn the hard-won advice and wisdom from 200+ interviews of highly effective professionals.

Learn from these wildly successful women leaders:

- 7 choices that can catapult your career
- How to tackle professional or personal "moments of truth"
- Strategies for making tremendous tugs on your time and psyche as performance-boosters
- How to recover from career-killing setbacks
- What mental games to banish....now.

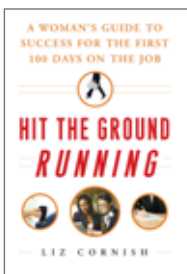
Liz Cornish, founder of First 100 Days (FHD) Consulting, is a leadership coach, speaker, trainer, and organizational consultant. She has guided individuals and groups of many international private, public, and non-profit organizations, including Price-Waterhouse Coopers, Birkenstock, the State of California, several major universities, and women's networks. Liz seizes lessons from a variety of settings - the boardroom, the soccer field and the Arctic Circle - to explore the "do's and don'ts" of effective leadership. Her new leadership book, *Hit the Ground Running: A Woman's Guide to Success for the First 100 Days on the Job*, (McGraw Hill) is

the product of over 200 executive interviews, thousands of research hours, and 25 years of experience. Her varied background includes many years and miles as an international outdoor adventure educator. She has led executives up Mt Kilimanjaro, was first woman to kayak the powerful Zambezi River in Africa, ran the 100th Boston Marathon, and soloed above the Arctic Circle.

What others say about Liz's talks:

Liz spoke to our Chamber Women in Business luncheon - a dynamic group of fast-moving, hard-charging professionals. Her talk was packed with humor, inspiration and no-nonsense advice. Want to get rave reviews for your key note speaker? Book Liz.

Liz' appearance at our Women Leading Kentucky Roundtable attracted the largest crowd this year! She was a terrific story-teller and made a great connection with the professional women and leaders in our audience. They loved her!

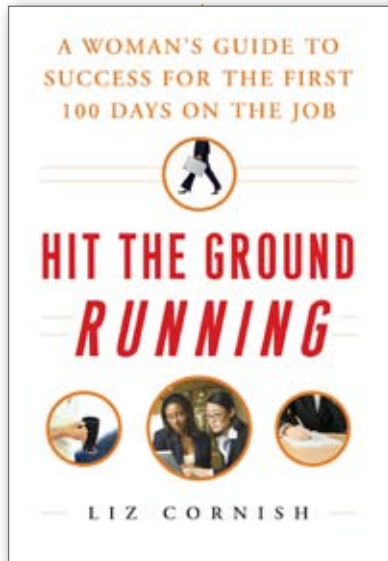


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Special Topic: Hit the Ground Running: maximizing success in the first 100 days of a new leadership challenge

**Learn how to navigate the most critical, exciting and vulnerable time
of your career – a new leadership challenge.**

Used well, the first 100 days are an unparalleled opportunity to accelerate your success and create long-term momentum. Unfortunately, a few tactical errors in these first crucial days can cause a crisis of confidence in your leadership from which it's tough to recover. There are ways to maximize your chance of success while minimizing risk in this critical period. Given the overwhelming demands, how should you allocate that most precious commodity: time? In this lively talk, learn how top leaders

- Take advantage of being new
- Manage the push to move quickly against the pull to make thoughtful, informed choices.
- Create "going-in" strategies that "wow" your counterparts
- Leverage your relationships
- Determine critical first tasks that will shore up your leadership

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Founder, First 100 Days Consulting and Author of McGraw Hill Leadership Book, **Hit the Ground Running: the Woman Leader's Guide to the First 100 Days**

Office strategy for women: Plan before the first day

By Karla Ward, Kward1@herald-Leader.Com

AUTHOR SAYS MISTAKES EARLY IN NEW JOB ARE HARD TO OVERCOME

Ensuring success in a new position starts long before hires ever set foot in the office, says Liz Cornish, author of *Hit the Ground Running: A Woman's Guide to Success for the First 100 Days on the Job*.

The Henry Clay High School and University of Kentucky graduate, who will be appearing at Saturday's Bluegrass Festival

Cornish, who lives in California but returns to Lexington several times a year to visit family, said she decided to focus on the first 100 days because "that is such a critical, vulnerable time." "You can make a few errors, and it's really hard to recover," she said.

She chose to center on women because she realized during her research that they faced extra challenges. "The men were focused on what to do," she said. "The women were focused on what to do and how to be."

