

The First 10% / 90 Days

How to Establish Yourself in a New Position

The Work



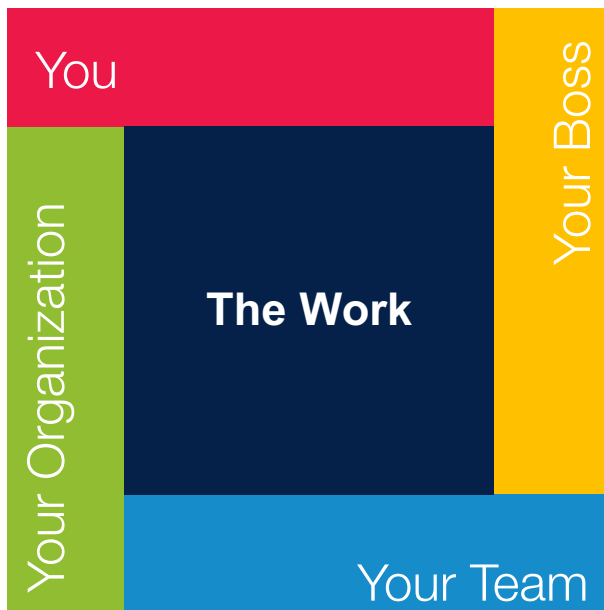
90 days!

60 days!

30 days!

Naledi Saul, Director

UCSF Office of Career &
Professional Development
Student Academic Affairs



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:



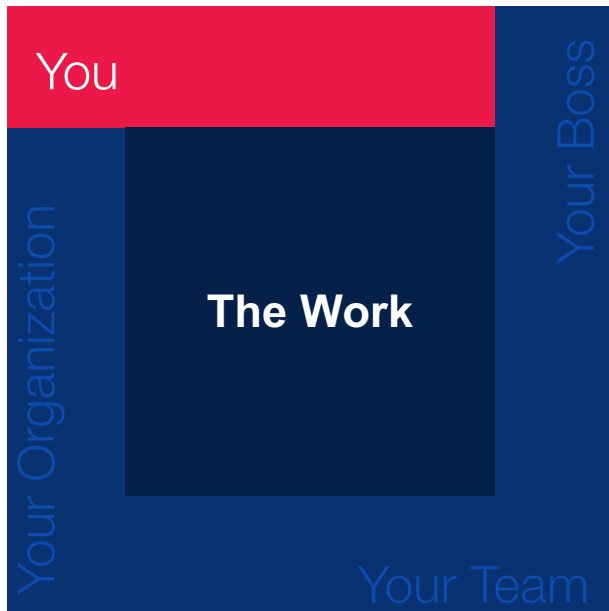
Why does the first 10% or 3-6 months matter in a new position?

- 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).

1.Nadav Klein, Ed O’Brien. The Tipping Point of Moral Change: When Do Good and Bad Acts Make Good and Bad Actors? *Social Cognition*, 2016; 34 (2): 149
DOI: [10.1521/soco.2016.34.2.149](https://doi.org/10.1521/soco.2016.34.2.149)

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

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Who you are

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
- Adventurousome
- 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

What are my core values?

Strategic & An Advocate

- 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**

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 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**



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?

