

Adapting to New & Demanding Roles

“Inspiring Executive Excellence Beyond the Pace of Change”



Facilitator: Rick Hernandez
President & CEO
Syntesis Global, LLC
rickh@syntesisglobal.com



Syntesis Global™ LLC

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Webinar Objectives

By the end of this session you will take-away:

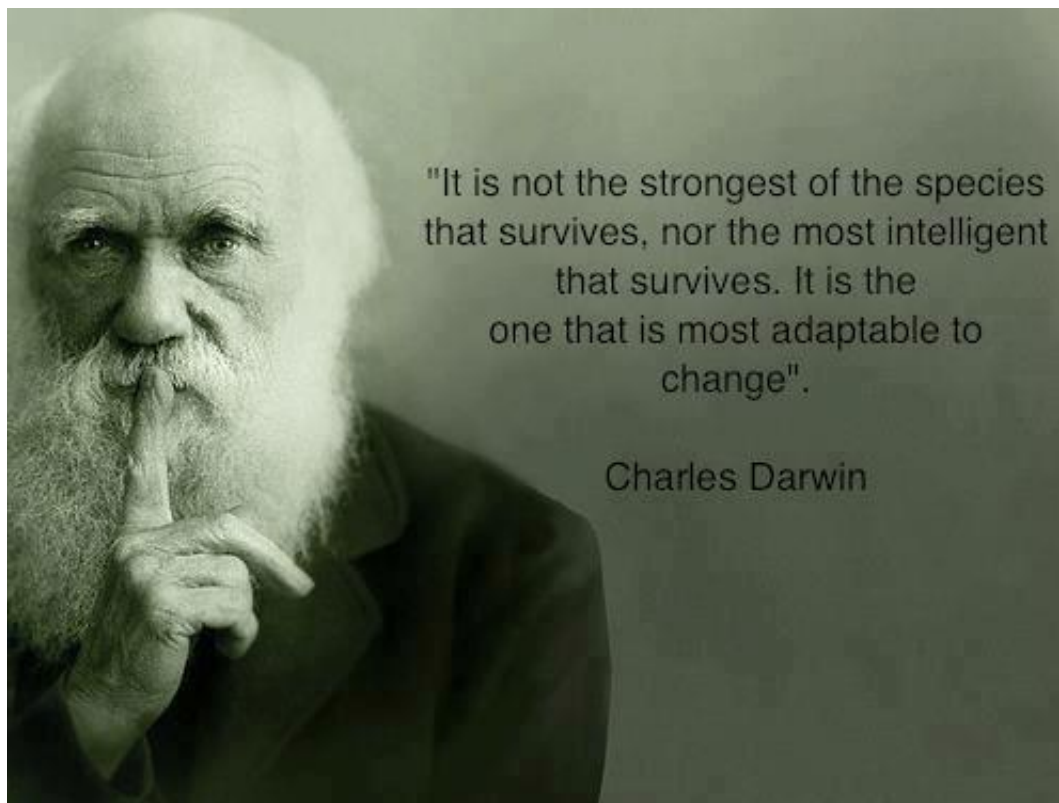
- Principles around planning and organizing immediate personal and business impact when entering a new role and challenge.
- Quickly differentiate one's business acumen & ability to influence others.
- Leverage enterprise-wide people-power around your vision.
- Strategically align with short-term/long-term business, organizational and cultural goals.