Although the book is aimed at women, Cornish said there's information in it for anyone taking over a new position or duties. Among her suggestions:

- Take advantage of being new by asking questions and learning all you can. "The same thing that makes a baby adorable makes a 5-year-old annoying," she said.
- "Negotiate for what you need," whether it's flexible hours, a higher budget or a better support system. She said that women, even those in high-level management positions, are sometimes too quick to give in. They should try to keep the door for negotiation open as long as possible.
- "Find out early on who's important to your success — and very early on find out what's important to them."

Reach Karla Ward at (859) 231-3314 or 1-800-950-6397, Ext. 3314.

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By Karla Ward
Kward1@herald-leader.com

Ensuring success in a new position starts long before hires ever set foot in the office, says Liz Cornish, author of *Hit the Ground Running: A Woman's Guide to Success for the First 100 Days on the Job*.

The Henry Clay High School and University of Kentucky graduate, who will be appearing at Saturday's Bluegrass Festival of Books at Lexington Center, said in an interview this week that women in leadership positions should learn as

much as they can and develop a plan of attack before their first day on the job.

"Take charge of your start," said Cornish, who will discuss her work at a 10 a.m. session. "Too many people show up thinking the organization's going to help them handle their transition."

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If you go

Liz Cornish, author of *Hit the Ground Running: A Woman's Guide to Success for the First 100 Days on the Job*, will speak at a 10 a.m. session Saturday at the Bluegrass Festival of Books at Lexington Center.

For more information on the festival, see [Weekenders](#).

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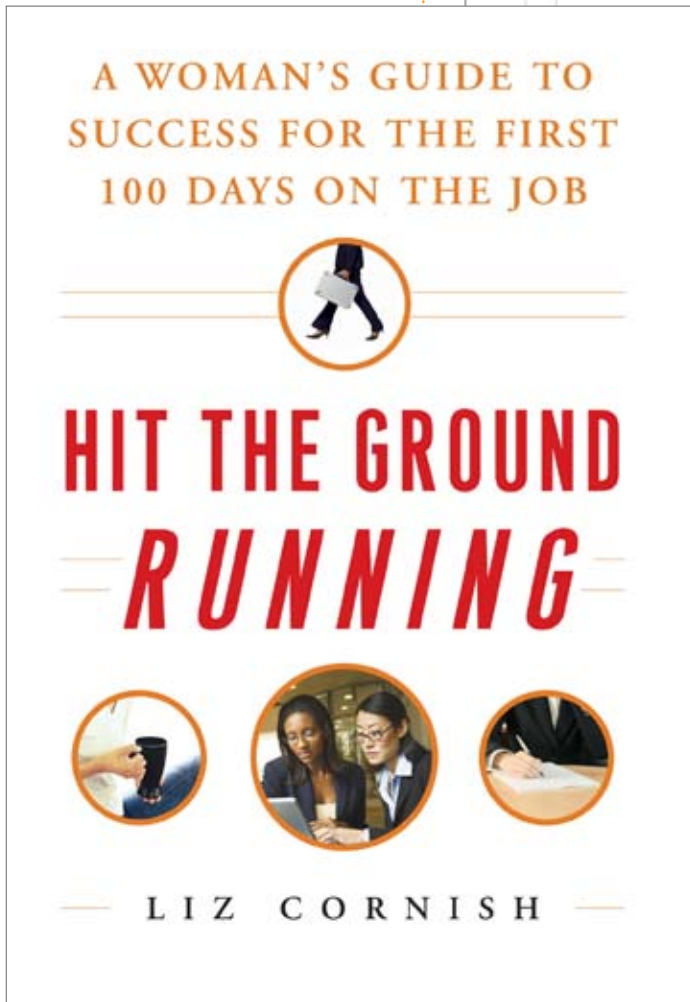


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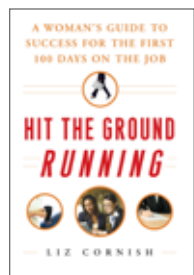
Hit the Ground Running (ISBN: 978-0-07-147246-3)
is available at your favorite retail/on-line location.
The navigable PDF workbook and other leadership
resources are available at 100days.com

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People are talking—

about Liz's book— *Hit the Ground Running*:

"Brilliantly written in easy-to-follow steps, Hit the Ground Running offers women the tools they need to proactively take the reins in the early, most crucial stages of leadership. Timely and effective."