Someone is being gaslight

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

❖ Strategic & An Advocate

- ❖ _____
- ❖ _____
- ❖ _____

- ❖ _____
- ❖ _____



How you function with integrity

**How you
Make decisions**



**How you
make communicate**

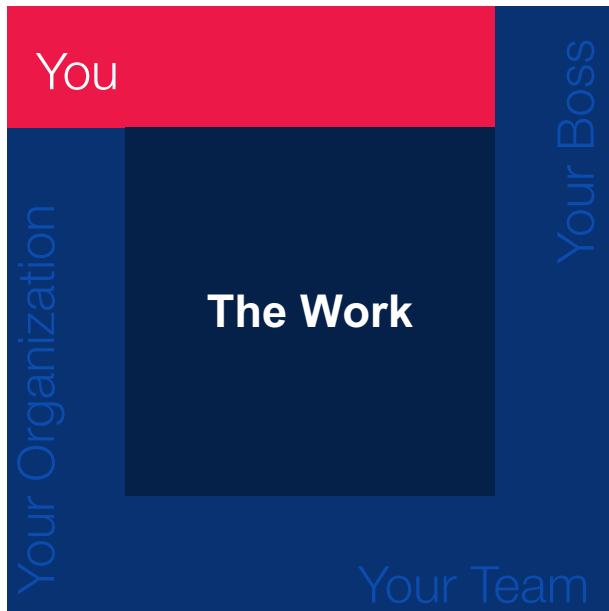


**How you
organize yourself and your work**



**How you
handle conflict and change**





Who you are

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



You

Your Boss

The Work

Your Organization

Your Team

Who you are

What is your value?

Kamala Khan: Sample 2

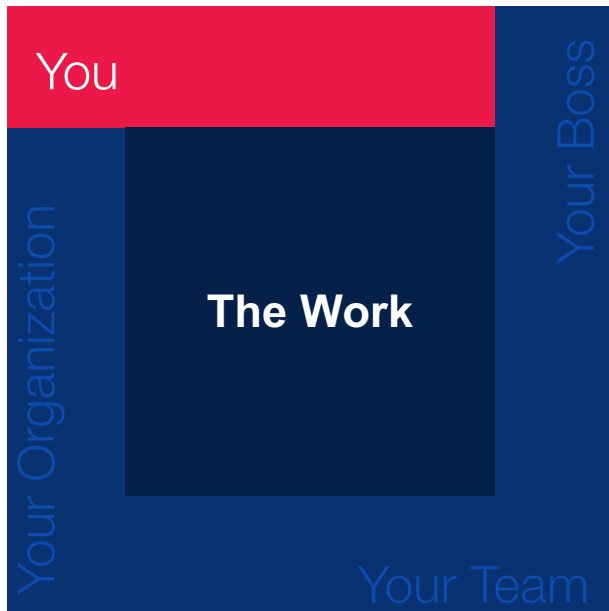
QUALITIES/VALUES

- 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





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Kamala Khan: Sample 2

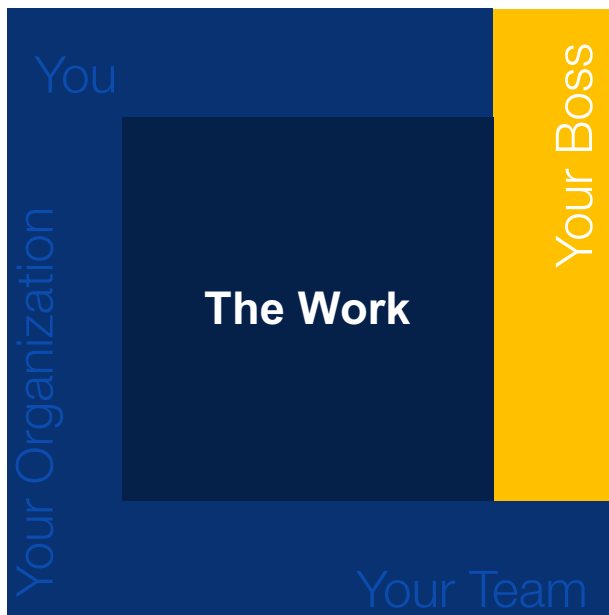
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7 Supervisory Responsibilities

- 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

Not just a mentor, a supervisor

RESPONSIBILITIES

What they do every day as required by their role responsibilities

WORK STYLES

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

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YOUR OPERATING SYSTEM
How You Feel Organized:
Think & Communicate



