

TRANSITIONING TO A NEW JOB



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Professionally speaking, mistakes happen when we transition from one role to another. Either we have been promoted, or we have found a new job. See a transition is something that not only affects you, it all affects everyone around you, i.e. to say it affects everyone at the company you are joining or everyone who works alongside you in the promoted responsibilities you have been given.

And the knowledge I will share with you today applies to both situations. It applies to changing your job, or your employer or industry, as well as, to getting promoted to different responsibilities. The knowledge you are about to receive applies to both situations.

A transition is the most challenging time in any professionals' career. It is the most difficult time because when you transition to a new job or when you are promoted to take up new responsibilities - all eyes are on you. Your every action is under scrutiny. You are being looked at because people are trying to figure you out and figure out how your arrival impacts them. And as of yet, you don't have the cushion in the relationships in place. As of yet you are still forming an understanding of the culture, the values and the behaviours of the new job or promotion. You are still developing an understanding of the strategy and the business model.

This makes transitions the most challenging and difficult time in an employees life. In a survey conducted by Harvard Business School across 13,000 HR professionals over 90% of the respondents agreed that a transition represents the most difficult and stressful time for a career professional. They also agreed that early success or early failure in a transition (i.e. a new job or a promotion) is the best indicator of overall success or failure in that new role.

So it is critically important to manage this transition so that one gets to plant deep roots in that new role.

See what happens is that a lot of managers make these standard mistakes. Some of those most common traps that new hires fall into. Just to refresh you they are:

- 1). Sticking with what you know because you feel you have been hired for your existing base of knowledge
- 2). New hires feel they must take action and show that they are hard at work. It is not just action that ensures results but the right actions have to be taken.

- 3). Over-promising and under-delivering is another issue that new hires find themselves in. They have set unrealistic expectations in their pursuit of the job and setting this rather high bar is setting themselves up for failure.
- 4). They try to attempt to take on too much and as a result they are neither fast nor accurate in anything.
- 5). They try and come in with the answer without having taken the time to understand the culture, the strategy and the systems in their new role that surround them.
- 6). Or they engage in incorrect learning. I cannot stress enough that it is not just practice that makes you perfect but the right practice that will make you perfect.
- 7). Or they neglect horizontal relationships because they get so busy managing up and managing down that they forget this critical element of managing sideways.

I want you to understand that this is very common. And what I want to do today is to take you a little deeper to show you that well begun is truly half done.

What happens in these transitions is that if one comes in with inadequate knowledge, one will take decisions that are not sound. These bad decisions make a new hire lose credibility. And lost credibility means that the new hire will face greater resistance in the organisation. And if this pattern is not stopped then it leads to the new hire getting culturally disconnected because the relationships they have have become unsupportive.

This becomes a huge challenge because this pattern is very difficult to break. Once this viscous cycle sets in then it is an uphill task to break free.

Instead what should be happening is that in preparation for the new role, focused learning should occur. This focused learning allows professionals to take good decisions which lead to early wins and positively impact the credibility of a new hire. Over a longer term this focused learning also allows for people start giving you deeper information about the vision and the strategy of the company.

And with this deeper insight and ones habit of taking decisions based in focused learning, the alliances one develops become supportive... i.e. you are absorbed into the culture of the organisation, you become one of them.

See there are three steps at play here. Step 1 & step 2 occurred as you walked the journey of the job search and application process. The first step was the company getting to know you. The second step was them getting to like you. Now that lead to your securing the job. The third and most critical step is at play now. And this step 3 they are getting to trust you. That is, you now have to take responsibility of the fact that you have to build trust at the organisation.

This is the most critical step because this step will ensure that you will be able to polish the red diamond you have found and be able to wear it like a jewel in a ring or a necklace. And there is a science to be able to do that.

It is important you understand this science, and this science can be broken into a 10 step process. So today I want to share with you those 10 steps. I will detail each of those 10 steps and how they come together to help you plant deep roots at the organisation so you can grow in that red diamond role.

So let's dive in... let me give you an overview of the 10 steps.

Step #1: the first step is to prepare yourself. See when you have the opportunity to prepare yourself for anything in life you do much better at it. And this is a formal method of preparation that will allow you to communicate the value you bring to the organisation because you are coming across as someone who cares. And people don't care how much you know till they know how much you care. Put another way, people will forget what you said and what you did, but they will never forget how you make them feel.

Step #2: The second step is to accelerate your learning. See when we enter a new role, if all we are doing is speaking then we are only saying things we already know. We are not learning, and to learn we will have to not only listen and observe initially but we will also have to read and research so that we are grasping the new subject matter as quickly and as deeply as possible.

Step #3: The third step is to match the strategy with the situation. And when I say match strategy to situation I am not talking about strategy at the company level, I am talking about the strategy you ave to follow, the

game plan you need to execute to plant deep roots at the organisation. So you will have to chart a course that allows you to play a role where by the potential of your contributions and you actual contributions are what the organisation needs you to do without stepping on anyones toes.

Step #4: In this fourth step you will have to negotiate for success. And this means having the five critical conversations, in most cases with you boss or bosses. The five conversations you need to address with your supervisor are: (a) a diagnosis of the situation, (b) a conversation about what he or she expects of you, (c) the conversation about the resources that will be made available to you in terms of time, money and personnel to achieve what is expected of you, (d) the style conversation so that you understand that it is not just the result but also the method in which the result is achieved is what is most important in a new role, and lastly (e) the personal development conversation which means how your boss will help you as you walk the journey towards your goals. What specific counsel you will get to help you better live the core values of the company and understand and adapt to their methods and culture.