— **Stephen R. Covey** | Author, *The 7 Habits of Highly Effective People* and *The 8th Habit: From Effectiveness to Greatness*

"A fantastic resource for new leaders – and coaches who want to help new leaders!"

— **Marshall Goldsmith** | Author, *The Leader of the Future* (a Business Week best-seller), Coach to over 70 major CEOs

"As women arise to take their rightful place alongside men in the world of business, they will find Hit the Ground Running a valuable resource and inspiration."

— **Ken Blanchard** | Co-author, *The One Minute Manager* and *The Secret*

"Hit the Ground Running is one of the best workplace how-tos I've ever read. It's practical, thorough, clear, organized, user-friendly, smart, interesting, and amusing. What a terrific writer!"

— **Betty Spence** | President, National Association for Female Executives

"Congratulations on your fine work! It is loaded with excellent examples, sage advice and a "can do" spirit. We need more women in the political pipeline and Hit the Ground Running is a great resource for rising stars."

— **Mary Wiberg** | Executive Director State of California Commission on the Status of Women

"What an incredible resource! HR Directors should stock Hit the Ground Running for all their newly promoted managers."

— **Lyle Hanna** | President, Hanna Resource Group | Chair, Habitat for Humanity Global Leadership Council | Foundation Board Member, Society for Human Resource Management

"I loved the examples, the insights and the real-life situations. It's truly a working guide to use again and again. Liz really "gets" the challenges of leadership in the public sector."

— **Linda Reed** | Administrative Services Officer City of Santa Rosa Utilities Department

"Not only have I 'survived' after the first 100 days on my new job, thanks to some of the key suggestions I learned from reading your book, I am THRIVING in my job."

— **Linda Bryant** | Senior Vice President FASTLANE Secure Payments

"I couldn't put this book down – Liz Cornish's ideas make so much sense. Any woman looking for eye-opening insights should read Hit the Ground Running right away."

— **Marybeth Bond** | Award-winning Author, *Gutsy Women*

"Hit the Ground Running contains words of wisdom from one very wise woman. The tips and insights Liz Cornish provides are practical, tangible, and invaluable. If you're anywhere close to assuming a leadership position this book is a must-read."

— **Lois P. Frankel, Ph.D** | Author, *Nice Girls Don't Get the Corner Office*

"For nearly 30 years, I have worked all over the world to empower women. From Bangladesh to Boston, from Calcutta to Cancun, from Nairobi to New York, I have seen that when women succeed, flourish and find their rightful role in any society, everyone benefits and things really work. This book is timely, effective and ground breaking. There could be nothing more crucial to the 21st century than the success and empowerment of women. Liz is an experienced coach, consultant and leader who know what she's talking about and has written with clarity and accessibility about how to effectively succeed. I highly recommend this fabulous, practical and truly timely book."

— **Lynne Twist** | Global Activist and Author, *The Soul of Money*

"If you're taking a new leadership position, read and use Hit the Ground Running. It is filled with ideas, tools, and practical advice that until now could only be gained from years of life and work experience. Liz Cornish has observed and asked all the right questions of many, many effective leaders – both men and women – and developed a resource crammed with their good ideas and best advice."

— **Margot Fraser** | Founder, Birkenstock Footprint Sandals, Inc.

about Liz— the keynote speaker, coach and consultant:

"Liz spoke to our Chamber Women in Business luncheon — a dynamic group of fast-moving, hard-charging professionals. Her talk was packed with humor, inspiration and no-nonsense advice. Want to get rave reviews for your key note speaker? Book Liz — NOW!"

— **Anthony O'Brien** | President, Top Speed Data Communications | Petaluma, CA Chair, Novato Chamber Women in Business Committee

"Once again you have managed to dazzle the group."

— **Executive Director** | Leadership Academy

"I have heard nothing but raves about how fun and rewarding it was to work with you... and they were a tough group!"

— **Daniella Zazzeron** | HR Executive, Birkenstock

"Liz can enter the room, read the crowd, and spontaneously adapt her presentation style to respond. As a keynote speaker or trainer, she's exceptional."

— **Grace Gorrell** | Community and Leadership Development, University of Kentucky Coordinator of the Duvall Leader in Residence Program 07

"My advice for your first hundred days? Put Liz's number on speed dial."

— **Executive Vice President** | Major Media Organization

"Liz' appearance at our Women Leading Kentucky Roundtable attracted the largest crowd this year! She was a terrific story-teller and made a great connection with the professional women and leaders in our audience. They loved her!"