Pressure Prompted



Early Starter



Internal Processor



External Processor



Systematic



Organic

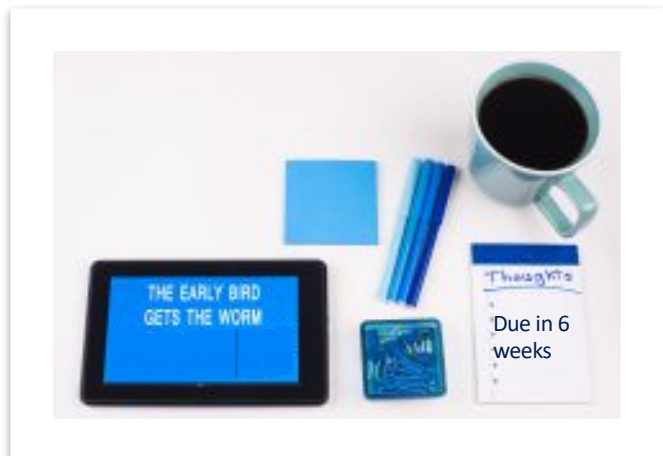
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7 Supervisory Responsibilities

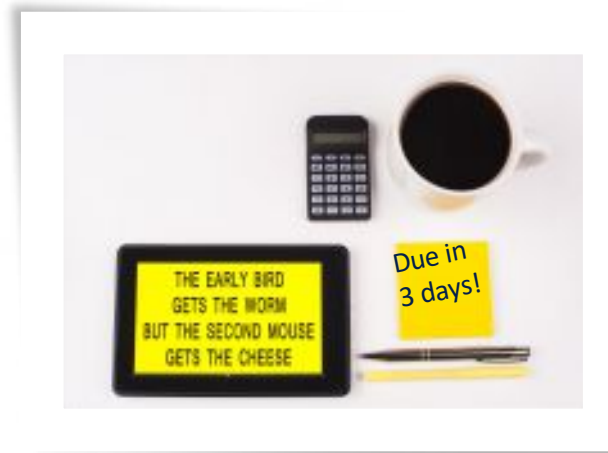
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Work Style Preferences: How do you do your best work?



Early Starter

Starting early gives me the time to do it right



Pressure Prompted

Thoughts crystallize as I get closer to the due date

7 Supervisory Responsibilities

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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

⚠ When survey is active, respond at pollev.com/ns291



What are your work style preferences?

