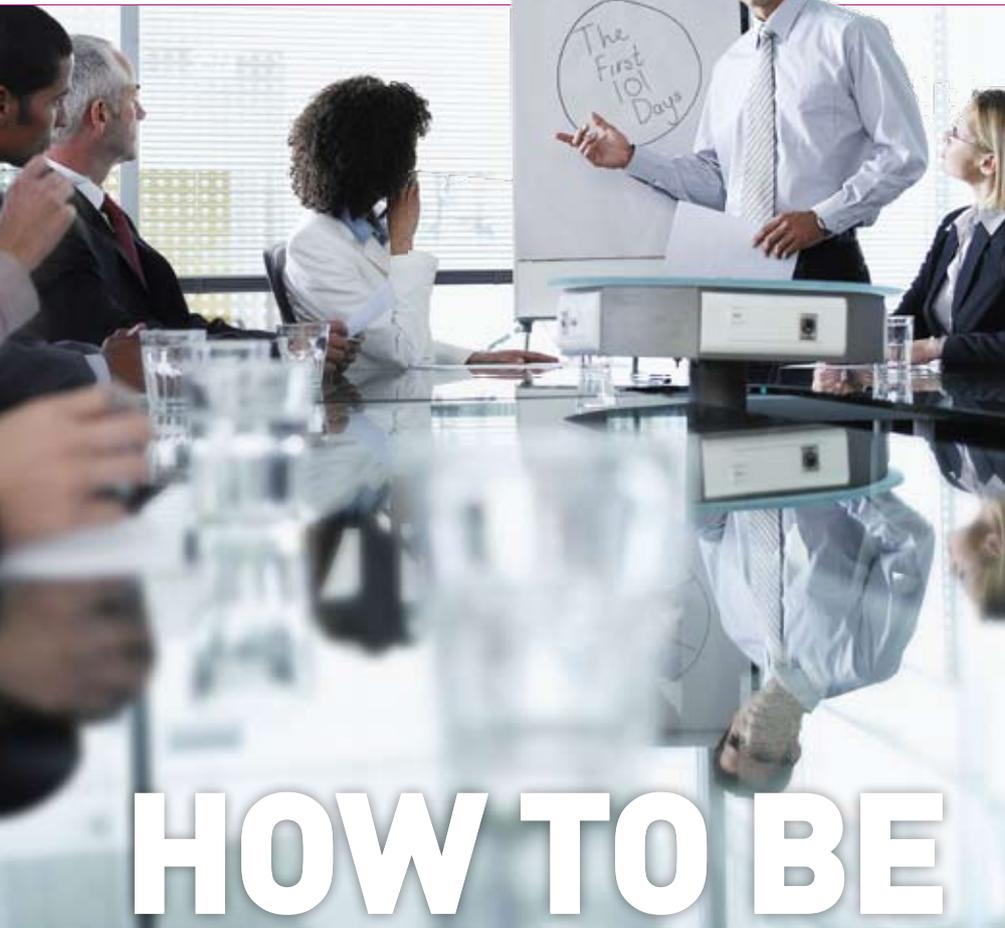


EGlife



HOW TO BE A SUCCESS IN 101 DAYS

How can senior property personnel achieve great results in a new role in 101 days or fewer? Alan Denton explains

As an industry that offers a diverse range of career opportunities and ample scope for advancement – with corresponding salaries – the property sector has long attracted talented and driven personnel. However,

some difficult economic times over the past five years have meant there are fewer bonuses and lower salaries for those at the top of the industry compared with their European counterparts.