— **Janet Holloway** | Co-Founder & Executive Director, Women Leading Kentucky

"For years, Liz has guided the start-up teamwork with our new residents. Her insights, humor and thoughtful inquiry are powerful contributions to a very successful program."

— **Resident Coordinator** | Healthcare System

"Liz is a great listener. Her ability to show us 'the other side' helped our firm negotiate some difficult staff issues and develop a progressive plan to move forward."

— **Senior Partner** | Accounting Firm

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Liz Cornish: Blazing a trail to career success

by Robin Roenker, Kentuck Alumni, Summer 2007

Liz Cornish is part of a very rare subset of people who could compete equally well on "The Apprentice" or "The Amazing Race" should the notion of joining a reality TV show ever arise. Cornish, half savvy businesswoman, half outdoor adventure enthusiast, is as at home facilitating corporate leadership training seminars for Fortune 500 executives as she is canoeing alone in the Arctic Circle.

Since earning her general studies degree from UK in 1975, the former honors program student and UK cheerleader has literally trotted the globe hiking, kayaking, canoeing, rock climbing, and even dogsledding her way through some of the Earth's most extreme environments. As CEO of her own consulting firm and a divorced mother of two children, Carolyn, 15, and Kenneth, 12, she's also

honed her skills at navigating the often tricky seas of being a working mom in the corporate world.

These days, Cornish also finds herself crisscrossing the country sharing the message of her leadership book, "*Hit the Ground Running: A Woman's Guide to Success for the First 100 Days on the Job*," published by McGraw-Hill. In it, Cornish offers success strategies from interviews

with over 200 women executives who've managed to find ways to chip through the glass ceiling on their way to high-power leadership roles. With a life like hers, who needs reality TV?

Going for Extremes

Before enrolling at UK in the 1970s, Liz Cornish lived what she describes as a "pretty traditional life" in her native Lexington. Since graduating, though, her life's been anything but traditional — and she wouldn't have it any other way.

While Cornish enjoyed the fact that her general studies program at UK allowed her to "see about a variety of different approaches to learning" because she was "able to take classes in a variety of subject areas and be exposed to a wide range of thought," perhaps the most lasting educational experience of Cornish's UK career came outside the classroom when she encountered adventure travel.

It was through a then newly-formed UK outdoor group called Sage, which offered outdoor, extended educational opportunities, that Cornish discovered her "real love." "I took whitewater canoeing and a couple of other programs that absolutely changed my life," she says. "Once I got introduced to outdoor adventure travel, that was it. I found my passion."

After college, Cornish worked for a short while as a professional skier at Cyprus Gardens in Florida (where her doubles stunts from her one year on the UK cheerleading squad came in handy, she says) and then for several years as an instructor with Outward Bound

and other adventure companies.

By that time Cornish was already an experienced canoer and kayaker, and companies were willing to train her in other adventure sports, like rock climbing and caving, she says, in order to meet their growing demand for female instructors.

Since then, Cornish has tried it all: rafting the Mekong River in China and Omo River in Ethiopia, climbing Mt. Kilimanjaro, kayaking the Colorado River, mountain biking in Idaho, diving in Barbados and Belize, and even solo canoeing the Arctic Circle. And that just scratches the surface.

A weeklong dogsledding odyssey was one of her most difficult journeys, says Cornish, who took that trip with a group of former adventure travel guides. "It was minus 20 and we were sleeping in tarps and cooking over fires and things like that. That was difficult," laughs Cornish. "It was hard to stay warm. My mom couldn't believe it, because I always get cold really easily, and there I was in minus 20 degree weather, hiking through five feet of snow trying to find wood so we could have a fire. . . . It was only a week, but it was a long week." Her most extreme trips? That award goes to canoeing 90 miles above the Arctic Circle and her 30-day voyage on the Omo River, where she says she met isolated ethnic tribes and had to cautiously navigate through waters that were home to very territorial hippos.

Business Challenges

Professionally, Cornish has not shied away from challenges, either. During her time as an instructor and manager with Outward Bound, when she found herself routinely leading business men and women — often from companies that had merged or undergone other leadership transitions — on weeklong adventure trips as a bonding tool, Cornish realized something that surprised her: she liked business. "I realized that I had had misconceptions about what business is . . . I really enjoyed many of the bright, committed and caring professionals who attended our programs," she says.

