



DIGITAL TACTICS

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FIELD RESOURCE · EXECUTIVE TRANSITION

The First 90 Days

A working brief for stepping into a senior executive role, and making the shift the role actually demands.

LEADERSHIP

TRANSITION

EXECUTIVE

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Former CIO and CDO of billion-dollar health systems in Australia and the United States. Thirty years of military leadership, finishing as a Colonel in command of a medical group ranked first nationally for readiness. The guidance here comes from holding the accountability, not studying it.

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Why I wrote this

First, congratulations. Being selected for a senior role is a real achievement and a mark of the confidence others have placed in you. Acknowledge it, then turn to the work of living up to it.

I struggled with my own first transition into executive leadership. The technical credibility was never the problem. What caught me out was everything around it: leading through people instead of doing the work myself, building trust before I needed it, reading the politics, and knowing when to listen and when to act. I learned most of it the hard way, by getting it wrong first.

Looking back, what I needed was not more technical knowledge. It was a clear-eyed sense of what the role actually demanded of me, and the discipline to make that shift early. I have written about the hardest part of it, the quiet pull to keep leading as the person you were, in [Breaking through Role Inertia](#). A guide like this one would have saved me real time, and spared a few good people around me some avoidable friction.

So this is the guidance I wish someone had handed me. It brings together my own experience, across thirty years of leadership in health systems and in uniform, with the insights of the researchers and authors I have come back to again and again, whose work I have credited at the back. Take what is useful, write your own answers in the margins, and put the rest to work.

"What got you here won't get you there."

MARSHALL GOLDSMITH

Whatever you have walked into, I wish you good luck and every success in the role. Lead well, take care of your people, and prosper in it.

Dave Kempson

PRINCIPAL · DIGITAL TACTICS

MISTAKES I MADE

- › I held on to work because I thought I could do it faster.
- › I confused activity with progress.
- › I delayed difficult people decisions.
- › I spent too much energy proving competence and too little building trust.
- › I underestimated politics and overestimated logic.

Why the first 90 days decides the rest

Executives rarely fail for lack of capability. They fail on a short, predictable set of leadership patterns, and the transition is where those patterns get set.

The skills that earned you the seat are the entry ticket. They are not the differentiator any more. Decades of research into why capable executives come undone, most consistently from Hogan and the Center for Creative Leadership, point at the same small list every time: weak relationships, failure to build a team, and failure to adapt. Almost never a deficit of technical or functional skill. The higher you go, the more the so-called soft skills become the hard ones. The problems that limit a senior leader are rarely about knowing more. They are about behaviour, and the habits that served you on the way up can quietly cost you at the top.

There is a particular version of this worth naming, because it is the quiet one. Call it role inertia: continuing to lead as the person you were, holding on to the work that made you successful, instead of revaluing what the new seat actually needs. The first 90 days is when you either make that shift or quietly fail to. This brief is built to help you make it deliberately, while the cost of adjusting is still low.

Treat it as a compass, not a map. It will not hand you a plan, because the right plan depends on the situation you have walked into and only you can see that clearly. It will make you write your own. Work through it in one or two focused sittings, pen in hand, and come back to it at day 30 and day 60.

A note before you start. A tool can structure your thinking. It cannot tell you which of your instincts to trust this week, or give you a candid outside read on the politics. That is what a coach is for, and there is a standing offer at the back of this brief. Use it if the stakes warrant it.

Your 90-day battle rhythm

You do not need more concepts. You need a cadence. This is the shape of a well-run first 90 days. Hold it loosely, because the situation you read next may compress or reorder it, but keep the rhythm in view.

DAYS	FOCUS
1-30	Listen, diagnose, clarify expectations, and build relationships.
31-60	Decide, align, and begin team and structural changes.
61-90	Deliver visible value and establish your operating rhythm.

AT DAY 30

I understand the landscape.

AT DAY 60

I know what must change.

AT DAY 90

Others can see the difference.

Set the right mindset before the right plan

Before any plan, change how you hold the job. Most transition failures are a mindset that did not move, not a task that was missed.

These are the shifts the seat demands. Read them as a posture to adopt, not boxes to tick. The one you resist is usually the one that matters most.