Step #5: In step 5 you will have to secure early wins. As you gain knowledge and context in the new job, you will be able to make basic contributions towards the common objectives of your position, department or company. These are crucial because these build your momentum and bolster you credibility.

Step #6: In the 6th step you will have to achieve alignment. And achieving alignment means that you work is synchronised with the work of other people who are all participating to help ensure that the common goals the organisation has are achieved.

Step #7: In the 7th step you will have to build the human resource infrastructure around you so that works happens and things get done, i.e. you will have to build your team.

Step #8: In step number 8, you will start to create alliances that will added the extra energy required to speeding up your roadmap, this extra energy is one critical element that will accelerate your climb up the career ladder.

And finally step #10 : In this final step you will have to show leadership potential where you can help accelerate others. So that all eyes start looking at you when solutions are expected. So that you become the nature leader you are meant to be and people give you the charge. This is where you start becoming that benevolent leader.

STEP #1: PREPARE YOURSELF

So step #1 is all about preparing yourself. See this step can be broken up into 3 stages. The stages are (1) the pre-selection stage, (2) the pre-entry stage, and (3) the taking charge stage. In the pre-selection stage you are learning that you are being considered. Now this feed back comes in the form of being short listed for a phone screening or an interview. If the company is spending the time to screen you or interview you, then you are being considered for the opportunity. In this stage your focus has to be to start running the SPT model. You have to start your research and understand the hard challenges and the soft factors that are around a company.

If you are shortlisted further for a second round of interviews, that means you are then proceeding towards the second stage which is the pre-entry stage. In this stage you are now a consideration for selection. The SPT process has to be run in a manner where you can now use the inbound approach to communicate with the organisation and differentiate yourself at every step of the process. So sending a thank you letter after an interview, one that carries a focus piece is critical. Getting your list of **First Connects & First Researched** individuals sorted out and process is critical at this stage.

In the third stage which is the taking charge stage you have to have clear goals setup. These are clear milestones that have to be achieved as you begin a the new role. The first day you enter the organisation marks your day of formal entry. Your goal that first day should be to come across as confident, respectful and ready to learn about people, situations, culture, strategy, and their core values. Nobody expects you to provide solutions on your first day. Today you are creating the foundation upon which you will build your success at this organisation. So having a clearly defined goal for the first day is a very basic initial step into your dream job.

The next milestone is the goal you have set for the end of the first week. By the end of the first week you should have started and made fair progress on meeting with key personnel. This will include your boss, your colleagues and your

juniors. This will include other department heads. Keep in mind that you are now putting the bricks and the cement into that foundation. On day 1 you came to understand where you need to build the foundation, and now in this first week you are actually building that foundation. So your boss should help setup these meetings for you and put you on an organised schedule so that you can meet with all these key people and start initiating yourself with the perspective you will need to do your job. You are not only meeting people vertically above and below you, but also importantly you are also meeting people horizontally, paying attention to the peer relationships and cross functional areas of the business.

Then you have next setup three more goals one for the end of each month. So what you would have achieved by the end of month 1, and then by the end of month 2 and finally by the end of month 3. Because in these first 3 months you are consuming value from the company. The company is investing time, resources, effort and money in getting you up to speed to be able to take on your role. I find that in the first month answering the following three questions helps create an excellent agenda. The first one is to understand how this new role is to be balanced, i.e. to say how broad do you need to go and how deep do you need to go in creating this perspective? The second question is evaluating what you will delegate to your team or the resources made available to you, and what will you do yourself? The third question is where do you need to exert influence and establish communication, and where do you need to exhibit leadership presence?

With these 3 questions answered which will take you about 2 to 3 weeks, you now have to focus on connecting with key stakeholders. These are people beyond the immediate employees of the business. So if you are in a finance role it would be the bankers. If you are in technology it would be the IT vendors. If you are in sales it would be your key customers, and if you are in procurement it would be the important suppliers - typically these are the third party groups and the key members of the organisation's value chain.

In the second month you are clarifying expectations, and adapting to the new culture. The question that most helps here is to assess what is the right balance between embracing the new culture and trying to alter it? See, you have joined them, and they are under no obligation to alter how they conduct activity just because you have arrived. Unless you have specifically been hired into a change management position. I would urge you to err on the side of caution, so in this second month you are estimating what areas you need to work on to alter, but do not do anything about these areas yet. This is only an assessment you are making and keeping it to yourself at the moment.

In the third month you have to answer two more critical questions. The first question is understanding what has made you successful in your career so far and if you can succeed in your new career by solely relying on those strengths? If not, what are the critical skills you need to develop? And the second question you have to answer is are there any aspects of your new job that are critical too success but that you prefer not to focus on? Why? How will you compensate for your potential blind spots?

By the end of three months you should be able to come to a formative understanding of being able to make the mental leap into the new position. You should know by now who you might seek advice and counsel from on the specific issues that come up in your role. You should also know what other activities might help you do your new job.

So in preparing yourself you are in the learning and assessment mode where being guided by specific question is the way to go about creating a place for yourself in the new organisation.

Now let's move onto step 2, which is about accelerating your learning.

STEP #2: ACCELERATING YOUR LEARNING

In step 2 we work on accelerating your learning. As you have seen through the course of this program across levels 1 and 2, each session builds on the previous one. So in step 1 it was all about getting the mental preparation map ready for your start at the organisation and understanding how you will consume value. As part of consuming value let's look at how you will accelerate your learning so that you are indeed at the point of starting to make contributions at the end of your 1st three months in the business. See in step 1 it is critical that you prepare for the meetings you will have, that is, you have to be ready to sit and listen to key stakeholders, key personnel within the organisation and outside the organisation as you develop perspective. So in preparation for these meetings, I like to divide up the questions I ask these key stakeholders both internal and external to the organisation into three areas. These areas are questions about the past, questions about the present and questions about the future.

