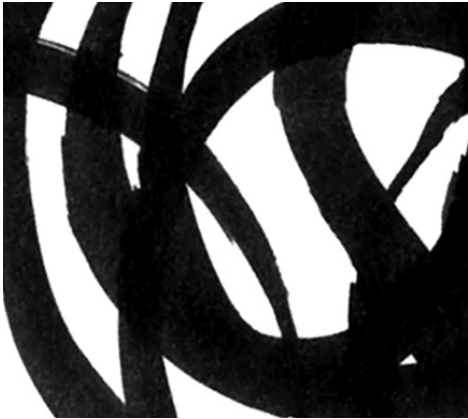
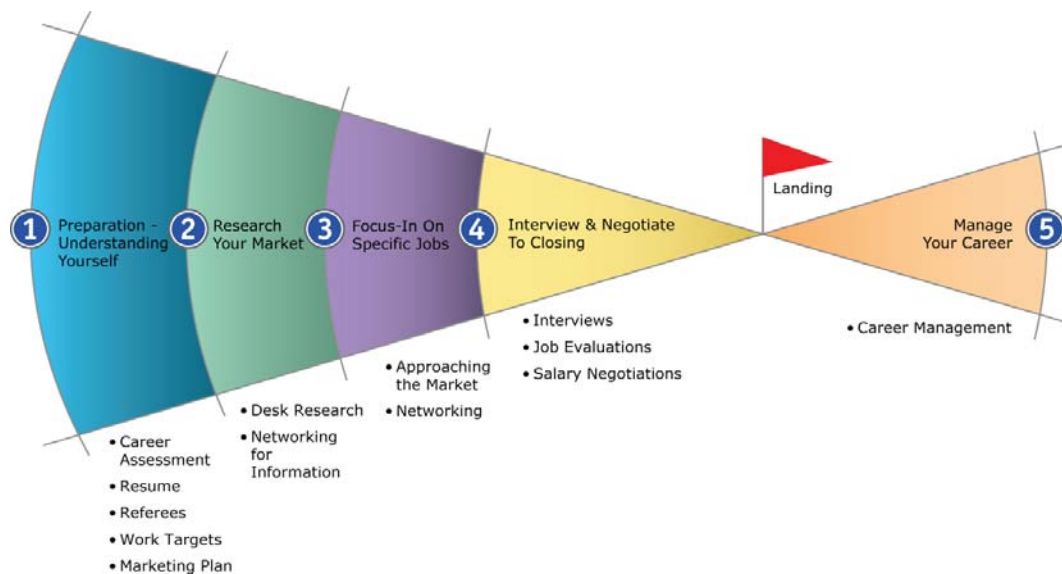




Managing your Career

BEYOND LANDING



Congratulations! You are now ready to start your new job or new career. Here are a few things you need to do to formally close your search and a few key tips for getting a good start in your new position.

WRAPPING UP YOUR CAMPAIGN:

First of all there are several administrative details to wrap up:

- Notify all prospective employers and recruiters where matters are still pending, that you have accepted another position. In the case of recruiters you may want to give them your new address and phone number. It never hurts to stay in touch with recruiters.
- Write thank you letters to referees and other people in your career contact network who have aided in your search. The people you have met in your search may be helpful in your future endeavours
- Review your notes and calendar to make sure there are no meetings, telephone calls, or other details you need to wrap up.
- Within a month of accepting your new job make certain your network has your new business card.
- Continuous Connections with Right don't end now; make sure you register with Right Alumni to keep in touch with your network and to have access to our research facilities.
- Celebrate! This is an important occasion, enjoy it!

SUCCESSFUL TRANSITION INTO YOUR NEW ORGANISATION:

Starting work in a new organisation is an exciting, yet challenging time. There is much to learn, new relationships to build and cultural ways of working to navigate. All of this needs to be achieved within an environment of high expectations. Today, most organisations expect new employees to be delivering good early wins within the first 90 – 100 days in the job.