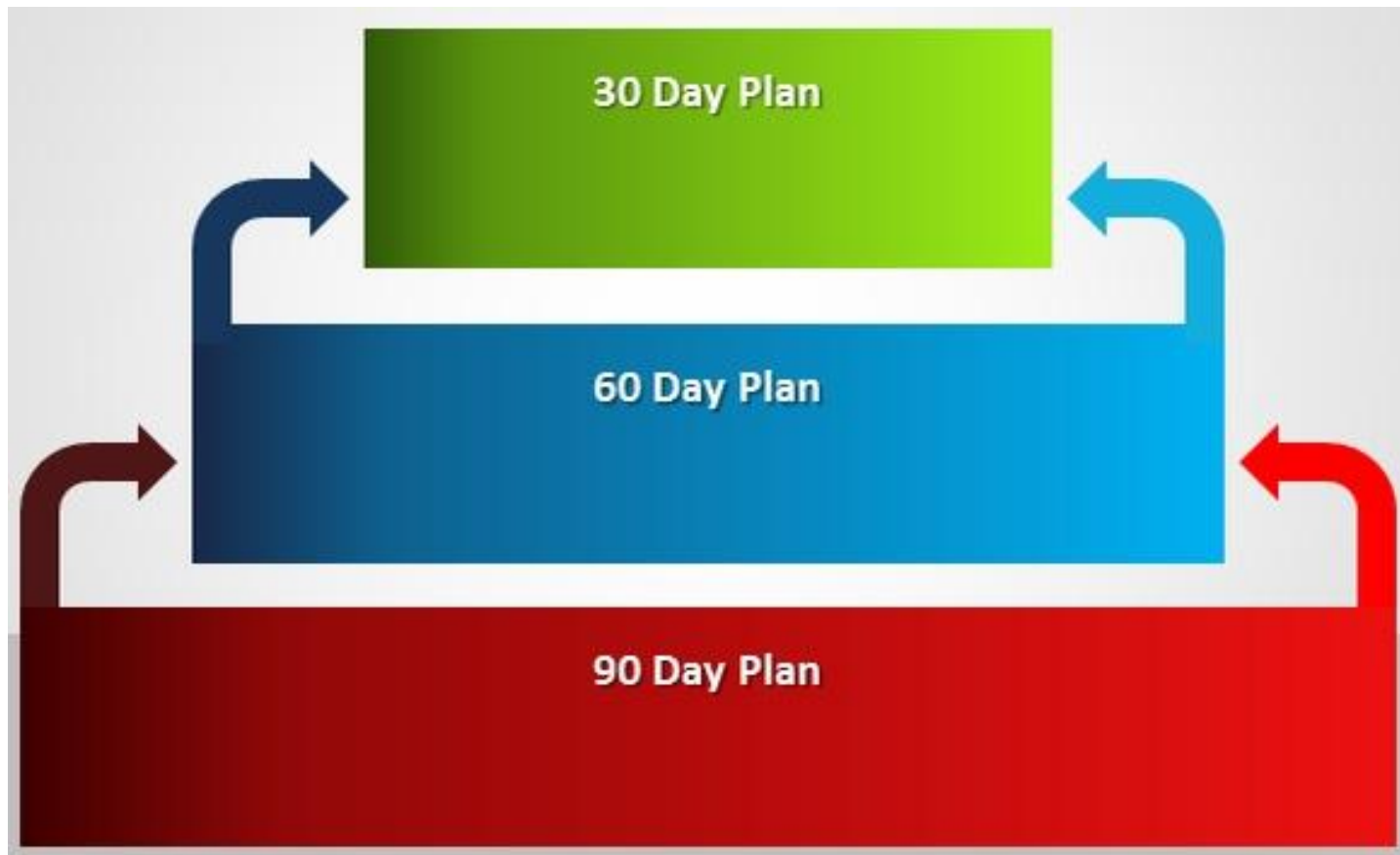
“Thinking Around the Corner”