- › **Lead through others, do not do the work.** You are now measured by what your people deliver, not by what you produce. Holding the work because it feels faster is how you become the bottleneck.
- › **Listen and observe before you act.** A good leader understands the ground before moving on it. Do not let the pull of a quick win cloud your judgement on what to change and when. Visible activity is not progress. Earn the right to act by understanding first.
- › **Let go of the role that got you here.** Role inertia is subtle because the old work is the work you are good at. Let your direct reports do the job they were hired for: assess their ability, give them a clear and consistent understanding of your vision, then hand them the responsibility, the space and the authority to lead. Name what you must stop doing, not just what you will start.
- › **Treat trust as the job, not a by-product.** Influence, not authority, is what actually moves an organisation. Trust is the currency you spend, and you have to earn it before you need it.

BE HONEST • WHICH SHIFT WILL BE HARDEST FOR YOU, AND WHY?

Things to stop doing

Role inertia is the quiet failure mode, and the clearest way to beat it is to be specific about what you will stop, not only what you will start. The contrast won't go unnoticed.

STOP

- › Being the smartest technical person in every meeting.
- › Solving problems your directs should own.
- › Mistaking speed for leadership.
- › Holding information because you know it best.
- › Attending meetings out of habit.
- › Seeking approval before every decision.

START

- › Asking better questions.
- › Creating clarity.
- › Removing barriers.
- › Coaching your leaders.
- › Thinking in systems.

The habits that quietly cost you

Smart, driven people carry a set of interpersonal habits that helped them stand out earlier and now hold them back. Watch for these in yourself.

- › **Winning every exchange.** You do not have to be right in every conversation. Most are not worth winning.
- › **Adding too much value.** Improving every idea costs more in ownership than it gains in quality. Let good enough be theirs.
- › **Starting with no, but, or however.** It quietly tells people their contribution did not count.
- › **Telling people how smart you are.** They will decide that for themselves, sooner if you stop.
- › **Not listening, and not giving recognition.** The two cheapest ways to build trust, and the two most often skipped.

FIELD NOTE

If you feel less competent than you did in your previous role, that is normal. Executive leadership rewards judgement, not individual output.

01 • Read your situation

One of the first tests of executive leadership is recognising what you have inherited.

If you walk into a live crisis, you cannot afford to spend the first month listening while events outrun you. But if you inherit a strong, stable function, acting with unnecessary urgency can do more damage than inaction. The greatest cost is often paid as lost trust, when change arrives before understanding, without consultation, and without a compelling reason.

Not every situation demands the same response. Before deciding what to do, decide what you have inherited. A crisis requires decisive action. A healthy organisation requires careful observation. Misreading the situation is one of the fastest ways to lose credibility.

Your goal over the first 90 days is simple: reach the point where you are contributing more value than you are consuming. That happens sooner when your pace, priorities and decisions are shaped by the reality you inherited, not by assumptions about what leadership is supposed to look like.

FIELD NOTE

The temptation to prove yourself is strongest exactly when you should be listening.

Which best describes what you have walked into?

- ☐ **Start-up or greenfield.** A capability or function that does not yet exist and you have to stand it up.
- ☐ **Turnaround.** Something in trouble: failing delivery, post-incident recovery, lost confidence.
- ☐ **Accelerated growth.** Something working that now has to scale faster than its governance comfortably allows.
- ☐ **Realignment.** An organisation that believes it is fine but is drifting toward a threat it has not named.
- ☐ **Sustaining success.** A strong, well-run function you are trusted to protect and extend without breaking it.

How to play each situation

Find the one you are in and read it as field advice. The shape is the same each time: name the risk, get the first 30 days right, then the next 60, and watch the trap.

Start-up or greenfield

You inherited a vacuum, not a mess. Your biggest risk is ambiguity.

People will fill a vacuum with assumptions, workarounds and local optimisations. Your first job is to provide enough structure that others can move confidently.

FIRST 30 DAYS

- › Clarify the mandate and boundaries.
- › Define what success looks like.
- › Establish operating rhythms and decision rights.
- › Identify the few standards that must exist from day one.

DAYS 30-90

- › Build the architecture, not the finished building.
- › Hire carefully and establish culture deliberately.
- › Resist pressure to solve every problem immediately.

BEWARE

The temptation is to over-engineer. You do not need every answer. You need enough direction that people stop waiting for permission.

Set direction sooner than feels comfortable. Organisations struggle to progress when there is an absence of clear vision and direction. Seek to fill this vacuum.

