



ARDENT WORKSHOP

A FREE ARDENT WORKSHOP TOOL

The Goal Library

24 development goals for a new hire's first 30, 60 and 90 days

Free · 8 competencies · 24 goals · no signup

How to use this library

A structured interview already tells you where a new hire is strongest and where they need the most support — almost nobody uses that after the offer is signed. This library turns it into a plan in about five minutes.

1. Score your candidate 1 to 5 against the eight competencies below, using your own interview notes.
2. Find their two lowest-scoring competencies.
3. Look those two up in the library that follows. Each one already has three goals written for it — one for day 30, one for day 60, one for day 90.
4. Write the six goals straight into the new hire's first ninety days. That is the entire method.

DEVELOPMENT AREAS, NOT DOUBTS

You hired this person. The two competencies you look up here are development areas, not evidence you got it wrong — every hire has a lowest score somewhere, because a score is relative to seven other things they do well. A ninety-day plan that only lists what someone is already good at wastes ninety days telling them what they already know.

The 24-goal library

All eight competencies, and the three goals each one becomes once it is a new hire's development area. The goals are written to be observable — a plan item you cannot tell you have met is not a goal.

1. Role Skills & Knowledge **WEIGHT 3**

What the interview probes for: Can they do the core work of the job today, at the level you are hiring for?

When	The goal
By day 30	Shadow the two most common request types end to end and write the internal how-to for one of them; the write-up is good enough that someone else resolves a ticket from it unaided.
By day 60	Own the queue solo for a full week with escalation available but unused for routine work; spot-check five closed items against the quality bar.
By day 90	Handle a genuinely unfamiliar case to resolution without escalating, and present what they learned at a team session.

2. Problem-Solving & Judgment **WEIGHT 3**

What the interview probes for: Do they break a messy problem down and reason to a defensible answer?

When	The goal
By day 30	Walk through three past incidents with their manager and say what they would have done differently and why; the reasoning, not the answer, is what is being assessed.
By day 60	Diagnose and resolve a recurring issue nobody has traced to a root cause, and write the cause up in two paragraphs.
By day 90	Make one judgment call with real trade-offs, document the options considered, and review the outcome honestly at the 90-day check-in.

3. Communication **WEIGHT 2**

What the interview probes for: Do they explain things clearly to the person in front of them?

When	The goal
By day 30	Rewrite three real customer replies with their manager, then send the next five unaided; the test is whether the customer needs a follow-up question.
By day 60	Run a status update to a non-specialist audience and get feedback from two attendees on what was and was not clear.
By day 90	Deliver a piece of difficult news to a customer or a colleague and debrief it with their manager afterward.

4. Ownership & Accountability **WEIGHT 2**

What the interview probes for: Do they own outcomes, including the parts that went badly?

When	The goal
By day 30	Own one small end-to-end deliverable with a named due date, and report progress unprompted at the agreed points.
By day 60	Take a piece of work that has gone wrong, say so early, and bring a proposed fix rather than a question.
By day 90	Own an outcome with a measurable target for the quarter and report against it, including where it fell short.

5. Collaboration & Teamwork **WEIGHT 2**

What the interview probes for: Do they work well across people and roles, including in disagreement?

When	The goal
By day 30	Hold a 1:1 with each of the five people the role depends on and record, in one line each, what they need from this role and what this role needs from them.
By day 60	Pair with someone from a different function on one shared deliverable and agree the handoff points in writing before starting.
By day 90	Work a disagreement about approach through to a decision both sides can live with, and have the other person confirm it was handled well.

6. Adaptability & Learning **WEIGHT 2**

What the interview probes for: Do they handle change and ambiguity without stalling?

When	The goal
By day 30	Name the three things about the role that are most different from what they expected and what they are changing in response.
By day 60	Absorb one significant process or tooling change without a drop in output, and say what helped and what did not.
By day 90	Pick up a capability the team is short of, on their own initiative, and demonstrate it on real work.

7. Drive & Initiative **WEIGHT 2**

What the interview probes for: Do they set a high bar and start things without being assigned them?

When	The goal
By day 30	Bring one improvement to something they touched in week one that nobody asked them to look at.
By day 60	Propose and scope a small piece of work themselves, with an estimate and a reason it is worth doing now.
By day 90	Deliver that self-proposed work, or say clearly why it was dropped and what replaced it.

8. Culture Add & Values Alignment **WEIGHT 1**

What the interview probes for: Do they bring something the team does not already have, and share what the work depends on?

When	The goal
By day 30	Discuss with their manager which team norms they find easiest and hardest, and agree what good looks like for the hardest one.
By day 60	Give a piece of constructive feedback upward and have it land as intended.
By day 90	Name one thing the team does that they would change, and make the case for it to the people it affects.

Your worksheet

Score your candidate, find their two lowest-scoring competencies, and write the six goals in below. Photocopy this page for every hire, or fill it in on screen.

Hire's name _____

Lowest-scoring competency #1 _____

Lowest-scoring competency #2 _____

Competency	By day 30	By day 60	By day 90

From a library you look up to a plan that writes itself

This library tells you what to write once you already know which two competencies to look up. The step it still leaves to you — scoring the candidate, finding the two lowest scores, and matching them to a name in this booklet — is exactly the step a spreadsheet is good at.

WHAT THE FULL KIT ADDS

The **Hire & Onboard Kit** (\$39) reads a candidate's own interview scorecard, finds their two lowest-scoring competencies automatically, and writes all six goals into a real ninety-day plan for you — no looking anything up. It also prices the hire from your own interview loop and tracks time-to-hire against targets you set, on top of the applicant tracker and structured scorecard that feed it. [See the Hire & Onboard Kit >](#)

See the full range at ardentworkshop.com.

A note on what this is. A practical development-planning tool, not legal or employment advice. Hiring and employee development are regulated differently in every jurisdiction — check your own obligations before you rely on any of it.

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