When examining the past I am looking for a broad overview with regard to historical performance and the root causes of the problems. So it is important to understand how the organisation has performed in the past? And how do

people in the organisation think it has performed. You would be surprised to know that a lot of people do not understand the overall performance of the company. The senior s do but a lot of mid level managers and junior personnel do not understand this. How has the organisation set goals in the past? Were they insufficient or were they overly ambitious? Were external and internal benchmarks used to develop goals? What measures were employed and what behaviours did these measures encourage or discourage? And very importantly what happened when goals were not met?

In this initial time you are trying to understand what is the case, has the performance been poor or has it been satisfactory? And why it has been so? And where do the primary issues reside? Is it in the strategy? Or the structure? Or its culture? Or its technical capabilities or its politics?

You are trying to imbibe the history of change at the company. What were the efforts that were made in the past with regard to change at the organisation? And what happened to those initiatives? Who has been instrumental in shaping this organisation?

With this critical historical perspective set, you move towards the current happenings at the company. You are now seeking answers to understand the present situation. So what is the stated vision and strategy for the company? Remember that a vision statement is a form of organisational direction which states what the company wants to be in 7 - 10 years or so. It is looking at what actions need to be taken today in the present to be able to live that vision in about 7 - 10 years time. And then examine if the organisation is really pursuing that strategy. If not then why is the strategy not being pursued? And if it is being followed then will this strategy deliver the vision it seeks to achieve?

From a people perspective you are also creating an understanding of who is capable and who is not. Who is trustworthy and who is not. And who has influence and why do they have influence?

We then examine processes in the organisation. What are the key processes? And are these processes performing acceptably in quality, reliability, and timelines? If not, then why not?

The next two areas in the section of questions about the present are more personal to you. One area is about landmines. What lurking surprises could detonate and push you off-track? And what potentially damaging cultural or political missteps must you avoid?

In the last area of this section you are trying to assess what early wins can you achieve? Think in terms of people, relationships, processes, or products.

As you have examined the past and the present, you will now focus towards the future of the organisation. And in this section you will understand the challenges and opportunities, the culture and the barriers and resources available. So questions like in what areas is the organisation most likely to face stiff challenges in the coming year? And what can be done now to prepare for them? What are the most promising unexploited opportunities? And what would need to occur to realise their potential? See this has to be examined side by side with a cultural perspective such as which elements of the culture should be preserved and which need to change? And lastly you move towards the barriers and resources area. What are the most formidable barriers to making needed changes? Are they technical? Cultural? Political? Are there islands of excellence or other high quality resources that you can leverage? What new capabilities need to be developed or acquired?

Beyond focusing on organisational knowledge you may find that there is also subject matter expertise you need to develop. As an example when I returned to India and was in the process of joining my family business of lighting, I very quickly realised that I will need to develop a solid understanding of lighting technology. See there had been revolutionary changes in lighting technology that were today part of the landscape of lighting. Namely this was the revolution created by a new type of light source called LED's or light emitting diodes. LED lighting was starting to show the signs of tying over the industry. It had a much longer life, and its ability to generate light for the amount of energy it uses was improving by leaps and bounds every month. IT was quickly developing into the number 1 light source of all available light sources. In addition to understanding LED technology, I also had to understand the principles of the science and art of lighting design. And lastly I would need to be conversant with lighting control and automation system. So in- order to gain this knowledge before I left the USA, I decided to enrol in a 4 month course at Cooper Lighting. It is one of the largest American lighting companies and they offered a course of understanding the subject of lighting over 4 months. All the lessons were online and it was a very enjoyable course for me as it helped me develop a solid theoretical foundation in lighting, which was my family business from 70 odd years.

This additional foundation in lighting needed to be developed because I was changing industries, I was going from the FMCG industry to the lighting industry and these are two very different types of industries. In addition to the

course I did, I also developed a list of books to read on the subject of lighting, places I felt I needed to go deeper given the requirements of my business. And lastly I made it a point to visit all the lighting fairs and exhibitions that were happening at a global level to keep my learning on and become more and more valuable to my customers and suppliers. In essence I had a plan to accelerate my learning so that I can quickly reach the point where the value I have consumed and the value I have produced are breakeven. The sooner you reach this point the sooner you know that you have planted deep roots in an organisation.

So think about your learning as learning about the past, present and future of the company, as well as learning about subject matter that the company deals in. And then develop a plan to accelerate learning this new material so that you are successful at polishing the red diamond you have now found.

We now move onto step 3, where we shall delve into matching strategy with situation.

STEP #3: MATCHING STRATEGY TO SITUATION

This is the step where you come to create a situational diagnosis of the organisation. So when I was running the SPT process for joining my family business I saw that there was a need to diversify and scale up. As LED's had come in, decorative lighting which includes products such as chandeliers, wall lights, table lamps etc. were all being used less and less. So we needed to participate more in architectural lighting projects. Architectural lighting products are products such as recessed ceiling lighting, facade and exterior landscape lighting and the likes.

I also saw that lighting design was becoming an important part of most such projects. So the company needed to develop relationships with lighting designers. See your customer has some needs, and your competitors have some capabilities, as do you have some capabilities. If both you and your competitors can fulfil your customers needs you will be in a price war. But if you can fulfil your customers needs in a manner where you exist in this sweet spot then you have a winning and unique strategy.