Mastering the challenge of integration is made easier by following 8 key strategies designed to help you to navigate your new organisation.

8 INTEGRATION STRATEGIES

- Research
- Establishing Priorities
- Managing your own Learning
- Managing Perceptions
- Cultural Understanding
- Managing Strategic relationships
- Managing Politics
- The New Team

Research

Research as much as possible before starting date.

Utilise web sites, keep networking with employees, competitors, the recruiter, clients etc. Find out anything you can about challenges facing the company, perceptions in the market, key personnel. Keep building on the research you did for the interview. Make sure you have an administration process in place to manage this information.

Establishing Priorities

Your overarching goal during your transition will be to build momentum to achieve the business objectives you have been hired to deliver. Establishing the initial priority areas of focus will help you to break the larger goals down into more manageable targets as well as position you to deliver some early wins within your first 90 – 100 days.

Key considerations

- Where are the low hanging fruit – the opportunities to implement quick changes that deliver maximum benefit

- What are some of the burning issues that are concerning your new manager? How might you help resolve these?
- What are some of the issues your team members are struggling with? How might you help them to resolve these issues?

Remember that the fresh perspective that you bring as a new employee is highly valued but don't be overly critical.

Managing your own Learning

Absorbing information in the first weeks feels like drinking from a fire hose – there is too much to be absorbed about people, strategies, products, markets, technologies and systems.

Establish learning priorities early on by working with your manager to identify your needs. Identify who the experts are that you can learn from. Also identify the best sources of written information such as intranets, internal manuals and organisation charts that you can use to promote your learning.

Set yourself specific learning objectives and regularly review your progress.

Managing Perceptions

Be aware of the impression you are making in those early days and remember they could have a lasting effect for you within the new organisation. They will be keen to size you up as you will be to gain an understanding of them. Be yourself - but on a good day! Listen more than talk. At first you may be feeling very much a stranger in a strange land and this could be stressful so remember to employ your stress coping mechanisms.

Ensuring Cultural Understanding

Your research pre-start will help you as a starting point, but now use your eyes and ears to understand the values and norms-“the way we do things around here”.

Key Considerations:

- Talk to people who are fairly new. What are their perceptions?
- Talk to longer servers find out how the organisation has changed over time and how they perceive it now.
- What has your managers' experience been and what challenges do they see for the operation?

Managing Strategic Relationships

You need to identify who the key stakeholder are for your role and then work to build strategic relationships with each of these stakeholders.

Your Manager

Understand your manager's expectations of you in the role. Try to meet frequently in the beginning to eliminate any misunderstandings. Work with your manager to put in place clearly defined targets.

It is a good idea to clarify the immediate demands of the job as your manager sees them. The following questions will give you good insight into the most pressing issues. Even if you asked questions around these issues during the interview process; it is good to revisit them.

- What are the major challenges this position presents over the next six months?
- What are the main problem areas that need attention in this new position?
- How will my performance be measured?

Answers to these questions will provide a good understanding of priorities to consider during the first 100 days. Having one of the outcomes of these questions addressed and another in the pipeline will ensure there are 'runs on the board' and prove invaluable for the probationary conversation

Peers

Understand their roles clearly, their backgrounds and their needs in relation to your role.

Direct Reports

Find out what are their expectations of you. How they liked to be managed. Review their past performances and understand their backgrounds, issues and aspirations.

Clients

Clients may be internal or external. It is helpful to research their roles, backgrounds and needs so that you can understand how you can best work together.

Other Stakeholders

Who else plays an important role in your success? How may people such as your manager once removed, Reception, IT, Finance and HR help or hinder achievement of your goals

Managing Politics

Organisational politics are unavoidable. They are part of any organisation and contribute to how you fit, are perceived and possibly your progress. You may be initially perceived as a friend or potentially a foe and demonstrating respect for the norms and values of the organisation is vital.