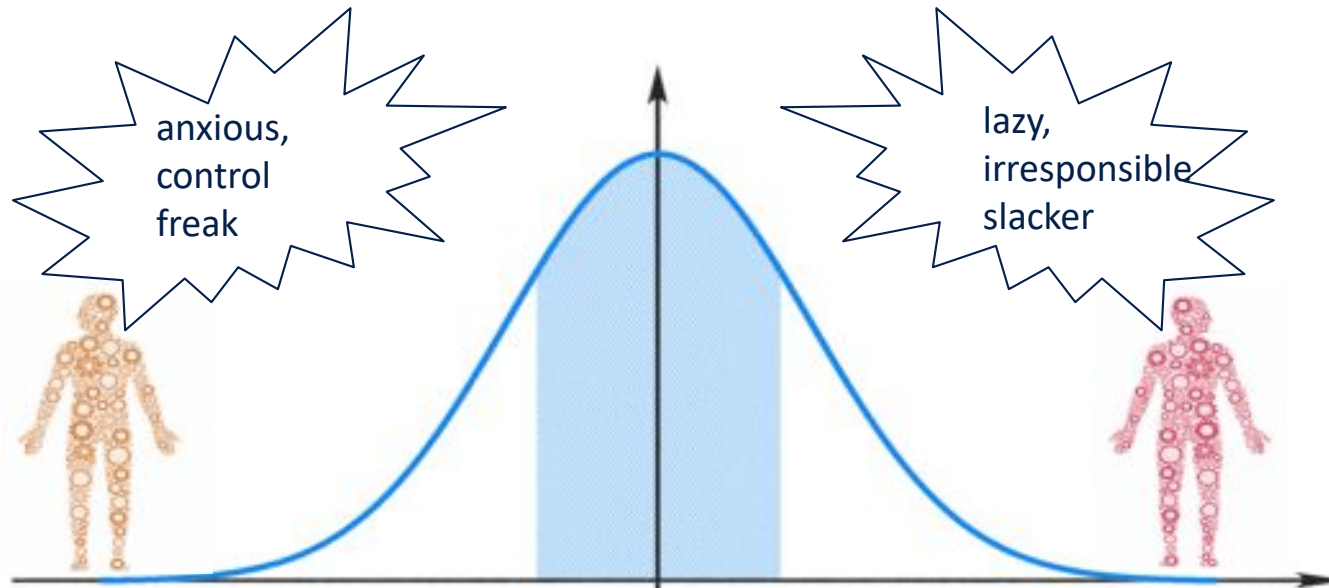
0 done

 **0 underway**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at pollev.com/app

People start with pathologizing... and end with false correlation

Early Starters			Pressure Prompted		
90-75 Days ahead	75-60 Days ahead	60-45 Days ahead	45-30 Days ahead	30-15 Days ahead	15-1 Days ahead



DIVERSITY

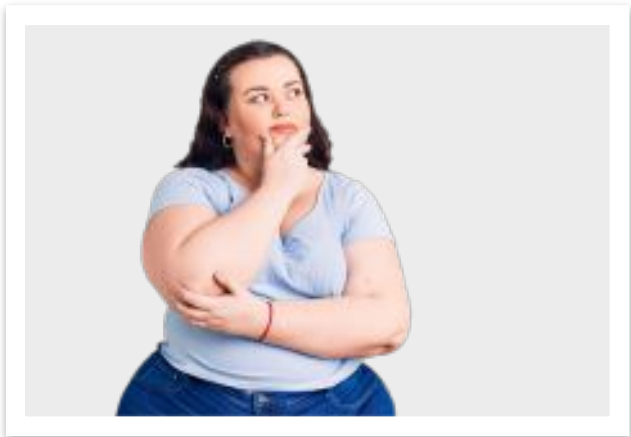
Includes but is not limited to race, color, ethnicity, nationality, religion, socioeconomic status, veteran status, education, marital status, language, age, gender, gender expression, gender identity, sexual orientation, mental or physical ability, genetic information and learning styles.

“Diversity is who is invited into the lab.”

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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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Manage conflict

7

Provide support

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Would you describe your preference as "Internal Processing" or "External Processing" at school/work?

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Why is your bench on fire?



Systematic

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



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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Manage conflict

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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

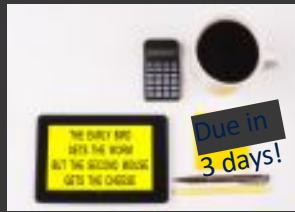
Mild Organic/Richly Associative Preference

Strong Organic/Richly Associative Preference

YOUR OPERATING SYSTEM
How You Feel Organized:
Think & Communicate



Pressure Prompted



Early Starter



Internal Processor



External Processor



Systematic



Organic

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?

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You

Your Boss

The Work

Your Team

Did you know there are three types of people at work?



Did you know there are three types of people at work?



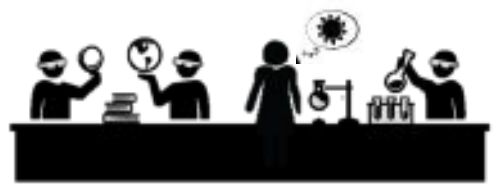
Look around:

- Who will be your allies?
- Who will be your field, career, guide and inspirational mentors?

Who will you need to intentionally limit your time with?

THESE FOLKS!