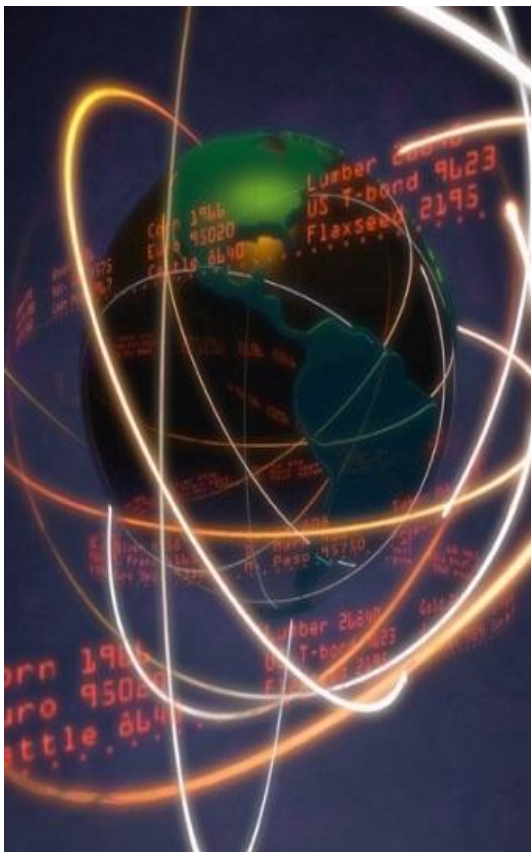
Thought for the day...



Setting the Pace



The 30-90 Day Challenge



- You have 30-90 days to prove that you are an asset to the Organization upon entering a new job or getting promoted to a higher position within the same Organization - **Value**
- With such a short span of time to “Prove worth & value,” **time** becomes a high-priced resource.

Know Thyself

OPPORTUNITIES

Clean Slate

Honeymoon Period

Free License to Question

RISK

Savior Syndrome

Having the Answers

Too Much/Too Soon



The Five Challenges to Success



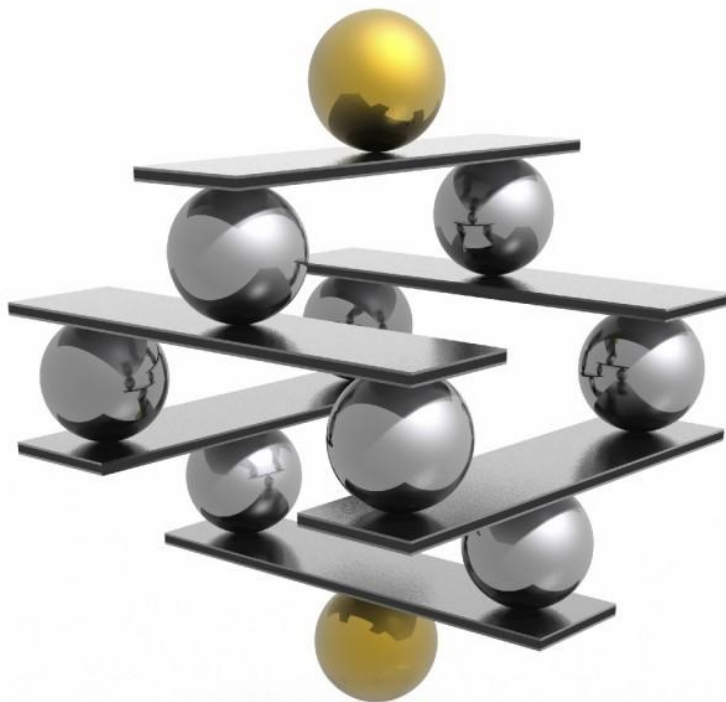
First Challenge: Compass Principle

Your primary objective is “Alignment”: Vision, Mission, Values & Goals

- First things first...BREATHE (think: less is more)
- Rule 1: Identity Core Values
- Rule 2: Understand “*The Business*,” Business Model, Business Plan & Drivers
- Rule 3: Fundamentals – Understand “*Your Role*” – Performance Expectations (“Why am I here?”)
- Rule 4: Products, Services, Competitors - Market Implications, Priorities, etc.
- Rule 5: Market & organizational growth strategy (1,3,5 year objectives)
- Rule 6: Sense of Urgency - understand short-term/long-term business priorities
- Rule 7: Know your audience: Culture, resources & constraints



Second Challenge: Promote Yourself



“That’s Why I’m Here...”



First Things First...