That realization led her to seek an MBA, which she earned from the University of North Carolina at Chapel Hill in 1985. Since 1986, Cornish has lived and based her work out of California, except for the two and a half years that she and her ex-husband, a physician, ran a rural health clinic in a small village in Kenya, itself an adventure. At the time, malaria was claiming the lives of many infants there.

"It's exciting. It's depressing. It's rewarding. It's frustrating. Working in a situation like that is the personification of every emotion. . . . Working with the children was the most rewarding part," Cornish says of her time in Kenya. "We got the vaccination rate from way less than 50 percent to over 90 percent, which is better than this country. It was very rewarding."

For some, skirting volatile hippos,

kayaking the Arctic, and surviving sub-zero weather on a dogsled may sound risky, but not to Cornish. "I don't think of it as risky, because once you know the rules, and once you understand how to do things, then you just play by those rules," she says. "In the natural world, I think risk is often what you perceive it to be."

It's a message that she shares for women in the business world as well.



Sharing Secrets of Their Success

If there's one thing Cornish has learned in her work with women in business, it's that being afraid to take risks can be the single biggest roadblock to a burgeoning career.

In researching the book, "One of the things I noticed about the women who were very successful versus the ones who plateaued more prematurely was that the women who were wildly successful always made the braver decision," she says. "Women usually have an internal debate team saying, 'Well, should I do this, should I not?' 'Should I ask for the promotion, take the raise, take the risky assignment?' Those women who were the most successful always chose the braver decision."

After years of working as a leadership and organizational consultant and seminar facilitator, Cornish — who has worked for clients such as Birkenstock, Apple, the U.S. Navy and PricewaterhouseCoopers — got the idea to write a book about helping people "stick a landing within their new jobs," she says.

While Cornish's plan was originally to write a general book about the first 100 days of a new leadership position, she quickly changed her agenda to focus on women's first 100 days after noticing key differences during her interviews with men and women corporate executives regarding how they

tackled their jobs. "About one-third of the way through my interviews, I noticed this pattern . . . that the men were very focused on what to do: 'Here are the tasks you do in your first 100 days.' The women were focused on both what to do and how to do what you do. How to be," she says.

The concept of the "first 100 days," Cornish explains, is really more of a metaphorical one. Some people's transitions into their new leadership roles may take only 30 days; others who are new to a company or who have more territory to cover, may require six months. "It's really more about a series of activities and things that you've accomplished, as opposed to a numerical number," she says.

Cornish's book is full of checklists and bulleted points to help women executives stay on track as they find their own leadership niche. Tips like understand your abilities and limitations, develop an entry plan, or manage your message offer specific suggestions for helping women take advantage of those crucial first days in a new job, a time Cornish describes as "the pause between the flash of lightning and the clap of thunder."

It's a time, she says, when you've got everybody's attention and you can use it to either make or break yourself. During those first couple of months, you're seeing the organization but you're not of the organization. So you

can really be objective about what's going on and what questions to ask, she says, to move the company in the right direction.

Corporations are beginning to foster female executives within their ranks, Cornish says. It's a change she attributes partly to the need to replace retiring baby boomers and partly to research that underscores the advantage of having female minds in the boardroom, since the majority of purchasing decisions in America are made by women. Yet women still have to work to subdue their own self-doubts if they want to break through the glass ceiling, she says. Women have "so many tugs on their timing and psyche. We want to be good parents. We want to be good daughters, mothers, etc. . . . We're always going 'Oh, I should be a better mother. I should be more productive.'

So we have all these tugs. But the women who are successful really know what they want. They're absolutely committed to the next step. They have the will to lead. And they've banished the inner-critic, meaning they were willing to say, 'You know what, I may not be perfect, but I'm good enough. And this is what I want, and this is how I'm going to go about getting it.'"

Another stumbling block for women is their fear that if they negotiate hard, people will think they're not being nice or that they're not being a team player,

Cornish says. Also, she says, women allow themselves to be interrupted or they limit their communication patterns to hide their own opinions. Cornish says she believes the corporate climate is changing, though, especially as a new generation of female workers — women who have grown up in an age of Title IX — rise in the ranks. "Putting women out there on the field playing team sports helps them recognize that you can be competitive on the field and be friends outside — that's making a huge difference," Cornish says.

