

Create Your Strategic Success Plan

and Stand Out in Your Organization

Robert Hellmann

Hellmann Career Consulting
www.hellmannconsulting.com

January 26th, 2023



nationalgrid

To get the Slides:

Enter this link: bit.ly/ng12623

(no need to type www or https)

Strategic Success Plan

- Where am I now?
- Where am I going?
- How will I get there?



Where Am I Now - Current Situation?

- SWOT Analysis
- Seven Stories Exercise



SWOT Analysis – brainstorm:



Strengths

I'm great at building relationships



Weaknesses

I don't care for Excel data analysis, not great at it



Opportunities

Grow sales by getting all sales support stakeholders to work better together



Threats

- Departments incented to work in silos*
- I have no time to focus on breaking down silos due to data analysis requirements*

Seven Stories Exercise

Look for patterns in your “success stories” – examples of accomplishments that you enjoyed accomplishing



Seven Stories (motivated skills)

- Step 1** List at Least 20 Accomplishments, anything that you think you did well and enjoyed doing (enjoyed the process of accomplishing, not just the result). Start with work experiences, but could also be education, relationships, etc.
- Step 2** Rank the top seven accomplishments you enjoyed, those most meaningful to you.
- Step 3** List the steps you undertook to achieve each of these seven accomplishments.
- Step 4** Answer these questions about each of these top seven "Stories". Look for patterns across the stories.
1. What was the main accomplishment for you?
 2. What about it did you enjoy most?
 3. What did you do best, or better than the typical person who might have been faced with this challenge?
 4. What was your key motivator? What energized you to want to accomplish this thing (praise, money, enjoyed the puzzle/challenge, helping someone, etc.)?
 5. What led up to your getting involved (assigned to it, thought it up myself, etc.)?
 6. What was your relationship with others (leader, worked alone, inspired others, team member, etc.)?
 7. Describe the environment in which you performed (office, home, classroom, outdoors, etc.)
 8. What was the Subject Matter (e.g., engineering, marketing, music, programming, writing, drawing, etc.)
- Step 5** Identify patterns from the questions you asked yourself in step 4. Presence in five or more stories is very significant

“Where am I Now?” – Additional Questions

- When (if ever) were you happy in your career? What work (if any) did you truly enjoy? Why?
- Do certain work situations consistently cause satisfaction or dissatisfaction?
- Does your work feel purposeful, meaningful, or important?
- Are there work-related values on which you don't want to compromise (money, authority, time for family, enjoyable colleagues, make an impact, etc.)



Where Am I Going?

1. Career Vision from Life Vision
2. Decision-making exercise
3. SMART Goals



Career Vision from Life Vision

1. Pick a time at least five years from now to envision what you want your life to be like. Many of my clients choose 10 or 15 years (or more).
2. Paint a picture of your life in words, at that point in time, by writing down the answers to a series of questions you ask yourself.
 - What's my life like at this point in time?
 - What kind of work am I doing, if any? Level of responsibility, how does it feel?
 - What are my relationships with family and friends like?
 - Who is in my life?
 - How am I set up financially?
 - How much money am I making, or do I have saved?
 - What's my health like?
 - Where do I live (in a city, suburb or rural area, another country, near an ocean/mountains, and so on)?
 - What do I do outside of work?



Career Vision from Life Vision, continued

3. Now move closer to the present and ask yourself the same set of questions from Step 2. For example, if you crafted a 10-year vision, what are the answers in five years that will get you to your 10-year vision?
4. Repeat Step 3 with additional points-in-time closer to the present, for example, 3 years from now and one year from now.
 - a) As you get closer to the present, ask yourself an additional question: “What have I accomplished to get to this point in time?”
 - b) Create your career vision based on the career steps you need to accomplish to get to this life vision



Career Vision Examples

- ✓ Make \$x within five years so I can support my life vision; start by getting promoted to SVP.
- ✓ Pivot in my career to a role that would allow me to have a more flexible schedule longer term
- ✓ Ensure I'm on the "Mechanical Engineering" career track that keeps my physically moving around, not just at a desk
- ✓ Get on the "Business Transformation" ladder to be able to make a large impact on an organization's bottom line within 10 years
- ✓ Transition to a role, possibly in Learning and Talent Development, that would enable me to achieve my life vision of more directly helping people be successful



