

Six Keys to On-the-job Success

and The First
90 Days

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True or False?

1. Working hard and doing your job well is the key to job security.
 2. The average American has been at his or her job for fourteen years.
- a) Both True
 - b) Both False
 - c) Only #1 is true
 - d) Only #2 is true

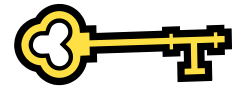
True or False?

1. Working hard and doing your job well is the key to job security.
2. The average American has been at his or her job for fourteen years.

Answer: BOTH FALSE!

The way we arrive at “Security” has changed.

Six Keys to “Career Security”



Key #1: For “Career Security,” you need “Marketability”

Key #2: Manage Up, Down and Across

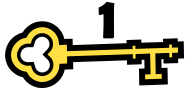
Key #3: Develop a long-term vision and a detailed plan

Key #4: Know when it's time to move on

Key #5: Build and Maintain a Network

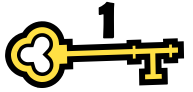
Key #6: Demonstrate Leadership

The First Key



- The Old Goal was Job Security.
- To achieve “career security,” you need **“Marketability”**

Marketability

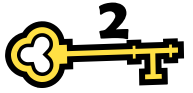


Think and act like a consultant.

- Keep up with what is happening in your industry
 - Join associations or LinkedIn groups
 - read trade journals
 - take courses
 - network with people outside your organization.
- Keep up with what is happening *outside* your industry.
- Acquire the new knowledge and abilities that are in demand
- Bring new knowledge/abilities back to your present employer.

Think of yourself as an investigator for your employer.

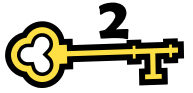
The Second Key



Manage Up, Down, and Across

- Most people lose their jobs because of poor relationships, not incompetence.
- Manage relationships with:
 - Your Boss
 - Your Peers
 - Your Subordinates

Manage Up, Down, and Across



Your Boss

- Don't forget your job: Your job is to please your boss
- Appreciate boss's leadership pressures.
- Are you set up for success with your boss? Manage Expectations!

Your Peers

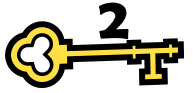
Look at your relationships from your boss's point of view. Be part of the solution- get along with your peers.

Your Subordinates

Practice situational leadership: vary style style across the Directing---Delegating spectrum according to:

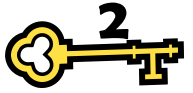
- Your subordinate's Level of competence and commitment
- The task's level of importance and urgency

Your Five Second Pitch



Use it to make sure that your boss(es) and colleagues know what you want them to know about you.

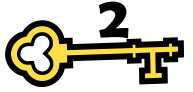
Your Five Second Pitch



Target your message--- who are your bosses?

- Your immediate manager
- Your boss's boss
- Stakeholders or internal clients more senior to you that you need to please.
- External- i.e. head of an industry association, a guru in your field

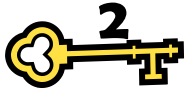
Your Five Second Pitch



Message Examples

- *“...now that I have completed the reengineering project.”*
- *“Yes, I used to be the CFO.”*

The Quarterly Exercise



A way of periodically ensuring that your relationships are sound and are helping, not hindering!

Your six to eight "bosses"

What do they think of me?
What should they think of me?

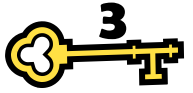
Your 12 to 14 peers

What is my relationship with each,
and what should it be?

Your "subordinates"

Do I treat them well? Do they
complain about me to their bosses?

The Third Key

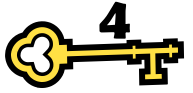


Develop a vision for your career, then a plan.

Develop your career plan as if you were planning someone else's business. Have a "career" not a "job". Do these exercises:

- The 15 to 40 year vision
- The “Seven Stories”- to get at your motivated skills, what you love to do that you are good at.
- Your work-related values, including things you can and can't compromise on.

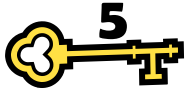
The Fourth Key



Know when it's time to move on.

- ❖ Are you set up for success?
- ❖ Are you able to learn and develop?
- ❖ What is being said and reported about your industry, your department?
- ❖ Is this position still compatible with your Plan?