For her part, Cornish enjoys knowing that she's helped so many women find their own keys to success. "I love it when people come up and tell me that I really inspired them. That means a lot to me," she says. And while she's loving her voyage on the corporate seas, still always in the back of her mind is her checklist of outdoor places to see and adventures to explore. Someday she hopes life will find her climbing Mt. Aspiring in New Zealand, swimming with whale sharks off the coast of Australia, and running this certain river in Pakistan that she's got her heart set on. "Now is not the time," she says. "My kids come first." But, like the successful women she writes about, Cornish knows what she wants. She has her mind set on it. So it's a safe bet, she'll get there.



On a trip to Lapland in 2005, Liz Cornish, center, is flanked by her friends and former adventure guides Betsy Dalglish, left, and Judy Futch, at the Tjaktja Pass on the Kungleden Trail about 200 miles above the Arctic Circle in northern Sweden.

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Hit the ground running with Liz Cornish

By Paul Sanders, Columnist: Business Book Review, April 6, 2007

Business Lexington columnist Paul Sanders recently spoke with Liz Cornish, author of *Hit the Ground Running: A Woman's Guide to Success for the First 100 Days on the Job*, to discuss her thoughts on current leadership trends and techniques.

PS: Why focus on the first 100 days?

LC: The first 100 days is like the pause between the flash of lightning and the clap of thunder. You have everyone's attention, which is either good or bad news depending on how you manage it. It's a very critical, vulnerable time in a career. Used well, the first 100 days are an unparalleled opportunity to accelerate success and create positive, long-term momentum. Unfortunately, a few tactical errors or misjudgments can instigate a crisis of confidence in leadership from which it's tough to recover.

PS: Why does your book target women?

LC: Actually, my original plan was to write a gender-neutral book — many of the suggestions are universal. However, early in the interview process of over 200 effective

leaders, a pattern emerged. The men focused on "what to do" in the first 100 days of taking charge. The women spent equal time between "what to do" and "how to be." The book addresses both.

PS: What are the key differences you see between a woman's first 100 days on the job and a man's?

LC: Women have an impressive collective track record, and there are many inspirational role models. However, they are still the relative newcomers to leadership, and both genders are trying to adjust. Like a short basketball player, women are not an automatic "in" and must prove themselves - sometimes over and over. Also, females must often navigate some unique detours as a result of an evolving leadership culture, multiple tugs on their time and psyche, uneven rewards and increased scrutiny. They also unknowingly limit themselves. The book is written with that in mind.

PS: Why this book now?

LC: In the next five to 10 years, there will be an unparalleled exodus in leadership. Look around - there are baby boomers everywhere. They are going to retire, relax, re-configure or whatever baby boomers are going to do, and what will remain is a huge leadership void. Women will help fill that pipeline.

PS: What is the most common problem women encounter during their first 100 days?

LC: It depends on whether they are promoted or come in from the outside. Usually it's (1) tackling the dilemma of springing into action versus slowing down long enough to make informed decisions, or (2) managing awkward relationships.

PS: Are there unique needs of women as leaders?

LC: Because they are still relative outsiders and face such enormous tugs on their time and psyche, women need to create solid support systems. Leadership comes with a physical, psychological, spiritual and emotional price tag. No leader - man or woman - can sustain the energy of the organization without replenishing his/her own. That should not get confused with work/life balance. I mean that women need to recognize what they have to get the job done, haggle for it, then give themselves permission to use it, whether it be flex time, a mentor, gym workout, bigger budget or professional development classes.

PS: What are the most common career roadblocks for women?

LC: Attitudes and related choices - their own and others. And perhaps the media.

PS: What can companies do to facilitate the success of women leaders?

LC: Women have consistently demonstrated the ability to lead. Today's smart organizations will create the environment in which they want to lead, by recognizing and encouraging all potential stars regardless of gender and creating systems that support diversity.

By the way, that's going to be an eco-

nomics imperative. There's plenty of research that supports the positive impact on the bottom line if women share the executive suite. For example, 25 Fortune 500 firms with the best record for promoting women to high positions are 18 to 69 percent more profitable than the median Fortune 500 firms in similar industries.

PS: What strategies can women most effectively use to become better leaders?

LC: There are plenty of excellent leadership resources, and mentors have proven to be very helpful. In the spirit of Churchill, I also recommend that women take chances, grab the risky high profile (often profit-loss related jobs) and learn from experience.

PS: Why does U.S. business culture continue to be slow in recognizing women leaders?