Turnaround

You inherited a problem, not a blank sheet. Your biggest risk is losing control.

People need confidence that someone understands the situation and has a hand on the wheel.

FIRST 30 DAYS

- › Find out what is actually true.
- › Establish control and safety.
- › Stop the bleeding before pursuing transformation.
- › Communicate frequently and visibly.

DAYS 30-90

- › Address root causes, not symptoms.
- › Restore confidence with a few visible wins.
- › Build a realistic recovery plan.

BEWARE

Do not confuse activity with progress. A crisis creates pressure to act. Do not let movement masquerade as momentum.

The organisation does not need perfection. It needs confidence that someone is paying attention.

Accelerated growth

Success has outrun the system that supports it. Your biggest risk is breaking what works.

High growth hides fragility. Yesterday's heroics become tomorrow's technical debt.

FIRST 30 DAYS

- › Understand where delivery depends on goodwill and heroic effort.
- › Identify single points of failure.
- › Assess whether governance, people and processes can support the pace.

DAYS 30-90

- › Introduce just enough structure.
- › Clarify roles and decision rights.
- › Strengthen succession and capability.

BEWARE

Do not solve growth by adding bureaucracy. Add controls that protect momentum, not controls that replace it.

Scale is not doing more of yesterday. Scale is building systems that no longer depend on heroes.

Realignment

The organisation is drifting, but many people cannot yet see it. Your biggest risk is credibility.

The problem is rarely capability. It is usually complacency.

FIRST 30 DAYS

- › Listen deeply.
- › Understand the history and the politics.
- › Gather evidence before forming conclusions.
- › Find the people already worried about what others cannot see.

DAYS 30-90

- › Create shared understanding of the threat.
- › Build coalitions before launching change.
- › Frame the problem in language others recognise.

BEWARE

Facts alone rarely change minds. People have to be ready to hear them.

Cultivate trusting alignment before taking bold action.

Sustaining success

You inherited something valuable. Your biggest risk is unnecessary change.

Strong organisations often break because new leaders mistake action for leadership.

FIRST 30 DAYS

- › Understand why the organisation performs well.
- › Learn which practices and relationships matter most.
- › Ask what previous leaders got right.

DAYS 30-90

- › Protect strengths before pursuing improvements.
- › Make small changes that reinforce success.
- › Focus on removing friction rather than reinventing.
- › Preserve the culture while driving continuous improvement where it can be better.

BEWARE

Nothing destroys trust faster than changing things you do not yet understand.

Your first responsibility is not to improve success. It is to avoid becoming the reason it disappears.

Your priorities by phase

SITUATION	FIRST 30 DAYS	NEXT 60 DAYS	BIGGEST TRAP
Start-up	Define and structure	Build foundations	Over-engineering
Turnaround	Stabilise and restore control	Fix causes and rebuild confidence	Mistaking activity for progress
Accelerated growth	Protect delivery	Introduce scalable systems	Bureaucracy
Realignment	Build awareness and trust	Create alignment for change	Moving faster than shared belief
Sustaining success	Understand what works	Improve carefully	Changing for the sake of change

WRITE IT DOWN · YOUR SITUATION IN ONE LINE

02 • Build trust and influence

Authority gets you the title. Trust and influence get you the organisation. They are earned separately from each audience, and they are the real source of executive power.

Trust is the foundational competency, and it is load-bearing in two ways. It sets your speed: where trust is high, decisions move quickly and cost little; where it is low, you pay a tax on every interaction, in checking, caution and delay. It also sets your reach: where it is absent, people will not give you honest disagreement, so you get false consensus, then weak commitment, then no accountability, then poor results. Build trust first and the rest becomes possible.

People extend trust when they read two things in you: character and competence. Character is your integrity and your intent, whether you are honest and whether your agenda serves more than yourself. Competence is your capability and your track record, whether you can do the job and have done it before. New executives tend to over-invest in proving competence, the part that got them the role, and under-invest in signalling intent. Make your intent explicit and visible early. People forgive a capability gap far sooner than they forgive a motive they cannot read.

What earns trust, by audience

- › **Executive peers and the board:** no surprises, plain language, and owning bad news early. Reliability compounds faster than brilliance.
- › **Your own team:** decisions, air cover, and visible backing when it counts. They follow a leader who absorbs risk on their behalf.
- › **Frontline and professional staff:** safety first, genuine listening, and never overriding their judgement without a conversation. They forgive a slow fix; they do not forgive being unheard.
- › **Partners and vendors:** clarity, fair dealing, and a firm grip on the information asymmetry. Respect without dependence.