Key considerations

- Have you beaten any incumbents for the position?
- Who are the opinion leaders in the organisation, amongst your peers and amongst your subordinates?
- What are your manager's goals and how might you play a role in helping to achieve them?
- How do others go about influencing decisions? What can you learn from the approaches?
- What is the grapevine like here? Listen rather than talk.

Put together a thumbnail sketch as quickly as possible of your colleagues, bosses and subordinates.

Try to find a mentor or sponsor that can guide you through these difficult waters in either a formal or informal capacity. Your manager is not an appropriate mentor, instead, identify someone in a cross functional role within the organisation to help you. Cross functional mentors can help you see new perspectives, provide impartial advice and can ensure you keep focused on the broader organisational picture. You may also like to identify a mentor who is external to your new organisation. An external mentor who is aligned functionally can help you to keep focussed on external trends and new developments from within your functional area of expertise as well as provide impartial advice.

The New Team

Fitting In

The key here is to combine the information you gathered through the research phase together with your learnings around the culture and politics to fit into your new team. Using your listening and observation skills will help you to understand how the team works. Keep any suggestions for improvement constructive and future focussed rather than commenting on how things were done in your last organisation.

Managing the team

Do not change too much too quickly. Try to build constructive relationships from the start, understand your people and clearly set forward your philosophy, beliefs and expectations. Have regular communication forums.

Building a New Team

Again, avoid moving too quickly. Build a sound core team and see if you can recruit internally; are there any “diamonds in the rough”? Aim for a balance of experience and fresh perspective. Spending time with your team sharing information on the team’s challenges and opportunities can promote a more rapid assimilation and ensure the team are aligned going forward.

100-DAY CHECKLIST

The check list below is a guide to assist you in assimilating into your new role and organisation:

	RESOURCES	WHO	WHEN
Research			
Keep networking			
Reading			
Other researching			
Managing Perceptions			
First impressions			
Be yourself			
Listen more than talk			
Manage stress			
Ensure Cultural Understanding			
Values/norms			
Talk to new and old employees			
Talk to your manager on change and challenges			
Managing Strategic Relationships			
Manager			
Peers			
Subordinates			
Clients			
Other			
Managing Politics			
Friend or foe			
Mentor/Sponsor			
The New Team			
Fitting In			
Managing the new team			
Building a new team			

ONGOING CAREER MANAGEMENT SELF-MANAGING YOUR CAREER:

As busy professionals, it's easy to get caught up in a current job and even easier to lose track of significant achievements. So it is important to continually assess your professional growth and job viability. Also, it is important to note that by putting the points listed into action, you will ensure you are always prepared for performance review and development planning conversations.

- Waiting to update your resume until you are in the job market wastes valuable time, as it forces you to reconstruct achievements from your past. To keep yourself market-ready we suggest updating your resume every six months to ensure you are prepared for a change; whenever it happens.
- Note any achievements, new skills, major projects and add them to your resume.
- Twice yearly conduct a self inventory independent from company reviews and put the results in your own self development plan.
- Talk to your manager regularly about your development. Remember this is your responsibility. Understand your next career move and keep working towards it.
- Keep networking internally and externally addressing your weaknesses, honing your strengths and identifying fresh development opportunities. The SWOT model is helpful here.
- Go for an interview or meet with a recruiter once or twice a year.
- Routine assessment of your current position is an important exercise that builds success; you troubleshoot performance and satisfaction issues before they affect your performance.

Going to a new organisation can be a daunting experience and how you perform early on could greatly affect your overall stay with the company.

Plan your movements in the first 100 days using the key points noted earlier.

Don't try to take on too much but look for some quick wins that will see you adding value.

Break your year up in to three 100 day lots and plan to build for a major win perhaps three times a year and your continued success should be assured.

Finally, you will receive an invitation to join the Right Alumni, register and you will find hot links on networking, maintaining a career log, and continuing your professional development and learning as well as having continued access to Research and Career links.