The First 10% / 90 Days

How to Establish Yourself in a New Position

The Work

Winning!

90 days!

60 days!

30 days!
In the beginning, many of us are focused on the work
• Determining what we have to do, learning the information and developing the skills to do it
• Because we believe that our work will speak for itself and solidify our reputation.

But it can help helpful to give equal consideration to the hidden curriculum to success
• These unstated performance and conduct benchmarks expectations are just labeled “being professional”, so they aren’t always explained.
• Be strategic by intentionally consideration to four other factors:

Why does the first 10% or 3-6 months matter in a new position?

• People solidify a first impression pretty quickly - particularly a negative one – and “people require more evidence to perceive improvement in someone’s moral character than to perceive a decline.”

• In a job, 3 months is halfway to the 6-month standard probation period (when it’s easier to fire you/easier for you to leave).

2. The moral tipping point: Why it’s hard to shake a bad impression. www.sciencedaily.com/releases/2016/07/160712142757.htm
Your professional identity =

What are your values + and what do you value?
What are your values? How do you want to show up, professionally?

- What are my core values?
- Strategic & An Advocate

How you function with integrity

- How you Make decisions
- How you make communicate
- How you organize yourself and your work
- How you handle conflict and change
What are your values? How do you want to show up, professionally?

What are 1-2 core values or qualities for you?

- Accountable
- Adaptable
- Adventurous
- An Advocate
- Agile
- Ambitious
- Assertive
- Authentic
- Balanced
- Bold
- Brave
- Calm
- Creative
- Civil
- Composed
- Compassionate
- Common Sense
- Cooperative
- Courageous
- Curious
- Decisive
- Diplomatic
- Disciplined
- Engaged
- Equanimous
- Equitable
- Ethical
- Empathetic
- Evidence-Based
- Fair
- Faith-Minded
- Family-Oriented
- Fearless
- Friendly
- Growth-Minded
- Healthy
- Honest
- Hopeful
- Humble
- Humorous
- Inclusive
- Innovative
- Joyful
- Just
- Kind
- Logical
- Open Minded
- Optimistic
- Patient
- Patient-Centered
- Patriotic
- Perseverance
- Perfectionist
- Playful
- Positive
- Proactive
- Pragmatic
- Rational
- Reason
- Recognition
- Reliable
- Reflective
- Resourceful
- Resilient
- Respectful
- Responsible
- Restrained
- Savvy
- Self-confident
- Self control
- Serene
- Service-Minded
- Stewardship
- Strategic
- Team-Oriented
- Tenacious
- Tolerance
- Thoughtful
- Thorough
- Transparent
- Trustworthy
- Unflappable

How you function with integrity

- How you Make decisions
- How you make communicate
- How you organize yourself and your work
- How you handle conflict and change

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Your Professional Identity: How do you show up with integrity?

You’re being asked to do something you aren’t (yet) skilled in.

**STEP 01**
What are your core values?

**STEP 02**
What are options for someone who holds these values?

**STEP 03**
What subset of these options do not result in your martyrdom?

- Strategic & An Advocate
- ____________________
- ____________________
- ____________________
- ____________________
- ____________________
How do you want to show up to work? (What's your definition of integrity?)
Your Professional Identity: How do you show up with integrity?

**STEP 01**
What are your core values?

**STEP 02**
What are options for someone who holds these values?

**STEP 03**
What subset of these options do not result in your martyrdom?

- Strategic & An Advocate
- ______________________
- ______________________
- ______________________
- ______________________

Someone is being gaslight
Your professional identity =  
What are your values + and is your value?  
(to the lab)
What is your value?

Who you are

Your Organization

Your Team

Your Boss

You

The Work

Kamala Khan: Sample 2

QUALITIES/VALUES

• Ethical and forward thinking
• Engaging and accessible communicator, great to
collaborate with

EXPERTISE/EXPERIENCE (MY VALUE):

• Immunologist
• A go-to expert about cutting edge basic and
translational research
• CEO: leading an organization
  known for advancing
• unique, first-in-kind antigen-specific
• immunotherapeutic approaches

bit.ly/90days22
Your professional identity =

What are your values + and what do you value?