LC: I think we are still evolving, and industries, organizations and individuals are in various stages of accepting change. As a result, women can be ambivalent, too. As I've already mentioned, there are so many tugs on a woman's psyche that can zap the will to lead - what we expect of ourselves as professionals, mothers, friends, daughters, volunteers, how we must look. It's exhausting.

We keep perpetuating it, sometimes unconsciously. For example, look at the questions Katie Couric was asked. Not only did we scrutinize her news credentials, we also asked questions like "Katie, what are you going to wear the first night? Katie, what do your children think of this new job?" Does anyone even know how many kids Peter Jennings had? And don't even get me

started on Nancy Pelosi's pearls! I think both women and men are guilty of the scrutiny and resistance to change.

However, women are determined to contribute and are now often creating their own career and business. For example, I recently read that 40 percent of all privately held U.S. firms are owned or controlled by women. Women's companies are now more responsible for more payroll than all the Fortune 500 companies combined ... and their profits are growing faster than all firms.

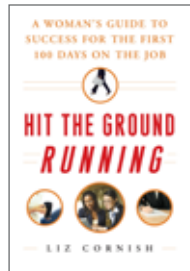
PS: What do you mean by a leader's "authenticity"?

LC: Any effective leader has to be comfortable with who he/she is. This is particularly difficult for women and minorities, who may feel the push to fit in against the pull to be themselves. But, as one executive said to me, "You must be able to bring your whole self into your leadership role. Otherwise it's one-dimensional leadership and unsustainable - like a wall with only one support." Think about this - what did we want? Another Phil Donahue? No, we wanted Oprah!

PS: Do you think a movie like "The Devil Wears Prada" effectively portrays any of the characteristics women need to have in business today?

LC: Fun movie. Eh? Sure ... self-confidence, drive, creative problem solving and political savvy come to mind. Managing via fear is a short-term strategy. Most of the women I interviewed were more concerned with creating a spirit of "we are all in this together" and "it's gotta feel fair."

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Hit the Ground Running: A Woman's Guide to Success for the First 100 Days on the Job

Cornish's advice starts new execs off right

By Paul Sanders, Columnist: Business Book Review, April 6, 2007

In *The Devil Wears Prada*, a young woman takes a new job as an assistant to the head of a fashion magazine. In her first few weeks, she discovers, among other things, that she is absolutely wrong

her from a few sins — or at least helped her make a better deal with the devil.

This is a great book. It addresses an area of leadership that is chronically overlooked. While most companies have well-constructed plans for retirement, fewer than 30 percent have plans for incorporating new executives. Yet, research clearly shows that a well-planned beginning is vital to a leader's success.

Cornish offers a creative blueprint that stakes out the steps ensuring a new executive a strong foundation as a leader. Unlike other resources that give cut-and-dried business formulas, Cornish excels at enabling the individual to discover personal strengths, needs and rules of engagement that work for self-satisfaction as well as professional success.

The author's vibrant optimism and enthusiasm for her topic is contagious. She doesn't premise her book on the fact that women consistently are underrepresented at the executive level in business. Instead, she suggests that there is a need for the ideas she is sharing due to "an evolving Leadership Culture." She suggests that both men and women are learning to adjust to changes in leadership expectations.

Too bad she didn't read Liz Cornish's new book, *Hit the Ground Running: A Woman's Guide to Success for the First 100 Days on the Job*. This first book by the Kentucky-raised author might have saved her from a few sins — or at least helped her make a better deal with the devil.

She fails to research the company, create a going-in strategy or even dress for success. And she discovers that her boss (fantastically played in the movie by Meryl Streep) is indeed the devil in heels.

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For creating a going-in strategy, or what the author refers to as an entry plan, she focuses heavily on the process of identifying "Leadership Anchors." Anchors are the rules of engagement that govern leadership style. An anchor can be a personal vision, mission or ambition. It can also refer to the values and behaviors that support these anchors.

Anchors are used to build a foundation, develop credibility, build a team and face those certain moments of organizational truth. They can be used to give strength in making painful personnel decisions and help to create first connections. Acting authentically and in accordance with your anchors solidifies your credibility and increases trust, the author suggests.

Cornish further divides the 100-day period in half and focuses on specifics that are pertinent to each period of time. She suggests the first few weeks are an opportunity to be "with" but not "of" the organization. Being new is an advantage that happens once in each situation. When this honeymoon stage is completed, there is a new set of challenges to be met.