So I needed to find a way in which I would be able to develop a differentiated relationship with my lighting designer customers. And I did that by understanding their problems. See in India, at that time, standards within the lighting industry were weak, and also these lighting designer were heavily

dependent on the suppliers for information. Which is why several of them had started promoting foreign brands because with foreign brands the information with regard to the products was standardised and was available in their product catalogues. So within 60 days I had developed a company projects book which showcased the projects we had done over our 70 year history, as well as, I had written a primer of the goal of lighting design. This was to give confidence to our lighting designer customers that we understood lighting design just as well as they did. And next I developed all the catalogues in accordance with the standards and the needed technical information that lighting designers required.

At the end of my 150 days in my family business I had developed 10 catalogues across the architectural and the decorative lighting categories. Products that our company manufactured and sourced from key suppliers around the world. This allowed me to have a differentiated relationship with my lighting designer customers who now did not need to rely on me for information about my products and had all the standardised information available to them through my product catalogues.

I then realised that to gain control over these critical relationships I would need to further solve their problems that is my lighting designer customers problems. See, these customers took a long time to develop the lighting design for a project. Because the process was entirely manual and ate up their bandwidth. It involved a great deal of coordination between the lighting designer, the supplier and the architect. So I identified that I would need to create a software platform where these lighting designer customers could use the power of software to build their lighting design and not have to work manually. This would also ensure that they become dependent on my system and specify my products for projects much more.

So I started researching what this software platform would need to be able to accomplish and I realised that it needs to solve two of the biggest problems faced by my lighting designer customers. It needs to help improve their bandwidth, their core ability to take on more projects and greater billing. And it needs to reduce the amount of time it takes to process the lighting design of a building. I started looking for vendors who could help me build such customised software platform. And that is what I did. Our software platform is in use today across the country and even in places like Singapore, Dubai, and Eastern Europe.

The last problem my lighting designer customer were having was that if they

did not get the project then they had missed the opportunity to gain revenue from the project. But because lighting designers were in the market and knew who the customer was that was looking for lighting design services, I suggested to them that I would offer them a finders fee, a commission if they provide us the details of the project even if they had not received the contract for the lighting design. And if we get the order, I would pay them a 3-5% commission or finders fees. Now because of this one step, my office was flooded with project leads. And wherever I received an order, I would pay the commission to the lighting designer who introduced me to the project. My lighting designer customers were now making some revenue even for projects where they did not do the lighting design. It was a great win-win.

This is how you match strategy to situation. You look at the problems your customers are facing and then develop solutions to help your customers overcome those problems. See because when you help your customers solve their problems, you automatically solve your problems.

Matching strategy to situations means that the game plan you develop after learning about the situation at the company is one that can help deliver the outcomes you expect to achieve. So matching strategy to situation means that the vehicle you are driving (that is your strategy) is one that can take you to your destination (or the goal in that specific situation), that you hope to achieve.

In the next step I will show you how I negotiated for success, where I now convinced the organisation that this was the correct course of action to follow.

STEP #4: NEGOTIATING FOR SUCCESS

The next logical step for you is to now bring the key personnel on board this vision so that you have access to the needed resources to be able to produce the impact for which you have been hired. See, every step of the journey is your responsibility because your job and your success and your life are on the line here. It makes the biggest difference to your life if you do well or don't do well, so you have to take responsibility to ensure that you get the needed resources by painting the logic you have understood and confirmed - first in the SPT process and now that you have started at the company is transparent collaboration with others employees.

So now there are 5 critical conversations you need to have with your boss or

bosses, that is the key personnel who can give you access to the needed people and resources to be able to achieve the results expected of you.

So let me walk you through what these 5 conversations are:

The first conversation you need to have with your supervisors is **SITUATIONAL DIAGNOSIS** conversation. In this conversation you are talking about the specifics of the issues at hand. The nature and causes of the problem and its symptoms so that you and your supervisor are on the same page when it comes to an understanding of what the problems are or what the opportunities are. The idea here is to bridge the gap between the perspectives of how your boss sees the issues and how you see the issues. Now to bridge this gap either he or she, your boss that is moves their perspective towards yours or you move your perspective towards his or hers. It is very important that both of you, that is your boss and you, define the problem and the complexity of problem the same way. If you both see it as the same problem then the likelihood that your solution to that problem will be accepted increases. Of course you will have to stay flexible given the reality of the situation and be able to tweak the solution as necessary but the closer you and your boss are in viewing the problems the less the solution will have to be tweaked.

The second discussion or conversation you need to have with your supervisor is the **EXPECTATIONS** conversation. This is a critical conversation because it will define for you what your boss would consider a successful outcome to the problem at hand. It is important that you and your supervisor are aligned in terms of what the solution should be. This solution must be looked at as granularly as possible. The more granularly you examine the solution the more milestones you will have along the way to report how you are coming along and making progress. This conversation makes things real, and will constitute of the actions you need to perform on an everyday basis in the successful accomplishment of your responsibilities. You may feel that the outcome your boss desires is unrealistic, and if that is the assessment you come to then the resources you will fight for will be different vs. if the outcome expected is one that seems well within the realities as you see it.

The third conversation or discussion you need to have with your boss is the **RESOURCES** conversation. This is now asking for what you need to make the outcome expected of you a reality. Resources can be thought of as the amount of time you need to produce the outcome, it will also need to be thought of the human resources you will need to accomplish these tasks. You may need a team of 5 people to assist you, the reality maybe that you get only 2 or 3 people assisting

you. SO having this conversation you can then redefine the timeline so that it is more realistic while still being a stretch for what is to be achieved. Resources can also be in terms of the money you will require to create the outcome. Let's say the outcome is to develop a new software system, to get a vendor to develop this or to hire the resources to develop this new software platform in-house will require money. So in this conversation you will also have to spell out clearly the monetary resources required to get the job done.