Kamala Khan: Sample 2
QUALITIES/VALUES
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- CEO: leading an organization known for advancing unique, first-in-kind antigen-specific immunotherapeutic approaches
7 Supervisory Responsibilities

1. Set expectations/
   Take baseline assessment

2. Teach, train
   & delegate effectively

3. Give kudos, corrective
   & evaluative feedback continuously

4. Recognize progress &
   reward achievement

5. Articulate & enforce consequences

6. Manage conflict

7. Provide support

Not just a mentor, a supervisor

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**RESPONSIBILITIES**

**What** they do every day as required by their role responsibilities

**WORK STYLES**

**How** they (and you) prefer to get things done.

1. Set expectations/ Take baseline assessment
2. Teach, train & delegate effectively
3. Give kudos, corrective & evaluative feedback continuously
4. Recognize progress & reward achievement
5. Articulate & enforce consequences
6. Manage conflict
7. Provide support
WORK STYLES

How they (and you) prefer to get things done.
Work Style Preferences: How do you do your best work?

<table>
<thead>
<tr>
<th>Early Starter</th>
<th>Pressure Prompted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starting early gives me the time to do it right</td>
<td>Thoughts crystallize as I get closer to the due date</td>
</tr>
</tbody>
</table>

### 7 Supervisory Responsibilities

1. Set expectations/ Take baseline assessment
2. Teach, train & delegate effectively
3. Give kudos, corrective & evaluative feedback continuously
4. Recognize progress & reward achievement
5. Articulate & enforce consequences
6. Manage conflict
7. Provide support
Would you describe your preference as "Early Starting" or "Pressure Prompted" at school/work?

- Strong Early Starter Preference
- Mild Early Starter Preference
- No Strong Preference for Early Starting nor Pressure Prompted
- Mild Pressure Prompted Preference
- Strong Pressure Prompted Starter Preference
What are your work style preferences?
People start with pathologizing... and end with false correlation

<table>
<thead>
<tr>
<th>Early Starters</th>
<th>Pressure Prompted</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-75 Days ahead</td>
<td>75-60 Days ahead</td>
</tr>
<tr>
<td>75-60 Days ahead</td>
<td>60-45 Days ahead</td>
</tr>
<tr>
<td>60-45 Days ahead</td>
<td>45-30 Days ahead</td>
</tr>
<tr>
<td>45-30 Days ahead</td>
<td>30-15 Days ahead</td>
</tr>
<tr>
<td>30-15 Days ahead</td>
<td>15-1 Days ahead</td>
</tr>
</tbody>
</table>

DIVERSITY
Includes but is not limited to race, color, ethnicity, nationality, religion, socioeconomic status, veteran status, education, marital status, language, age, gender, gender expression, gender identity, sexual orientation, mental or physical ability, genetic information and learning styles.

“Diversity is who is invited into the lab.”

7 Supervisory Responsibilities

1. Set expectations/ Take baseline assessment
2. Teach, train & delegate effectively
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1. What’s the most important medicine breakthrough of the 20th century?
2. What immunizations are recommended for a 1 year old?
3. What do you want for dinner?

**Internal Processor**
Let me think about that and organize my thoughts.

**External Processor**
My ideas and decisions will emerge and reveal themselves as I speak.

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**7 Supervisory Responsibilities**

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2. Teach, train & delegate effectively
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Would you describe your preference as "Internal Processing" or "External Processing" at school/work?
Why is your bench on fire?

Let me walk you through each step so you have a thorough understanding of what happened.