Promote yourself doesn't mean self-serving, grandstanding nor advertising.

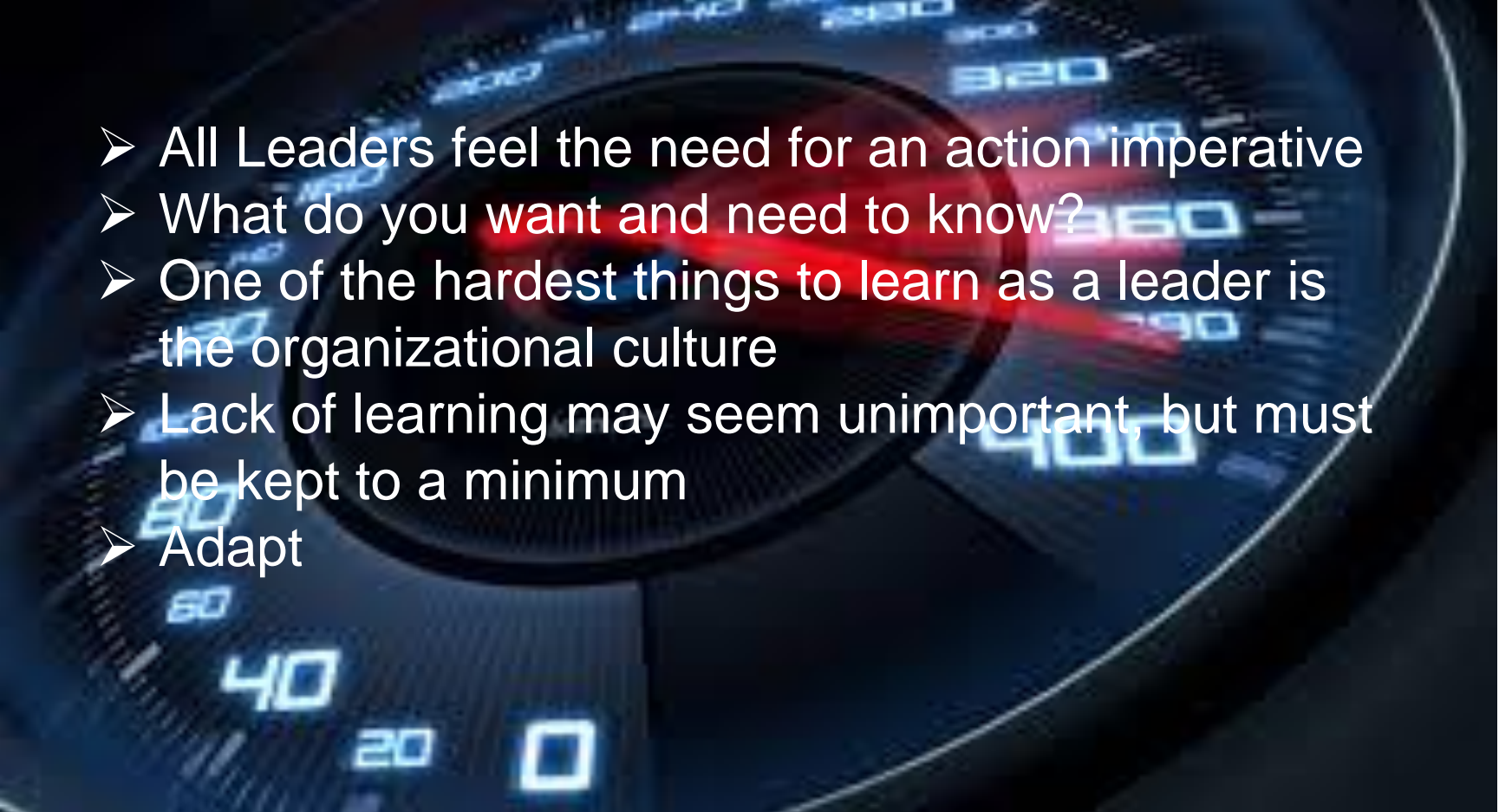
- Performance Expectations (done differently/kept the same?)
- Meet your stakeholders and Team: Interview/determine their needs – Coaching?
- Build trust – Build a Team – build relationships
- Value Proposition
- 3 C's – Challenges, Changes, Choices®
- Decision Making: Time-sensitive discussions, legal, contracts, licensing, due diligence, “undiscussibles,” etc.
- Set goals – Prioritize - Close the Gaps
- Be visible - Network internally/externally; build credibility
- Begin to create Internal Advocacy
- Effective ways to promote yourself:



Third Challenge: Accelerate Learning



Accelerate Learning

- 
- All Leaders feel the need for an action imperative
 - What do you **want** and need to know?
 - One of the hardest things to **learn** as a leader is the organizational culture
 - Lack of learning may seem unimportant, but must be kept to a minimum
 - Adapt

Learning Agenda

- Define your learning agenda at the starting point.
- Definition establishes your learning priorities.
- During your transition you will learn from various types of hard data – financial, operating reports, strategic & function plans, etc.
- Build relationships with local & global teams.
- Capitalize on relevant and reliable sources for efficient learning.



Adopt a Structured Learning Model

Once you diagnose your new organization/role, define the best way to learn, meet with direct reports 1:1 and ask:

- 3 C's – *Challenges, Changes, Choices®* - organization will face in the near future
- Why is the organization facing (will face), these challenges?
- What are the most promising & potential areas for growth and change?
- What's worked in the past? Successes? Failures? Near misses?
- What would you focus on?



Fourth Challenge: Matching Strategy & Execution

	Urgent	Not Urgent
Important	I <ul style="list-style-type: none">- Crises- Pressing Problems- Deadline Driven Projects, meetings, preparations	II <ul style="list-style-type: none">- Preparations- Presentations- Values Clarification- Planning- Relationship Building- True Recreation- Empowerment
Not Important	III <ul style="list-style-type: none">- Interruptions, some phone calls- Some mail, some reports some meetings- Many proximate pressing matters- Many popular activities	IV <ul style="list-style-type: none">- Trivia, busywork- Junk Mail- Some phone calls- Time wasters- "Escape" activities

- S. Covey

Match Strategy & Execution

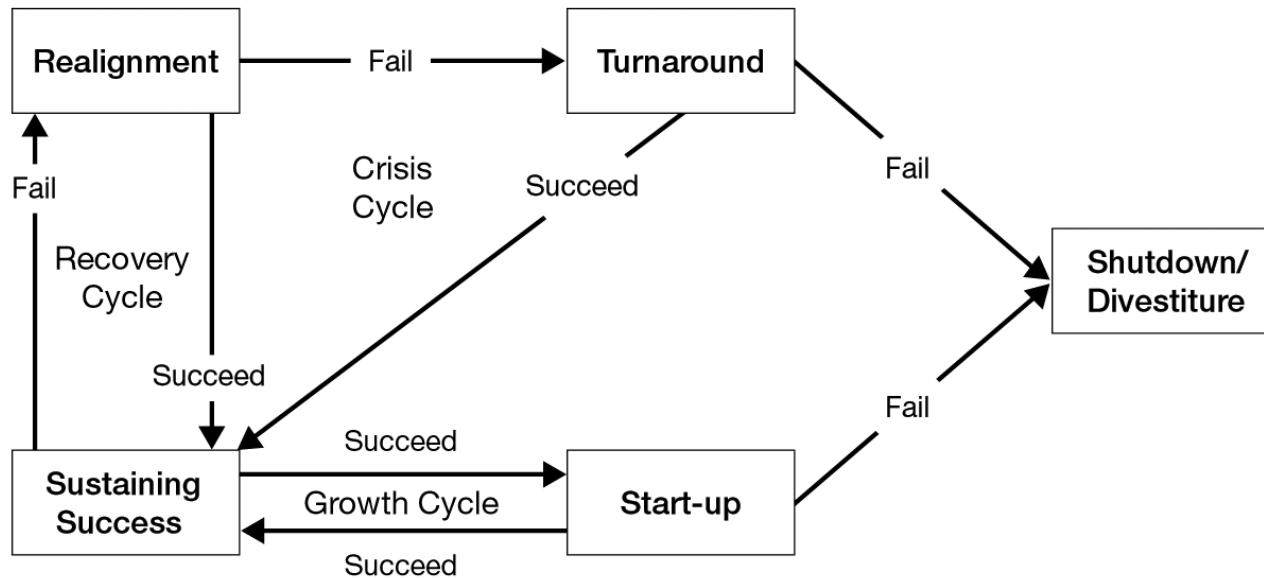
Objective: Matching strategy to four situational contexts