The fourth conversation you will have with your boss is the STYLE conversation. In this conversation you will learn about the manner in which your boss expects you to walk this journey. Does he or she want you to report on progress daily, or every other day or weekly? Does he or she prefer you call and discuss this with them, or do they expect a written report? Is it important that you be in the office everyday or is it ok that you are in the field tackling the problem and creating the solutions to the issues? The idea here is that the style conversation ensures that the manner in which you work, works for your boss. That you and your boss get along, so that he or she can guide you in how the journey is to be traveled as you go about attempting to achieve the solution.

The last conversation you will have with your boss is the PERSONAL DEVELOPMENT conversation. This conversation should be had ideally when you are making solid progress towards the goal and the finish line is starting to come into view. For it is this important conversation that will set you up for your next challenge and it is in this conversation that value back to you will be identified and quantified, especially if it is an unpublished job opportunity that you have found your red diamond in. Your next project or responsibility should be one that is truly challenging you, it is helping you grow to be a better manager, a better leader. And again your assessment and your boss's assessment must come to a similar end in terms of what your next role is and how you will be rewarded for the role you have been playing. That is the reason why this conversation should be taken up when you and your boss realise that your current project is on the right track and quantifiable progress has been made towards it. Infact that the finishing line is already starting to come into view.

You are responsible for negotiating your own success and that means tackling these 5 very important conversation of SITUATIONAL DIAGNOSIS, EXPECTATIONS, RESOURCES, STYLE and PERSONAL DEVELOPMENT.

STEP #5: SECURING EARLY WINS

Welcome to a critical turning point as you go about establishing trust in the new role you have secured for yourself. See, so far you have been consuming value from the organisation... you have done a situational diagnosis, you have stated the resources required to do the job, you have brought key people on board with your analysis and what needs to be done. So in a nutshell so far you have been getting yourself ready to lunge into producing value. With this step of the process, that is, securing early wins you will now actually be producing value - so it is a critical time as you are crossing over the line from consuming value to producing value. These wins that you will identify will be your first actions towards producing value for the organisation.

And to identify these early wins it is very important that you have the clarity you require from the first four steps because all of these steps are linked... these steps are connected.

See in step 1 you start preparing yourself before you enter and as you enter the organisation so the right learning can occur and a proper foundation come about to the relationships you are establishing. In step 2, you have to accelerate your learning so that you get up to speed on two areas: (1) the company's culture, their strategy and their challenges and opportunities, and (2) any subject matter expertise you need to brush up on. In step 3 you are creating the plan of action... you are matching the strategy to the situation... this will be the roadmap of how you will solve the challenge. In step 4 you are bringing key stakeholders, primarily your boss on board with the roadmap.

So if you don't prepare yourself, you won't learn the right things, and if you don't learn the right things the roadmap that you create to solve the problems or capitalise on the opportunities will be inaccurate. So it is very important that you follow the steps very appropriately. This roadmap is what will determine the workload for you and for your team. It should be clear to you who will do what and by when they will do it. Because the things you will get done will become the early wins that you will secure, and these early wins will help build the foundation of the trust that you are trying to create.

So in my case when I joined my family business as the head of the projects division, I realised that the business needed to be scaled up. It needed to be scaled because at its current level of revenues and profits, it was a risky game... even one order going bad would put the company into the red. So we needed to be able to derive a larger top-line from the existing infrastructure. And to do so

I looked at our strategy. I realised that to be in the sweet spot, I would need a differentiated relationship with customers that have the ability to provide us regular business. Now these customers were lighting designers.

I needed to market ourselves as a comprehensive player in the lighting industry. And do to so I developed two brochures. The first brochure was a phonebook of all the projects of note that we had done as a company over our long history. And these included several excellent and iconic projects such as Rashtrapati Bhawan (The Residence of The President Of India), Mumbai International Airport, Corporate Offices such as PayPal, Netflix, Sobha Developers, Manipal Group, and several hotels such as Umaid Bhawan Palace, Oberoi's Udaivilas, Amarvilas, Leela Palace, and many more. The second brochure I developed was "The Goal Of Lighting Design"... this was to establish with the lighting designer community the fact that we understand lighting design, lighting technology and the principles of lighting just as well as they do.

But companies relate with you for their NEEDS not for your NEEDS. So in my matching the strategy to the situation, I had to examine the problems of these lighting design firms and be able to solve these problems. And when I examined the limitations these companies were facing, I realised there were 5 main issues. The first two issues were that Indian suppliers did not provide standardised information, and that the lighting designer was dependent on the suppliers for product information on an ad-hoc basis. SO to solve these two issues, I promised these key lighting design customers that we will provide them with complete catalogues within 45 days. And within 45 days I developed 10 catalogues which represented our entire portfolio of products from decorative to architectural as well as our ability to customise lighting solutions. This provided standardised information to these lighting designer customers, and they were no longer dependent on us as a supplier for product related information.

Solving these problems proved to be early wins that were critical to developing these key relationships with clients who had the ability to give us regular business. I then looked at the next three problems and these were significantly bigger problems so I wouldn't classify them as early wins. These problems took me the next one year to solve and they proved to be the game changers in scaling the company up. If you want the detail of how I solved these critical issues for my customers then please watch bonus #3 of level 1, called the salary accelerators formula where in the second part of the video I have presented this as a complete case study.

The point I am trying to make here is that when you solve your customer's

problems you automatically solve your own problems and these early wins set me up for establishing the relationship with merit and credibility whereby I opened the doors to be able to solve my own problems of scaling up my family business. And all of this happened because I had followed the first four steps correctly. I had prepared myself, I had accelerated my learning, I had created the right roadmap by matching strategy to the situation at hand, and I had brought key stakeholders on board with my vision. And that is why I was able to secure these early wins which not only cemented my position in my company but it also showed the key stakeholders around me that this was the right course of action to follow and that scaling up the organisation to achieve a stronger top-line from the same base infrastructure was possible.