The behaviours that build trust fastest

- › **Talk straight.** Say what is true, plainly, and let people know where you stand. Spin is expensive and it is always detected.
- › **Listen first.** Understand before you prescribe. It is the quickest way to be trusted with a real problem.
- › **Clarify expectations.** Make the implicit explicit, then deliver to it. Most broken trust starts as a mismatched assumption nobody named.
- › **Keep your commitments.** The small ones are watched more closely than the large ones. Do not promise what you cannot hold.
- › **Right wrongs quickly.** When you get it wrong, own it and fix it early. A clean apology builds more trust than a defended mistake.
- › **Extend trust to your team.** Trust given to those who have earned it is returned. Withholding it tells people you do not trust them.

How influence works when authority is not enough

Positional authority is the weakest of your levers. The durable ones are the principles of influence, applied honestly rather than as tactics.

- › **Earn authority, do not assume it.** Credibility comes from visible competence and consistency in the first weeks, not from the org chart.
- › **Give before you take.** Reciprocity is real. Solve a peer's problem early and you build credit you will need later.
- › **Liking and common ground.** People are moved by those they trust and relate to. Find the genuine shared purpose; do not manufacture rapport.
- › **Model the commitments you ask for.** Consistency is contagious. Small, public commitments that you keep set the standard for everyone else.
- › **Let success be visible.** People follow proof. Early adopters and demonstrated wins do more persuading than any memo.

Read the political system before changing it

Politics is not a dirty word. It is how decisions actually get made. Read the system before you try to move it.

- › Whose support actually matters?
- › Who influences decisions without holding the title?
- › Which past scars still shape how people behave?
- › Which topics are emotionally charged, and why?
- › Which battles are worth fighting, and which are not?

Never assume resistance means irrationality. Often it means history.

THINK IT THROUGH · THE ONE RELATIONSHIP THAT, IF IT GOES WRONG, DERAILS EVERYTHING

03 • Secure the basics fast

The unglamorous basics are the part a busy executive skips and later regrets. Structured onboarding is the most evidence-backed lever you have for becoming effective sooner.

Get four things right early. The first is the single most valuable conversation of your first month.

Clarity, the conversation to have with your boss in week one

Negotiate expectations explicitly. What does success look like at 90 days and at a year, what resources and latitude do you have, what decisions are yours, and what must not fail on your watch. Do not infer this. Agree it out loud.

The four questions to ask your boss

- › What absolutely must not fail?
- › How will you judge my success?
- › What are you worried about that others may not see?
- › How do you prefer to receive bad news?

Most first-time executives underestimate how much their success depends on understanding their boss.

Connection

Map and meet the stakeholders who can make or break you, beyond the obvious ones. Relationships built before you need them are the ones that hold under pressure.

Culture

Learn how things really work here, the unwritten rules and the real decision paths, before you try to change them. Newcomers who move fast on a misread of the culture pay for it.

Compliance and control

Know the non-negotiables you own from day one: governance, risk, safety and the controls. You are accountable for these whether or not you have read them yet.

The operator's risk stock-take

Run a fast, honest baseline across the risks you now own. Write down what you find, not what you are told.

- › **Cyber posture:** honest Essential Eight maturity by control, and when the incident response plan was last actually exercised.
- › **Data governance and privacy:** where the sensitive data lives, who can reach it, and how data sovereignty is handled in practice, not policy.
- › **Legacy and technical debt:** what is one failure away from an outage, and what is unsupported or held up by two or three people's goodwill.
- › **Vendor and contract exposure:** what renews or expires in twelve months, where you are a captive customer, and the real exit cost.
- › **Benefits already promised:** what the business case promised the board, and whether you are tracking to it.

CAPTURE · THE MANDATE YOU AGREED WITH YOUR BOSS, AND THE ONE INHERITED RISK YOU WILL NOT IGNORE

04 • Build the team you will be judged by

Failing to build and lead a team is the single most cited cause of executive failure. From here, your results are your team's results.