- **Start-up:** Require leadership to build and enforce systems from scratch, you have got to assemble capabilities – people, funding technology needed to get new business product off the ground.
- **Turn-around:** Require a quick leaders' mind and fast action. You take a unit or a group that is in trouble & work to get it back on track.
- **Realignments:** Require critical thinking & strong leadership influencing skills. Key challenge is to re-align, revitalize – inspire – people around product, project and/or processes that are drifting into trouble. Operation “Reinvent oneself.”
- **Sustaining Success:** Critical leadership acumen is required to preserve the vitality and stability of an organization and take it to its next organic growth levels. Requires the ability to identify and correct problems before they transform into larger ones. Innovation & motivation are key.



Understanding Historical Perspective

The ST_ARS Model



1. How much emphasis will be placed on learning vs. doing?
2. How do you manage complacency?
3. How do you attain "*Buy-in*?"
4. How do you capitalize on change?
5. How do you create short term wins?

The Power of Vision

highlight
early wins

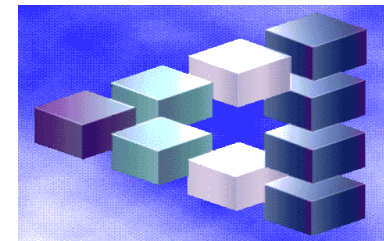
Fifth Challenge: Creating Early “Wins”

- Create short-term “Wins”
- Short-term “Wins” are projects, initiatives, processes or systems whose metrics quickly allow you to pivot & improve.
- Define what to prioritize when deciding what to change early in your transition.
- Carefully assess & analyze organizational situation.
- Motivate & inspire your team to generate the changes.



Summary New Role Roadmap

- Create Internal advocacy by engaging the support of people outside your direct line of command. It is crucial to get “*buy-in*” enterprise-wide. Build relationships to enhance your systems support
- Develop leadership influencing skills to gain backing to ideas and goals. Hone this skill to leverage competing forces and to re-shape your team’s perception to align with the strategic business plan and “*big picture*.”
- Broaden your scope - think locally, act globally. Consider your reporting chain...remember that your “*silo*” is a part of a larger organization – building a horizontal connection is important.
- Minimize obstacles (resistance)
- Synergy: Input from key stakeholders - Everybody wants to be a part of a solution and of something great.
- Change Agent: Step outside of your comfort zone.



Conclusion

- ⦿ Think “*Big Picture*”
- ⦿ Know your audience (EQ)
- ⦿ Build credibility & trust
- ⦿ Remember:
 - Authenticity
 - Develop critical listening skills
 - Value Proposition
 - Adaptability

Leadership Webinar Series

Upcoming Events:

- April 20th - Adapting to New & Demanding Roles
- **May 25th – Thinking Strategically**
- July 27th – Building Relationships with Key Stakeholders
- August 31st – Executive Decision Making
- September 28th – Driving Accountability
- October 26th – Driving Change and Executing Plan
- November 30th – Conflict Resolution

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Thank You!

Rick J. Hernandez

rickh@syntesisglobal.com

(800) 829-7218

It's not about doing different things, but about doing things differently
– Syntesis Global