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



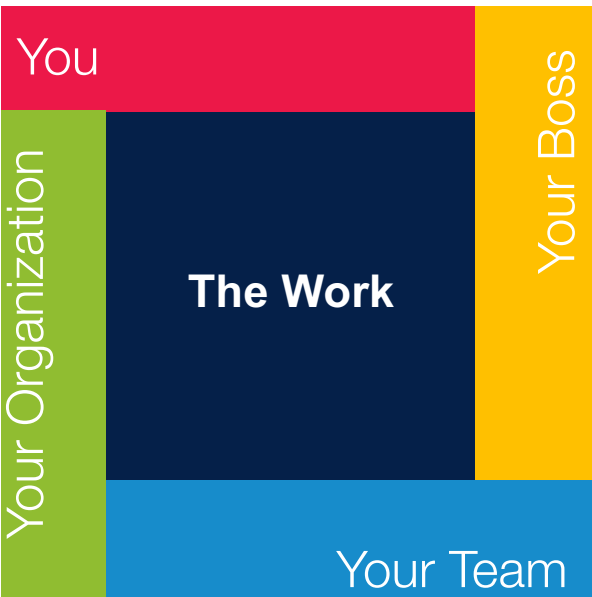
ACTIVELY DISENGAGED
 employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.



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)**

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

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

- Professional Relationships,
- Supervision

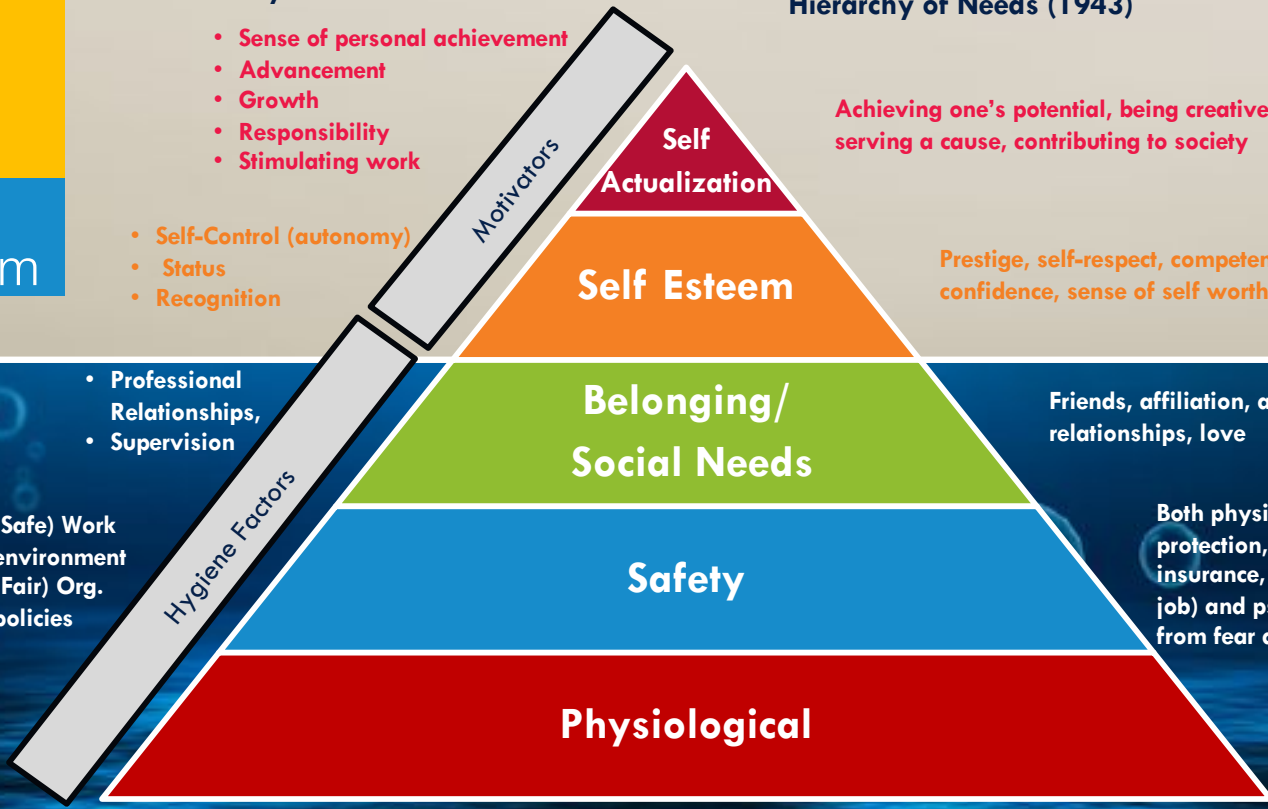
Friends, affiliation, affection, relationships, love