To recap if you want to secure these critical early wins, you must have created the right roadmap. And to create the right roadmap you must have engaged in the correct learning and developed the correct relationships for which you have to prepare yourself appropriately. So following this 10 step process is critical to producing these early wins which will cement your job for you early on. And as I said in the APEX Insiders Secrets Bonus in level 1 your early success or failure in a new job is the best indicator of your overall success or failure in the new job.

I will see you in the next step where we talk about achieving alignment.

STEP #6: ACHIEVING ALIGNMENT

Welcome to the session where from where your efforts will now start building momentum. See in this session I am going to talk about achieving alignment. Alignment means that all the parts of the system are working together towards the common goal. Let me give you an example, see most of us or all of us have the experience of driving a car or a motor vehicle. All the parts and systems in a car have to work together for the car to be able to move smoothly and take you to your destination. The engine, the transmission, the braking system, the fuel pump, the electronics... everything has to work together for the vehicle to perform its job. In essence, everything has to be in alignment.

So in this session I will be speaking about what this alignment looks like for you. See speaking from an organisational perspective this alignment means that the company is clear about its mission, the mission is why this company exists, this is the firm's core purpose... it also has to be clear about its vision. The vision in a company is a statement of what the company wants to be over a

longer period of time, say what the company wants to become in 10 years time. The word vision describes this appropriately, it is looking into the future and stating who they want to become further down the road. Next the company has to be clear about their core values. These are behaviours that the company will live by, these behaviours are evergreen, they live forever. These behaviours define the character of the organisation, and character is destiny. Next comes strategy, and strategy is plan of what the company will be over a shorter time frame. A strategy statement describes what the company hope to achieve in say a 3 to 5 year time period and how it will play the game to be able to achieve that ambition. Strategy then leads to your targets for the year, now this are the numbers you are aiming to hit in a one year period. And this one year period is further broken down into 4 quarters so these targets lead to your quarterly goals, how you will progress over 4 90 day periods that make up the year. And then these quarterly goals further breakdown into your daily actions, or what you need to accomplish each day in the quarter, over the 90 day or 13 week period to work towards these larger timeframes.

From an organisational perspective this is alignment. Alignment helps link these different time horizons. It shows you what you do over small time periods carries a logic... and the effect of those actions over smaller time periods enables you to achieve bigger goals over larger time periods. This organisational alignment is not easy to achieve. But in this video I am not talking about achieving organisational alignment. Organisational alignment takes time, it is not something you can achieve within 6 months of starting at a new job or company.

It is important you understand this organisational alignment because this is where you want to be eventually, in a year or two. But to get this process started as a new hire requires you to understand that while this is the big picture, the way to go about doing this is, the way to get started towards this organisational alignment is to start aligning the organisation piece by piece starting with the immediate world around you, that is your department or your area or your role. I call this role alignment.

See if you have been hired into a published position then you have a standard job, which comes with standard pay. So you are performing standard activities which may already be well aligned with the organisation's mission, its vision and strategy, its core values and its goals. Because standard jobs are requirements that the company is well aware of, they know they need people resources to get something done in a particular area or function. It is not an extraordinary situation, it is an ordinary situation. But in unpublished jobs, jobs the are not posted anywhere where you have done research and created a position for

yourself, it is very important that you understand how to go about achieving this alignment. See, if you have been able to secure your red diamond, your dream job, a job that has tripled your salary then naturally you have been brought on board to create some revolutionary value for the company. So then naturally your role is going to create some waves, it is only natural that your arrival is going to rock the boat. Rocking the boat is a delicate balance, you do want to shake things up a bit but you don't want to tip the boat over, you don't want the boat to capsize.

So achieving alignment means now bringing other stakeholders on board with what needs to be done. See in step 4 you brought on board the most key person in the organisation as far as you are concerned which was your boss, your immediate supervisor. In this step you will now bring other key stakeholders on board as well because you are not working in an isolated bubble. Your work is going to impact other areas and other people, you will need other departments to collaborate and extend support to you as you go about achieving the objectives for which you have been hired. And to do this you first have to examine how aware the organisation is of the need for change... this change being whatever role you have been brought on board for - this is the roadmap you have created in the step where you matched strategy with situation. If the organisation is aware of this then that is great you can proceed forward but if it is not aware of this change then it is important that you raise this awareness. See change can be of two types, one is necessary change where if you do not change major problems will happen. The other type of change is proactive change, this is the change that you want to achieve that comes from within you, where there is no urgency to change but by changing you know you will improve things for the better in the future.

Let me give you an example, if the building you are in is on fire and you can feel the heat, you can see the smoke, will it be difficult for someone to convince you that you need to get out of the building? Of course not, you will recognise for yourself that if you do not exit the building then your life will be in danger. And that is necessary change, change that has become critical. No one needs to convince you that you need to leave the building because necessary change is very easy to see, there is smoke everywhere and you can feel the rising heat from the fire. But proactive change is very difficult to see, if the building is not on fire and it is not burning and you are telling people to leave the building then they will question you... why do we need to leave the building? Is there an emergency? So proactive change is much harder to do than necessary change - and that is why you have to work towards creating awareness for that change. So to raise awareness you will have to focus on what the issue is or what the

opportunity is and how it will impact the firm. You are not discussing how to go about creating that change, you are only discussing how the change will impact people for the better.

The next step is to conduct a thorough diagnosis, see now that people are aware that there is a logical reason to change, you have to take everyone's input and have a thorough discussion about how you will go about bringing about that change. If everyone agrees with the roadmap, then great but if people see it differently then you will have to engage in understanding the root causes of the problems and the potential solutions people are suggesting to those problems.