Assess the team you inherited honestly and early. Decide who you back, who you develop, and who you need to move, and do not let those decisions drift, because the cost of a delayed people call is paid by everyone else. Build trust inside the team first, so that real debate is possible. A team that cannot disagree openly will agree to things it will not deliver. Trust makes honest conflict safe, honest conflict makes genuine commitment possible, and commitment is what makes accountability stick.

The leader who stays personally indispensable has not built a team. They have built a bottleneck with their name on it.

FIELD NOTE

Your team does not need all the answers in the first month. They need confidence that you are paying attention.

DECIDE • YOUR HONEST READ ON THE TEAM, AND THE FIRST PEOPLE DECISION YOU ARE AVOIDING

05 • Deliver visible value without burying risk

You need visible progress to earn the right to do the hard work, and a clear story of value by day 90. Choose both deliberately, against a clear test, not by whatever is loudest.

An early win has to pass all four

- › **Visible.** The people whose trust you need will actually notice it.
- › **Achievable inside 90 days.** Real and finished, not a status update dressed as a result.
- › **Aligned to your mandate.** It advances the reason you were hired, not a side quest.
- › **Honest.** It does not paper over a risk you have just catalogued.

THE TRAP

Chasing visible wins while serious risk sits unaddressed is the most common and most damaging early mistake. The quick win buys you applause and a larger liability. If a win requires you to look away from a real risk, it is not a win. It is a deferred incident with your name on it.

Your day-90 value narrative

Decide now what you will tell the board or your executive at day 90. Say it in the language they use to judge value: benefits realised, risk reduced, capability built, not activity completed. You need one clear sentence a director would repeat in your absence, and a few measures you can read yourself without waiting for applause.

COMMIT • YOUR ONE TO THREE EARLY WINS, YOUR DAY-90 SENTENCE, AND YOUR OWN MEASURES

06 • Watch your own derailers

Capable executives rarely fail on capability. They fail on a small number of predictable patterns, and almost always on the one they cannot see in themselves.

These are the failure modes the derailment research surfaces again and again. Read them honestly. The point is not to score yourself well. It is to name the one most likely to be yours, while there is still time to manage it.

- › **Weak relationships and interpersonal insensitivity.** Being right and abrasive. The most cited derailer of all, and the easiest to be blind to.
- › **Failing to build the team.** Holding too much yourself, or tolerating the wrong people too long.
- › **Failing to adapt.** Running your last role's playbook in a system that is not your last system. Role inertia by another name.
- › **Failing to deliver.** Activity without outcomes, or losing the thread on the results you were hired to produce.
- › **Going quiet on the unglamorous risks.** Cyber, governance and decay get deferred because nobody claps for them, until they fail loudly.

BE CANDID • WHICH ONE IS MOST LIKELY TO BE YOURS, AND WHAT WILL YOU DO ABOUT IT?

07 • Keep your balance

The transition tests you personally, not only professionally. Protecting your own equilibrium is part of the job, not a distraction from it.

New leaders often run on adrenaline, isolate themselves, and spend the reserves the role depends on. The cost shows up later as poor judgement, a short temper, and decisions made while depleted. Treat your own steadiness as an asset to be maintained, with the same discipline you bring to everything else. Know your stress signals, protect the habits and boundaries that keep you sharp, and do not confuse endurance with leadership.

And do not try to do it alone. The strongest leaders deliberately build a small network of people who will tell them the truth.

Build your advice network

- › **A technical adviser.** Someone who knows the domain and can tell you what good actually looks like.
- › **A cultural interpreter.** Someone who explains how this place really works, beneath the org chart.
- › **A political counsellor.** Someone who reads the power honestly and helps you navigate it.
- › **Personal support.** People outside the organisation who keep you grounded, and who remind you who you are when the role gets loud.

FIELD NOTE

Needing support is not a weakness in a senior leader. It is how senior leaders last. The isolation of the role is real, so do not let it convince you that you must carry it unaided.

MAP IT • WHO FILLS EACH ROLE FOR YOU, AND WHICH SEAT IS CURRENTLY EMPTY?

Your first 90-day checklist

If you do nothing else with this brief, hold yourself to these. Each maps to a section you have just worked through.

- ☐ SITUATIONI understand what I have inherited.
- ☐ BOSSI know how my success will be judged.
- ☐ STAKEHOLDERSI have mapped the key relationships.
- ☐ TEAMI know who I back, who I develop, and who must move.
- ☐ RISKI understand what could hurt the organisation.
- ☐ VALUEI can explain my day-90 narrative in one sentence.
- ☐ SELF I know my most likely derailer.
- ☐ SUPPORTI have people around me who tell me the truth.