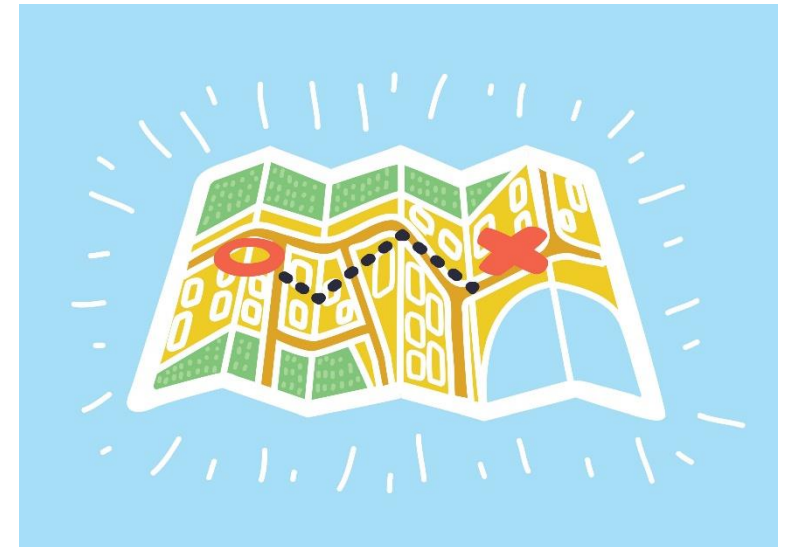
SMART Goals

- **Specific, Measurable, Actionable, Realistic, Time Bound** to support your achieving your career vision
- Examples:
 - Halt sales decline within six months, reverse it within 12 months.
 - Take a leadership role in “Division Mission/Vision/Values initiative,” so in six months I’ve built a new skillset and have built strong productive, relationships with partners in areas where I want to move.
 - Position myself for a promotion within one year
 - Improve collaboration within my team, and show this improvement in next employee engagement survey.
 - Build expertise in X application so I’m viewed as an expert within six months



How Will I Get There?

- Leadership Initiatives
- Relationship Management
- Professional Development



What is Leadership?

- Vision for a better way
- Influence others to get on board
- Results



Think About Your Work Relationships

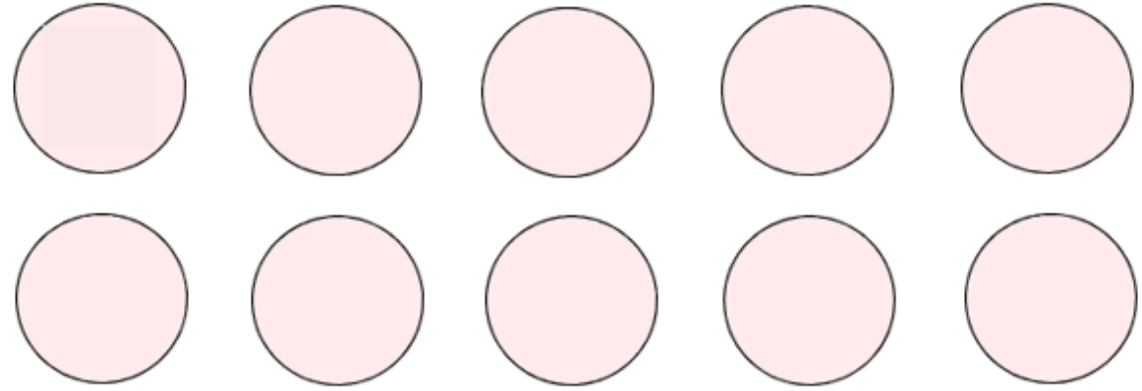
Are They Solid?

Are You
Sufficiently
“Connected?”