The book's title, *Hit the Ground Running*, is also descriptive of the author's writing style. At a fast pace, she takes you through an incredible amount of well-organized material. It can be argued that this reflects the data overload

that anyone faces when starting a new job. Fortunately, the information is effectively brought together. An extensive appendix provides excellent worksheets and questions for referral. Cornish is a superb coach; she is determined to help you win this race.

And she is an expert on the details of creating success. For example, in one section she details common "Message Mistakes":

- Overusing tentative language or tone
- Overusing questions
- Giving in and being polite
- Failing to take credit for accomplishments
- Apologizing too quickly
- Criticizing indirectly
- Relying on verbal crutches.

Cornish's message is on track with the Japanese process of Kaizen, or continual improvement, but it has another principle as well: "Be who you are, flaws and all." Having the courage to live your values at work, communicating and living by your anchors will secure you as a leader well beyond the first 100 days.

That's a message that has appeal for anyone seeking to be more successful in today's workforce — whether the Prada you're wearing is for a woman or a man.



Liz Cornish

Founder, First 100 Days Consulting
and Author of McGraw Hill
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**Hit the Ground Running:
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the First 100 Days on the Job**

Post College Site Book Review

Kristy Jackson, BellaOnline's Post College Editor

What an amazing book! I just finished reading Hit the Ground Running by Liz Cornish. I was completely impressed by the scope and depth of the workplace issues addressed by the author. Author Liz

read over the years are filled with lofty ideals but are lacking in solid ideas that can actually be used. However, Hit the Ground Running has pages and pages of great ideas that can be applied in a real workplace. At one point, I even felt like I was reviewing a great list of tips from a white board at a power-house brainstorming session – there are that many useful ideas packed into this book! In addition to the author's ideas, there are also interviews with other female executives that help to further illustrate the main idea of each chapter.

It's clear from the author's bio that she understands "leadership" (she has been an executive coach for over 20 years), but as I was reading her book, it was obvious that she understands the unique needs of women leaders, as well. Her book is both inspiring and energizing, while offering clear direction at the same time. Her powerful yet practical words of wisdom help women learn to manage their first impressions, navigate through common career roadblocks, and maintain their confidence during challenging situations.

Some of the specific things she teaches us include:

- How to manage your "going-in" strategy
- How to quickly identify organizational dynamics and use them to your advantage
- Why it's important to keep negotiations open for the first 100 days

- How to identify short-term wins that will boost your credibility with bosses, clients, peers, and subordinates

Another thing I liked about this book was its organization. Each chapter begins with "JumpStarters", which are coaching tips from the author. In addition, each chapter ends with a "checklist" so that you can assess your own progress. If that wasn't enough, there are two great resources in the appendix. My personal favorite is the "100 Day Accelerator – Topic 5B", which is an awesome grid that gives a new leader some ideas for "managing the message" that they want to give to their employees as they start their new job. For example, if you are a "young" manager and you fear that your subordinates and clients might not have much confidence in your abilities, this particular grid shows what behaviors to watch for to confirm your suspicions, what message you'll want to send to gain their confidence, and what specific actions to take to make sure the message you want to send is getting across.

As a career counselor, I can honestly say that I haven't seen another book that covers this unique topic area in such depth. I would strongly recommend this book for any woman who is either aiming for or currently in a management role.



Cornish covers everything in one simple book, including how to prepare yourself to start a new job, how to handle common personnel issues, starting at a new company vs. handling a promotion at your current workplace, and transitioning beyond the "new" phase for ongoing workplace success. Simply put, this career guide is all-encompassing.

Many of the career guides that I've



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Typical Topics

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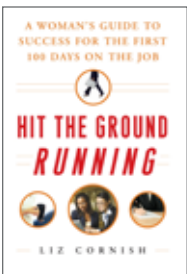
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The "C" Factor: 7 characteristics of wildly successful women

Hit the Ground Running: Maximizing Success in the
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The Leadership Adventure: Tales from the Arctic
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Traversing the Great "Team" Divide



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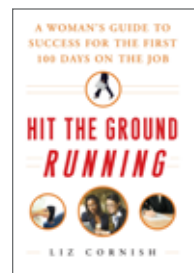
FEE SCHEDULE:

Keynotes: \$5,500

Workshops, up to ½ day: \$7,500

Workshops, full day: \$10,100

Reasonable travel and incidentals billed separately



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