When property was booming, directors, managers and senior staff could, arguably,

inside

People on the move

This week's appointments, promotions and start-ups in the property sector
PEOPLE & COMPANIES, PAGE 109

Managing vacant properties

As the number of vacant properties rises, we get some tips on mitigating the risks
HOW TO, PAGE 109



Builders in the pink

Crown Estate's West End sites show their support for breast cancer charity
EVENTS, PAGE 110

Portman rings the changes

Bill Moore asks Portman Estate staff to embrace "no-phone Monday"
DIARY, PAGE 118



ONLINE THIS WEEK

Network Rail has released a new video showing how the redeveloped London Bridge station will look, view it at: www.estatesgazette.com/videos

get away with performing less effectively. But now value for money is essential, and companies involved in any aspect of property, from construction to corporate real estate, simply cannot afford to employ staff who underperform.

The honeymoon is over

Statistics and experience show that the first three months in a new role are crucial to your success, and that of the business. In most walks of life there is a "honeymoon period" and, for many years, new leaders and senior executives have had 100 days' grace in recognition of the fact that this is the time it takes to settle effectively into a new role.

However, in today's market, with impatient investors, stakeholders, internal and external critics and a heightened focus on speedy results, the pressure is on from day one. So, how can you ensure that you are up to speed from the beginning and are effective within three months?

Your role in the first instance is to get to grips with learning the company's culture and ways of working. Take control of the situation – don't rely on what the firm will do for you – and work with managing directors, chief executives and senior staff on a 10-point plan to ensure effectiveness within 101 days.

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. All areas of property focus on results, so note the specific outcomes and "must delivers" mentioned at interview. Add to these in your first few days and be clear about what stakeholders could perceive as amazing outcomes in your first three months of employment.

2 Outcomes that I want to achieve for myself in the first 101 days

Think about what you have delivered in the past. What were you doing and how did you go about delivering superb results? Now, how can you project these experiences into your new position to wow your new employer? It is surprising just how many new appointees fail to draw from good 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. List questions and reflect on them throughout the process. Make a checklist:

- Who will I need to know? Who are the key players?
- What are the key measurements used by the company?
- What key performance indicators 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 and how might I apply this knowledge to the challenges ahead?
- What differences do I see in this new culture and how might I overcome them?

5 What do you bring to the new organisation that is unique, dynamic and compelling, and that people will sit up and notice within 101 days?

Formulate a plan that will deliver compelling results focusing on:

- Your key strengths
- What you bring to the party that others do not
- Examples of amazing breakthroughs occurring in previous leadership positions
- What your new employer was "buying" when it employed you

6 How you have engaged with your team and those around you?

Think about what engagement means to you and how you might go about doing this. Make a list of your greatest successes from the past and project these into your new role.

7 What impact is your team making by the end of 101 days and at key milestones along the way?

Again, reflect on any teams that you have led or been part of:

- What made them great? What are the attributes of a great team?
- What made the team leader effective?
- What excellent results did they achieve, and how did they do so?

8 What do relationships look and feel like around you by the end of 101 days?

Conversations are all about building relationships and, therefore, are crucial to success in your new role. Think about what this really means for you, your new role and business.

9 What do communications look, sound and feel like around you during and after 101 days?

This question is linked to the previous one, but refers to an amalgamation of all your conversations – verbal and non-verbal.

- In what environment have you experienced brilliant communication?
- How did it differ from other places, what set it apart, and how could you replicate these great communication experiences?

10 And finally, what external impact have you had on your business: list the outcomes

Results – manifested in their impact on internal and external stakeholders – are everything in the property industry. So, if you are a director, aim to enhance shareholder and company value. As an executive, try to build profitable strategic business growth and alliance opportunities. If you are a senior manager, bid to develop new, more profitable and dynamic external relationships. All of these actions will help to create long-term growth and sustainability.

If businesses, large as well as small, are to survive in the fluctuating world of property, they need to be led by people who are successful from the very first day that they sit at their desks. Research, reflection and preparation are key, so use the 10-point template to help take control of your new role and establish your place in the organisation within 101 days.

Alan Denton is managing director of executive coaching company The Results Centre www.theresultscentre.com

SHORT-TERM SOLUTIONS

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. (See feature to come in our 24 November issue)