The next thing to be worked on is the business model. Now if you recall your business model is made up of your compelling value proposition, your profit formula and your key people & resources. What you are trying to understand in this step is where your business model needs to adapt to be able to pull of the outcome associated with the change you are trying to bring about. If the business model is able to deliver the outcomes you expect, then great. But if it is not able to deliver the expected outcomes then you have to engage in understanding how the business model needs to change.

The next step is to take now create a plan of action. This is your detailed plan for implementation. If there exists a plan for the change that is to be brought about then great, but if there isn't one then you need to scope out the roles and responsibilities associated with each team, department and person so that the change can be put into motion.

The last step of this process is to ensure support as the change is progressing. What needs to occur for the change initiative to gain critical mass? If the initiative is supported then that is great, or else you will need to further the right relationships and build the right coalitions to ensure the needed support and keep the pace of progress towards the change on track.

See your ultimate goal is to achieve organisational alignment, but that will happen over a longer period of time. So for now as you start you will have to achieve this alignment, the alignment specific to your new position or what I described as role alignment.

In the next step we will discuss building your team so that now as the work is gaining momentum you have the hands and brains around you to pick up the pace and get things done. I shall see you in the next session.

STEP #7: BUILDING YOUR TEAM

In this step you need to understand two most critical things about assessing an organisation from the perspective of staffing. The first thing you need to understand here is who manages what area. Creating a simple chart where one column contains the names of all the different departments/functional areas and one the column next to it contains the names of the individuals who are responsible for those departments/ functional areas is a great starting point.

You are looking to understand if there is more than one person in the same position, and if any positions are open, or have no one directly responsible for that area. And the last assessment you need to make here is the most difficult one, which is to determine if the right person is in the right seat. See, please appreciate that a business is like a bus. There are a limited number of seats on the bus, so for the right people to be on the bus, the wrong people need to be off the bus. And then the right people need to be put into the right seats. None if the seats can be left empty and none of the seats can have more than one person in them - it creates problems.

The next thing you need to do here is to understand if the KPI's for each role are clear and if the individual responsible for that role is an A player, a B player or a C player. A players are those who exceed expectations with regard to performance and culture. B players are individuals who meet the expectation, and C players fall short of meeting expectations. The idea here is to continually build the bench strength of the team by grooming people to perform better in terms of the KPI's that they are responsible to deliver a, as well as the manner in which they fit into the culture (Do they follow the core values of the company?)

STEP #8: CREATING ALLIANCES

A very crucial step in being able to expand your scope is to create the right alliances at work. See as I've mentioned before people do not care how much you know until they know how much you care. That said, while as a new hire you are extending yourself to develop relationships and create bonds, please go into this with your eyes open. Your arrival is impacting people, some for the better and some not so favourably from their perspective. So it is important to understand how they view you and what that means for you and your work.

See fundamentally you have to understand who is likely to support your agenda and who is likely to oppose it... furthermore you have to assess who is persuadable, that is whom can you convince and bring onto your side in support of your objectives.

It is important to create this fundamental assessment because this provides you with the big picture of what alliances are important for you as you pursue your agenda. And this assessment has to be done not just internally but also externally that is with 3rd party providers and suppliers etc.

You will have to examine the agenda that others are running and how or where their agendas may align with yours, or come into conflict with your agenda.

There might be some broad based, long term alliances that are possible in certain areas, and in other areas there might be short term alliances that can come about. You will have to assess where a long term alliance makes sense and where a short term one can help get things done.

This is like trying to understand how influence works inside the organisation. Who listens to whom and identify the individuals that carry clout within the company.

This means understanding what are the motivations of pivotal people. It means understanding what situational pressures are acting upon them. So for example if your role is to develop new products and the company is going through a cash problem then the finance department and the people in it will be difficult to work with because they are trying to conserve cash in this situation and may have other more important priorities that they need to consider.

The exercise you did in level 2 where you examined the NEEDS of your target organisation across the key individuals whom you would interact with in your interview and meeting process is a handy template here. In that template you vertically listed the NEEDS that you can help solve in order of descending importance and horizontally you listed the key people, the First Researched individuals you will meet as you go about engaging with the target company. And then you gave it a grade, A for essential support, B for good to have support and C for non-essential support. Let this template serve as a foundation for your efforts as you begin to understand creating alliances in the company to further your objectives.

STEP #9: MANAGING YOURSELF

Welcome to step #9 of the process. You have a lot going on at the moment... and I can tell you that you are nearly there. You are so close to building that trust. If you recall in the job search and application process you did two very important things, the first was that the company got to know you, and the second was that they started to like you. And these two things were critical because these two things helped establish the foundation of your securing the job offer. As you approached the organisation you came into their awareness and they got to know you. And in your interaction as you differentiated yourself at every step, may it be through your hard data research and understanding the organisations pain points and opportunities, or may it be in how well prepared you were for the interview where you used the inbound approach to create an honest, sincere and authentic impression - these two things were the foundation required for you to secure your job offer.

The next step of the process that is building trust is something that happens after you get the offer and start work. See, you are now in a role where achieving success is your number 1 priority because this will allow you to polish that red diamond into a jewellery grade rare stone. And to build this trust you have prepared yourself right from knowing that you were being considered to consuming the right value as you formally entered the organisation. You accelerated your own learning, you created a relevant roadmap in matching strategy to situation, you negotiated for your success by having the 5 critical conversations with your boss, you have paid thought and effort to achieving alignment, you have worked on building you team and creating the right alliances - this is all a lot of work, energy, patience, blood, sweat and tears that has gone into getting you this far.

