

How to be effective in 101 days or less

A guide for the newly appointed and promoted in the construction industry

Alan Denton, MD of executive coaching company The Results Centre

(www.theresultscentre.com) explains how to achieve great results in a new role in 101 days – or less.

It's well documented that the construction industry has been a major casualty of the global recession; a trend that looks set to continue into 2013. Inevitably, this affects those who work in the industry, and with the majority of personnel working in SMEs of up to 250 people, organisations simply cannot afford to employ senior staff who don't pull their weight quickly.

An internal study of 20,000 executive searches performed by global company Heidrick & Struggles found that 40% of executives hired at senior level are no longer in post 18 months later – indicating serious flaws in the induction process at this level. Statistics and experience show that the first three months in a new role are crucial to your success, and that of the business. So, whether you are a CEO, project manager, team leader – or one of any number of senior roles, how can you ensure that you hit the ground running and are effective within 101 days?

Your role in the first instance is to get to grips with learning about the company's culture and ways of working. We advise taking control of the situation – don't rely on what the company will do for you. We work with MDs, CEOs and senior staff on a ten point plan to ensure that they are effective within 101 days. Here are the first five to get you started.

The Ten Point Template:

1. Outcomes that key stakeholders want me to achieve in my first 101 days
Having been through the recruitment process, you should already have some answers. Construction businesses are results focused, so make a note the specific outcomes and 'must delivers' mentioned at interview. Add to these in your first few days and be clear what stakeholders will see as amazing outcomes in your first three months.

2. Outcomes that I want to achieve for myself in the first 101 days
Think about what you have delivered in the

past. What was happening, what were you doing and how did you go about delivering brilliant results? Now, how can you project these experiences into your new position to really wow your new employer? It's surprising how many new appointees fail to draw from great past experiences.

3. Facts that you have learned about the business by the end of 101 days
Set out a plan of the facts you need to know. It's useful to list questions and then reflect back on them throughout the process. Create a checklist:
Who will I need to know – the key players?
What are the key measurements that company uses?
What KPIs apply to me and my new role?

4. Immerse yourself in the business's new culture
Prepare by thinking about the following questions:
How would I describe the culture in my current organisation?
What cultural experiences have I had in other organisations?
What were the differences and how did I identify them?
What have I learned from these experiences; how might I apply these to the challenge ahead?
What differences do I see in this new culture; how might I overcome them?

5. What you bring to the new organisation that is unique, dynamic and compelling – and that people will sit up and notice in 101 days?
Formulate a plan that will deliver compelling results focusing on:
Your key strengths
What you bring to the party that others don't
Examples of amazing breakthroughs from past leadership positions
What your new employer was 'buying' when they 'bought' you

A copy of the full ten point template is available to download FREE at www.theresultscentre.com.

Now more than ever, people in your organisation will both expect and need you to get results quickly. Preparation is key to

achieving this, so before commencing a new position, and throughout the first 101 days (and beyond) use the ten point template so you can make a difference – fast.

About the author:

Alan Denton is MD of The Results Centre (www.theresultscentre.com) and regularly coaches newly appointed senior executives for the first 101 days and beyond. Alan has extensive experience working in construction, retail, manufacturing, recruitment, engineering, financial services, property and the health sector. He has created leadership and transformational programmes, including the First 101 Days programme. Alan coaches and mentors at senior levels in a variety of business scenarios, including international corporations.

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