



Out the Gate: Success in the New Job Means Attuning to Culture at the Start©

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You're excited about the new job you've won over a slew of highly qualified applicants. From day one, you've energetic, engaged and demonstrating they've made a great hire! By week 3, you're begun sharing with them your insight about needed improvements. In short order, several of your direct reports and peers are more aloof than they were on Welcome-to-the-Team Day. You assume they are intimidated by the unparalleled skill you bring.

Many new leaders begin unwittingly derailing in their hard-won jobs, by making early avoidable missteps. What they don't realize is they are joining an existing culture that, if things go well, they can over time help reshape if warranted. Every work environment has its own peculiarities, not the same as your last one. So, the style of leading in the last job doesn't necessarily work in the new workplace. As Marshall Goldsmith astutely titled his book, *What Got You Here Won't Get You There*. Then what will?

Emotional intelligence literature extends into social intelligence, reminding us to be aware of and manage both ourselves *and* others. This includes adapting to the work culture and learning how to navigate and negotiate within the context of others' skills, styles, habits, and politics.

So, during your first few months observe, reflect, and assess this new environment. What kind of culture am I joining? What are the relationship styles? How do people succeed here? What are the important networks? How does communication happen? Who are the influencers? What's the pace?

The point is: Pay attention to culture, how you need to adapt to add value, get results and become a valued change agent. As I read recently: ***Read the cultural tea leaves.... early.***

- ✓ Derailment data indicate that more than **65%** of new leaders failed, not due to skill deficiency, but due to poor grasp of how the organization works and cultural fit¹

Some tips as you start your new job:

- Build connections, listening and valuing others
- Determine which successful work habits will and will not work in the new role
- Develop a learning plan or get a coach to accelerate your transition
- Get some early, valued wins for the team

Transition coaching for leaders can help you get started effectively and engage your talents so they serve both you and the new organizations for years to come.

¹ HBR, May-June 2017, Onboarding isn't enough