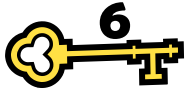
The Fifth Key



Build and Maintain Your Network

- Form lifelong relationships
 - ❖ Friends
 - ❖ Family
 - ❖ Colleagues
- To be remembered- Have a clear pitch.
- Re-contacting is key:
 - ❖ Holiday season
 - ❖ Periodic hello/checking-in e-mails
 - ❖ LinkedIn updates / social media

The Sixth Key



Demonstrate Leadership

Great Leadership =

1) developing a compelling vision for the way things should be

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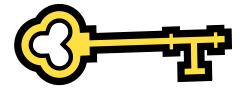
2) influencing others to adopt and work toward your vision

+

3) Results

❖ You can lead from any level in the organization.

Summary: the Six Keys



Key #1: For “Career Security,” you need “Marketability”

Key #2: Manage Up, Down and Across

Key #3: Develop a long-term vision and a detailed plan

Key #4: Know when it's time to move on

Key #5: Build and Maintain a Network

Key #6: Demonstrate Leadership

Getting Promoted

- ✓ Are you **READY**
- ✓ Are you **INCLUDED**
- ✓ Are you **ACCEPTABLE** to others
- ✓ Are you in the **RIGHT PLACE** at the **RIGHT TIME**

Use the Six Keys to Assess Factors

- ✓ **Are you READY:** See keys # 1 and 6- Marketability and Leadership
- ✓ **Are you INCLUDED**
 - Volunteering for Assignments?
 - Asked to join meetings of top Exec's that your peers aren't attending?
 - Involved in employee-engagement types of activities?
- ✓ **Are you ACCEPTABLE to others:**
See key #2- Manage Up, Down & Across
- ✓ **Are you in the RIGHT PLACE at the RIGHT TIME:**
See Key # 4- Know when it's time to move on

THE FIRST 90 DAYS

- ✓ Push off start date so you can hit the ground running
- ✓ Build relationships: Have calls, lunches with key stakeholders
- ✓ Research Department, Organization and Industry
- ✓ Create a Personal Vision, and a plan

Are You Set Up for Success?



*Ensure that you
are **BEFORE**
you accept!*



- Expectations (What are they?)
- Resources (staff, budget, access— any weak links?)
- Key Stakeholders (are they aligned with position?)



- Strengths e.g. strategic, relationships
- Weaknesses e.g. not technical
- Opportunities e.g. break down silos
- Threats e.g. will be relied on for technical programming

Is it a winner, or will it hinder you?



THE 5C's

- Customers
- Collaborators
- Capabilities
- Competitors
- Conditions

Become “One” with the Job (Initially)

Plan to give yourself over to the position entirely for the first six months.

- People will remember for two years or more the perception you created in that first six month period.
- Work harder than your long term comfort level-- you can ease up later.

Managing Your Boss: Day 1 to 30

- Clarify boss's performance expectations
- Clarify boss's communication style— emulate it
 - Email vs. phone vs. in-person
 - Hands-on/off
 - Process oriented vs. “tell me the bottom line”
 - Detail vs. Big Picture
 - Etc.
- Ensure you are on Boss's calendar at least once a week
- Share personal 90 day plan with boss (by end of first week)

From Week One to Day 30

Consider this the Assessment Phase

- Learn culture (learn the rules before trying to change them)
 - ❖ How is conflict managed?
 - ❖ What is said/not-said in meetings?
 - ❖ Competitive/collegial/team-oriented/silos
- Secure detailed technical/product/service review
- Start “learning” meetings every day to every other day
 - ❖ Customers (internal or external)
 - ❖ Subordinates (they know what’s “really” going on)
 - ❖ Stakeholders/Partners
- Build support– a winning coalition
- Identify the biggest issue
- Find a Mentor
- Make human connection– subordinates/support staff, peers, bosses (week one)
- Identify Quick Wins
- Share credit

What to Avoid

- ✗ Isolation
- ✗ Having the Answer (to a hammer, everything looks like a nail)
- ✗ Being captured by the wrong people
- ✗ Setting unrealistic expectations
- ✗ Attempting to do too much too soon – you could make enemies
 - You don't know the reasons for things yet
 - You haven't mastered the culture

By Day 60

The “BluePrint Phase” -- things really need to start rolling!

- Refine personal strategic plan
- Communicate your “vision” and plan for the next 3-6 months to your boss(es), peers, subordinates.
- Implement and build on Quick Wins – celebrate successes
- Assess staff/stakeholder support– needs/issues – begin to address
- Continue learning/communication practices from week one and Day 30


By Day 90

Realization Phase

- At least one substantive “win” (could be as simple as a key recommendation based on learning, analysis)
- Quarterly relationship exercise
- Implement staff/resource allocation changes (if in leadership role)
- Continue to communicate clearly and often
- Refine strategic plan as needed

RESOURCES: www.hellmannconsulting.com

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