In step #9 I will share with you how to manage yourself, how to ensure that everything you are doing stays on track and gets you over that line onto the side where your trust is fully established.

So this step is about learning how to manage yourself in the first 6 months as you walk the journey of first consuming value from the company and then producing value for the company. And I look at managing ones oneself as a simple three step process.

In the first step, you need to have personal discipline, and while personal discipline will help almost any situation or goal you are trying to achieve, such as

losing weight or getting fitter or lowering your golf handicap... in the context of this video what I mean by personal discipline is that you understand what specific things you need to do to achieve this trust.

#1: you have to plan to plan. Create the time on your calendar to ensure you will get to the deep work you need to do for each step of the process.

#2: you have to focus on what is important, and here I go back to the 80/20 rule. You have to sharpen your own saw, and you must be able to pick up on what are the most critical parts of this 10 step process that will produce the maximum results.

#3: you must learn how to not put yourself into commitments before you are sure you can deliver on them. Learn how to say “Let me process this and I’ll get back to you in a day or so”. Think through matters and progress things with the spirit where people understand that you will present a well thought out stance to whatever it is they want to discuss with you.

#4: And to process the issue, talk a walk... and what I mean is take a mental walk to clear your mind and focus on the issue. Part of focusing on the issue maybe reflecting and introspecting if you can truly honour the commitment or extend the help that is being sought from you.

#5: The last step is knowing when to quit on the issue. See, you won’t hit it out of the park on every issue. Every attempt won’t result in that sixer. So it is important you recognise when to hang up the boots and acknowledge that you are done with the matter. I am not suggesting you leave matters where someone is left in a lurch, but rather end on a good note but clearly so that they understand that it is not worth pursuing you anymore on the subject.

These are the 5 specific things I want you to understand when it comes to personal discipline.

The next step of the process of managing yourself as you are starting in the new job is to follow this 180 days process. I hope you realise by now that all these steps are linked? Each step builds on the previous one. Preparing yourself identifies what learning you have to accelerate which then allows you to create the roadmap, matching strategy and situation, as you then negotiate for success, and secure early wins, achieve alignment, build your team, create alliances, and learn how to manage yourself. So the second step of this process of managing yourself is to follow the 180 days process of these 10 steps like gospel.

The third step of managing yourself is to build your support systems. Stabilise your home front. Most mid career professionals are family people, as in they have a spouse or significant other, and or may even have children. Getting your spouse on track is essential when transitioning to a new job or when you get promoted. And to get your spouse on track they have to feel that you are taking care of their needs and making them feel secure as this change is occurring in your life. If you are moving because of this promotion or new job, then time the move carefully. You may have to work out what your spouse will do if you are moving, where the children will attend school and securing admissions into the new school et. all.

You will have to extend yourself to preserve the familiar as you move. So if you have a family game night every Tuesday then keep that routine on. If you and your wife or husband go for a dinner and a movie on Saturday night, then do so in the new location as well, as you move geographically. Preserve the familiar. Help them culturally acclimate into the new city or into the new life that is not just your new reality but also their new reality. Joining clubs, organisations and socialising is important, even if to start it is socialising with the parents of your kids classmates. Get a relocation service to help you with the move. Packing, transporting and doing up a household is a lot of work. In my career I have moved many many many times. Here is a quick map of all the cities I have lived in for work while I was in the US. I was in consulting so moving and traveling was just part of the game for me. Today I have friends all across North America. These are all cities where I have lived for over 6 months, and in some cases several years. And every single time I used a relocation service to plan every aspect of my move from the physical aspects of packing and transportation to the coordination necessities of schooling for kids and helping get my wife oriented to the new environment.

So to recap, managing yourself is a three step process. Step 1 is ensuring you develop personal discipline, step 2 is following this 180 days process tightly and step 3 is to build your support systems. If you do this right, then you will speed up the creation of trust.

STEP #10: ACCELERATE EVERYONE

This is step #10, and this step is called “Accelerate Everyone”.

Having followed this structured process to build trust people now understand that there is a lot of logic, sincerity, congruency, ethics, care and concern you have demonstrated towards their NEEDS. See, leaders don't claw their way to the top, they are carried there. They are people who others want to follow because of who they are... and in following these steps you are demonstrating to the organisation that you have the leadership potential to grow in their organisation. That you have a solid future with the company based on merit and contribution of value & results.

So you will start to be looked at as a coach who is always helpful. You will be looked at as someone who extends themselves to come to the aid of others, to help them solve their challenges. A person who is always there for others, just like a coach is always there for his or her players. This ensures that you get to participate and most likely lead the most important opportunities and the biggest challenges for the organisation. You will work on the matters that are of the highest order for the firm. These are the projects that will deliver the maximum value to the organisation. And as you win at these projects, as you conquer these situations and challenges, it will further cement the perception that you are the right leader to take this organisation forward. And that is where you become the benevolent leader, the leader who is aligned with the goals of the people in the team, and who enjoys trust with every member of the company.

So when you accelerate everyone that is when you get carried to the top of the organisation. And in my case it was this critical step that helped me achieve my three year goal of becoming the CEO of a beverage alcohol company with revenues of over \$100 million dollars.

So to accelerate everyone you have to think of yourself as the one who is the lifeblood of giving. Your focus on serving others around you has to guide you singularly. And that is what makes you that benevolent leader.

As it was this step that helped me go from being a director to a vice-president to the CEO in 3 years with my red diamond organisation. The mantra that guided me was that the needs of the business come first, and the needs of others come next, and my own needs come last. So if there was ever a conflict between the needs of the organisation or the needs of other, they would always take precedence over my own needs. That is, that the needs of the company and the needs of other people would come before my own needs. That is how to start practicing benevolent leadership.