FIELD NOTE

You will not tick every box cleanly, and that is fine. The value is in knowing which box is still open, and why.

WHERE A COACH EARNS THEIR PLACE

The work that decides a transition is the work you cannot see yourself doing

This brief can structure your thinking. It cannot give you situational judgement in the moment, a candid outside read on the politics, or a sparring partner for the relational and adaptive work that decides whether your leadership lands. That is what coaching is for, and it is the exact gap a tool cannot close. Dave coaches senior health, government and defence executives through precisely these transitions, drawing on having sat in the chair, including his own failures, which he uses as the material.

STEP 01

No-cost first session to test the fit

CADENCE

Monthly, plus access between sessions

REVIEW

Honest six-month checkpoint against goals

BOOK A 30-MINUTE DISCOVERY CALL · [DIGITALTACTICS.AU/BOOK](https://digitaltactics.au/book)

SENIOR-LED THROUGHOUT · CONTACT@DIGITALTACTICS.AU

Evidence and sources

This is an evidence-informed tool, not a guarantee. The work below supports the premise and the structure. It does not promise an outcome, and no 90-day template can. These are some of the key leadership texts that have shaped my own career, and I share them to encourage the habit that matters most. The best leaders never stop learning, so treat your own development as continuous, and let this be a place to keep going.

Why executives fail, and what the role really demands

The premise rests on decades of derailment research showing that capable executives fail on relationships, team-building and adaptation, not on technical skill. This is the spine of the brief.

Center for Creative Leadership (Benchmarks and the long-running derailment studies); **Hogan** derailment research. Failure modes: difficulty building and leading teams, weak interpersonal relationships, failure to adapt.

Onboarding and transition

The "secure the basics" step draws on the most empirical input here: structured onboarding linked to faster time-to-productivity and retention. The situation-first model and early-wins logic draw on the dominant practitioner framework.

Bauer TN. Onboarding New Employees: Maximizing Success. SHRM Foundation, 2010. The Four Cs: Compliance, Clarification, Culture, Connection.

Watkins MD. The First 90 Days. Harvard Business Review Press, 2003, revised 2013. Situational diagnosis, the breakeven point, securing early wins, negotiating expectations with the boss, and the action-imperative trap. The often-quoted figure that 30 to 40 percent of executive transitions fail within 18 months sits behind this work; treat it as commonly cited with contested provenance, not hard fact.

Goldsmith M. What Got You Here Won't Get You There. Hyperion, 2007. On the behavioural shifts a leader must make as the role changes, and the source of the foreword quote.

Trust, team and influence

The trust logic draws on two widely used practitioner models. The influence principles are experimentally supported; their application to executive transitions is a reasonable inference, not a tested claim.

Covey SMR. The Speed of Trust. Free Press, 2006. Trust as an economic driver of speed and cost; the four cores of credibility (integrity, intent, capability, results); and high-trust behaviours including talk straight, listen first, clarify expectations and keep commitments.

Lencioni P. The Five Dysfunctions of a Team. Jossey-Bass, 2002. Trust as the base, enabling honest conflict, commitment, accountability and results.

Cialdini RB. Influence: The Psychology of Persuasion. The principles of influence, including authority, reciprocity, liking, consistency and social proof. These principles are experimentally supported; applying them to executive transitions is a reasonable inference rather than a tested claim.

The Australian standard you are measured against

For senior leaders in Australian health, government and defence, the competency expectations are explicit and leadership-first. Used here as orientation, not as proof the tool works.

ACHSM Master Health Service Management Competency Framework (2022). Enabling domains: leadership and ethical behaviour; impact and influence (including political acuity and psychological safety); health systems; self-awareness and self-confidence; professionalism; change leadership. Plus action domains across communication, relationship management, business literacy, project, risk and digital management. The College describes the framework as "a compass, not a map," which is the spirit of this brief.

Supporting note for digital health leaders: an Australian curriculum-mapping study (Brommeyer et al., JMIR Res Protoc 2023) reported, as initial results, that only 10 percent of national health informatics competencies were fully addressed in accredited postgraduate health management programs. Cited only to explain the technical-credibility burden a digital health executive carries, not as evidence about leadership.

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