1. **At best:** it’s organized
2. **At worst:** it’s a slog

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**Systematic**

**Organic/Richly Associative**

It’s all connected and it all comes together at the end

1. **At best:** it’s dynamic and on point
2. **At worst:** it’s a confusing braindump

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**7 Supervisory Responsibilities**

1. Set expectations/ Take baseline assessment
2. Teach, train & delegate effectively
3. Give kudos, corrective & evaluative feedback continuously
4. Recognize progress & reward achievement
5. Articulate & enforce consequences
6. Manage conflict
7. Provide support
Would you describe your preference as "Systemic" or "Organic/Richly Associative" at school/work?

- Strong Systematic Preference
- Mild Systematic Preference
- No Strong Preference for Systematic nor Organic/Richly Associative
- Mild Organic/Richly Associative Preference
- Strong Organic/Richly Associative Preference
The point?

- Assess your boss
  1. Are they doing these tasks (skills)
  2. How do they do these tasks? (preferences)

- Where do they have strong preferences?

- ...that are out of sync with yours?
Did you know there are three types of people at work?
Did you know there are three types of people at work?

ENGAGED
employees work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward.

NOT-ENGAGED
employees are essentially ‘checked out’. They’re sleepwalking through their workday, putting time, but not energy or passion into their work.

ACTIVELY DISENGAGED
employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

Gallup State of the American Worker Survey
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Do you feel you can do your best work? If not, why not?
(e.g.: is it the organizational values? The relationships? Do you have what you need to do what is expected of you?)

Frederic Herzberg
Theory of Motivation 1968

- Sense of personal achievement
- Advancement
- Growth
- Responsibility
- Stimulating work

Abraham Maslow’s
Hierarchy of Needs (1943)

- Self-Control (autonomy)
- Status
- Recognition

Achieving one’s potential, being creative, serving a cause, contributing to society

- Prestige, self-respect, competence, self-confidence, sense of self worth

Hygiene Factors

- Professional Relationships, Supervision
- (Safe) Work environment
- (Fair) Org. policies

Motivators

- Job security
- Salary/benefits

Belonging/Social Needs

- Friends, affiliation, affection, relationships, love

Safety

- Both physical (security, shelter, protection, law and order, health insurance, pension plans, secure job) and psychological freedom from fear and anxiety

Physiological

- Basic survival needs such as feed and water
That’s a lot of information. What does it look like when it – and you - are working?
The greater the misalignment between you and your boss, team, organization and/or work, the more proactive you will need to be around self care and work-around tactics.

### 1. Who Are You
- Articulate your values
- Define your reputation
- Consider the ways you can live those values at work

#### 2. How Do You Function
- How do you think and communicate?
- How do you learn?

#### 3. How ready are you?

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### 1. Do you feel you can do your best work?
- If not, why not?

(e.g.: is it the organizational values? The policies? Do you have what you need to do what is expected of you? Etc.)

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### 1. Your Boss
- Assess if they are playing their supervisory position: are they completing their 7 responsibilities?
- If you feel the relationship is less than optimally functional, consider if it’s a workstyle issue

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### 1. Your Team
- Who is engaged? Not engaged? Actively disengaged?
- Do they take pride or pleasure in their work?
- How do they interact with each other? How are they interacting with you?
- Who are your mentors/allies? Who is not and why?

### 1. Your Organization
- Assess Everything, and take stock after the first 10% / 3 months

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### The Work

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One more thing

1. The first 10%/90 days is a gauge. With this assessment, you can begin to develop a strategy to succeed.

So, you need to be honest with yourself about what you’re seeing because, your brain might be inclined to try to minimize things or blow them out of proportion.
And while you are in the position.....

- Start every day at work acknowledging you’re in a not optimal environment, take breaks and take care (don’t pretend it’s not happening)
- Find internal and internal allies. As soon as a situation arises, seek help
- Clearly define your goals while you’re there
- Keep job searching
- Remember your agency: you chose this (this doesn’t mean you deserve bad things to happen to you, but you have agency in thinking about ways you will not perpetuate the situation when you’re the one in power)
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How to Establish Yourself in a New Position

Naledi Saul, Director