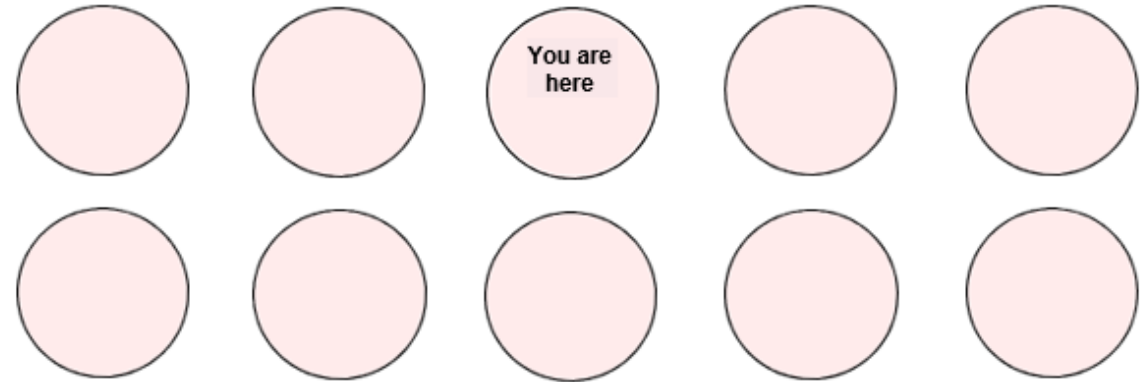


At National Grid, who depends on you, and who do you depend on?

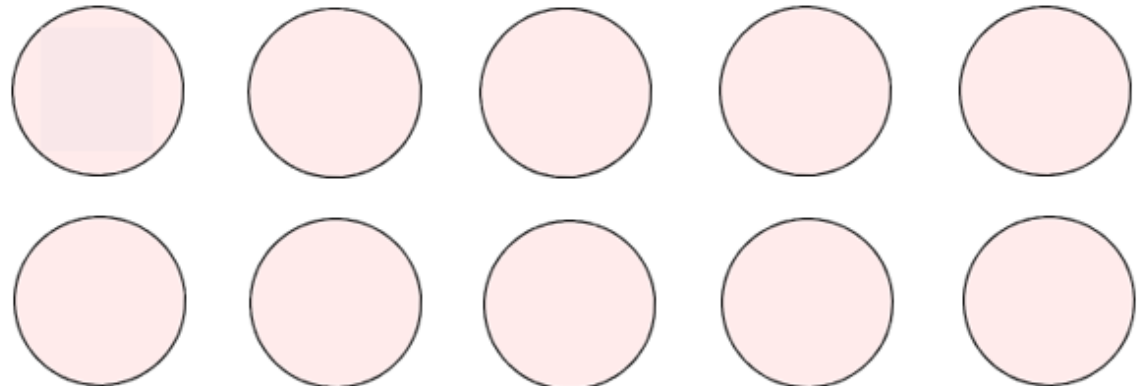
Those above you who influence your job



Peers – At Your Level



Lower Level than You

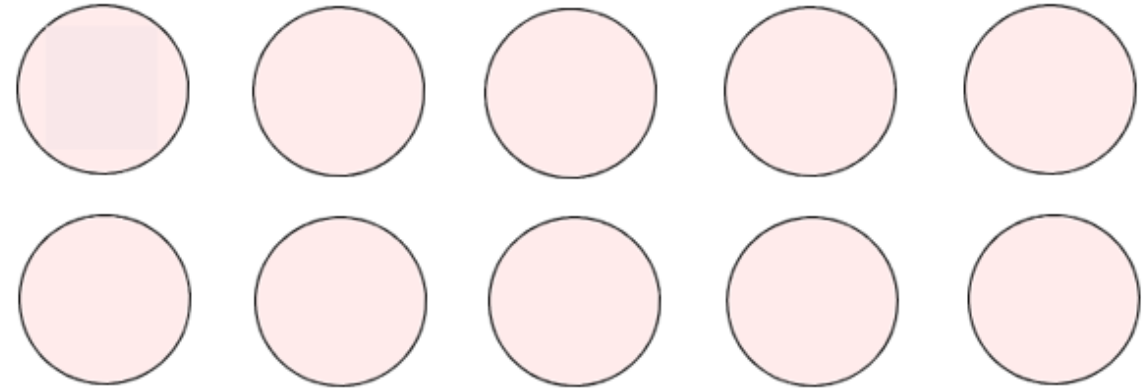


Create Your “Stakeholder Map”