- (Safe) Work environment
- (Fair) Org. policies

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

- Job security
- Salary/benefits

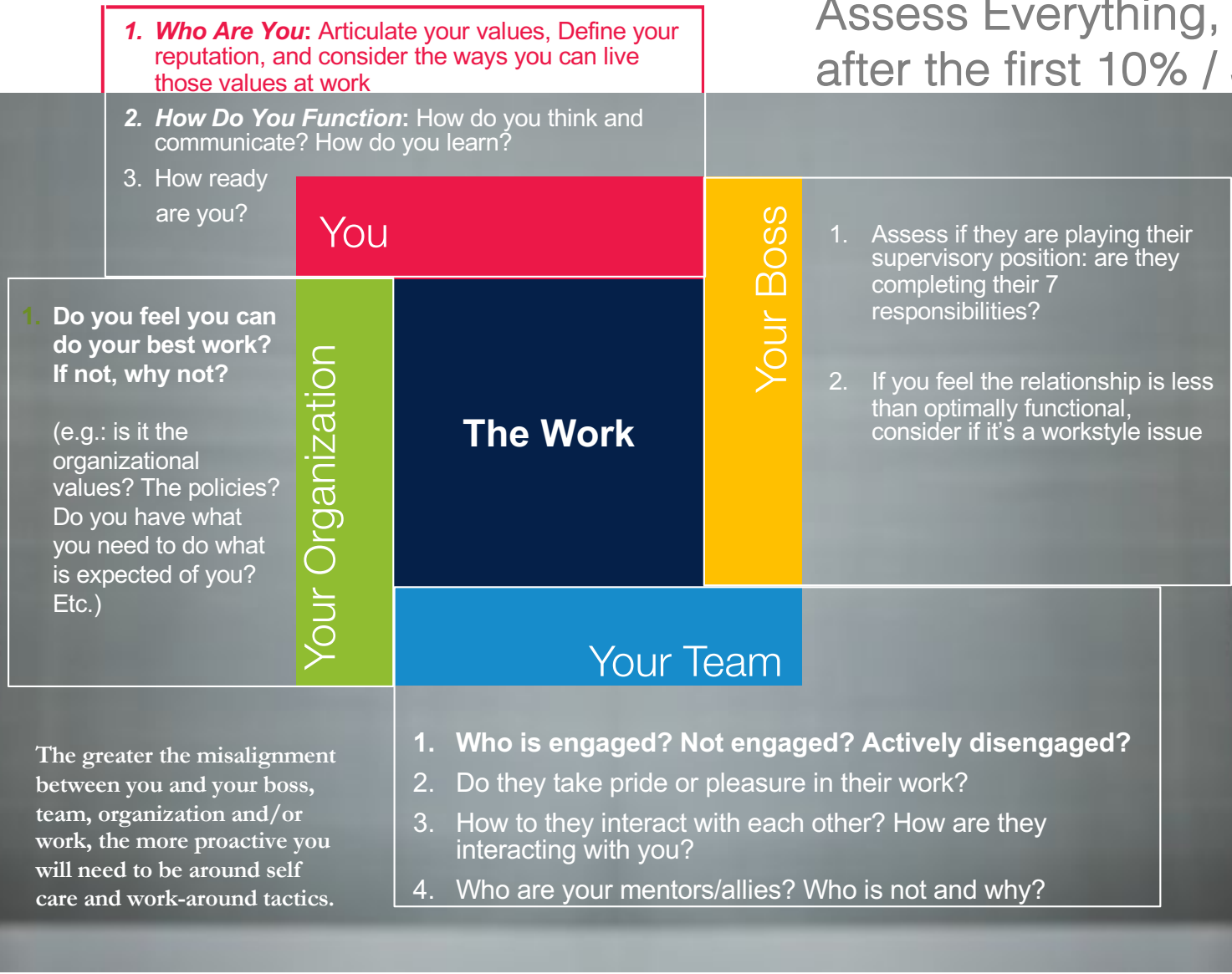
Basic survival needs such as food and water



That's a lot of information. What does it look like when it – and you – are working?



Assess Everything, and take stock after the first 10% / 3 months



One more thing

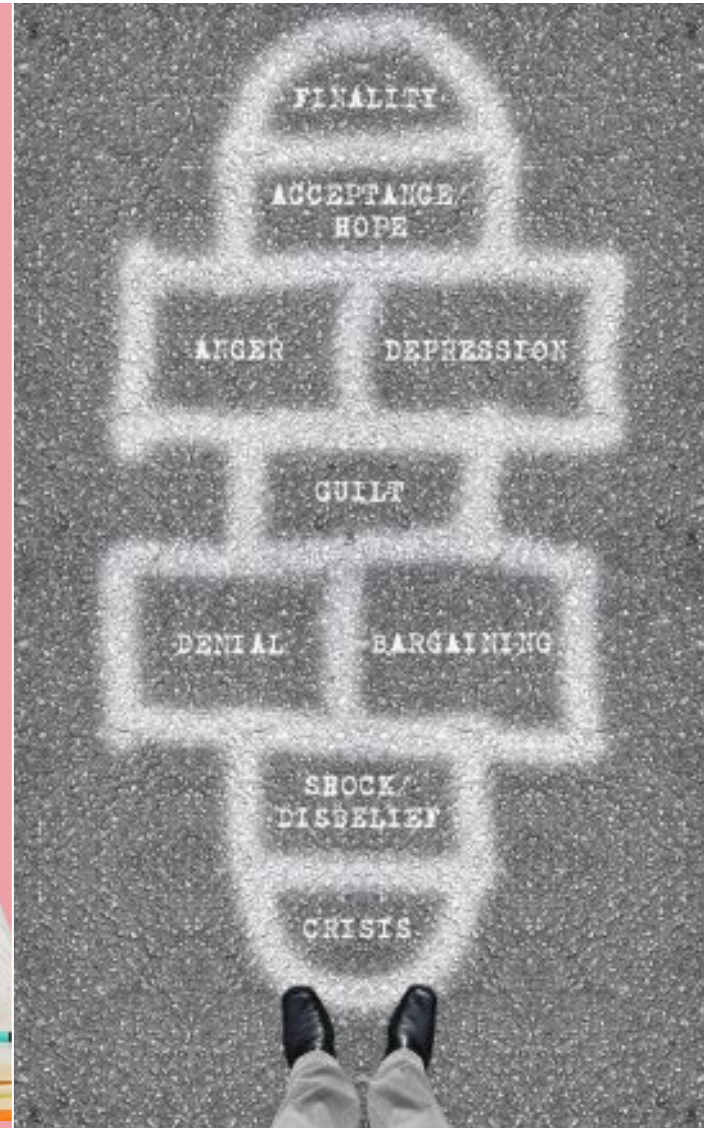
1. The first 10%/90 days is a gauge. With this assessment, you can begin to develop a strategy to succeed.

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 external 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)



The First 10% / 90 Days

How to Establish Yourself in a New Position



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