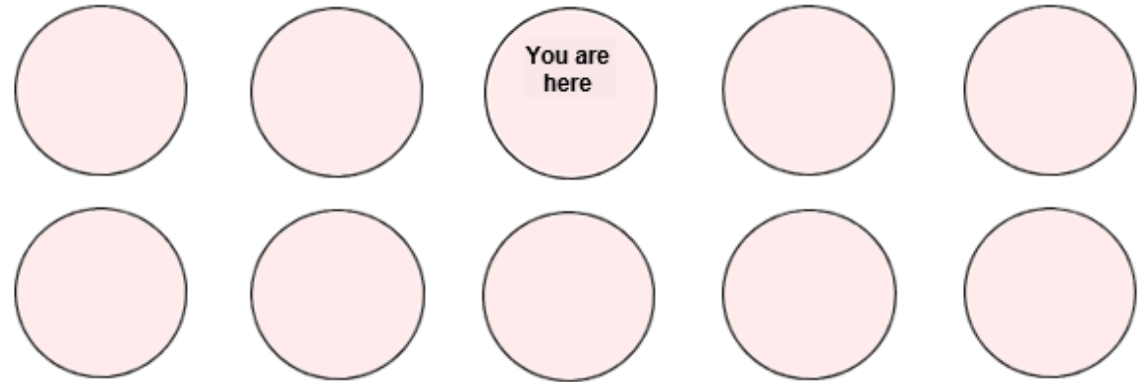
- List all your:
 - “bosses” (not just the official one)
 - peers (including business partners, vendors)
 - “subordinates” (including non-direct reports who support you)

Quarterly: Assess these relationships, address gaps

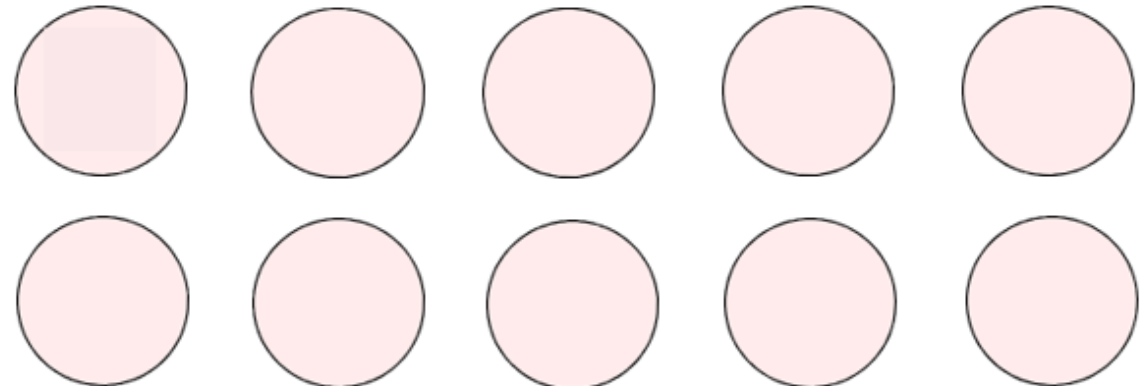
Those above you who influence your job



Peers – At Your Level



Lower Level than You



Put it all Together

Where am I now?

- Not Good at/Don't Enjoy Spreadsheets
- I'm spending too much time on Spreadsheet analysis
- Company has issue with sales – one reason is “silos” – and I lead Business Development team
- Good at building productive, collaborative relationships, and enjoy it!
- Values include making more money



Put it all Together, continued

Where am I going?

- Career vision includes promotion to VP, more money, staying in a role where leading people and working with others is central focus
- Halt sales decline within six months, reverse it within 12 months
- Increase retention to from 50% to 80% within 12 months
- Create high-performing sales team:
 - Attrition of high-performers reduced to < 5% from 20% within one year
 - Team engagement scores go up by at least 10 points on next survey



Put it all Together, continued

How will I get there?

- Propose leadership initiative: improve the way departments work together to support sales
 - Free up my time to work on this by hiring an Excel analyst – convince boss
 - Align incentives, and create channels for regular communication between key departments – Sales, Marketing, Finance, IT
 - Create new procedures for lead management, closing, cross selling, retention involving all stakeholders
- Leadership initiative: Team-building
 - Change performance management approach to reward not just results but how results are achieved
 - Restructure department so less direct reports, individuals are in the “right” roles



To get the Slides:

Enter this link: bit.ly/ng12623

(no need to type www or https)

Additional Resources: www.hellmannconsulting.com

To get the slides: bit.ly/ng12623

MY EMAIL: rob@hellmannconsulting.com

THANK YOU!