



Crossing the Chasm

Making the Leap to Executive Level

Kendall Justiniano, founder
Growth Arc Advisors LLC

Thursday January 18, 10am ET

My story

Why do I do Executive Coaching?

Kendall Justiniano

Kendall has 35 years of leadership experience in the chemical industry at Fortune 100 and global companies. Most recently he was VP Marketing at Grace. His career spans a diversified breadth of markets with a focus on growth, business development, and business transformation.

Some highlights:

- Led the transition from acquisitive to organic growth for a \$700M specialty catalyst division of W.R. Grace.
- Helped stabilize PolyOne's \$450M extruded sheet division and effect a carve-out to private equity.
- Championed PolyOne's penetration of the Transportation sector, including investments in thermoplastic composites (8% revenue growth).
- Grew Dow's Aircraft Deicer business from \$2M to \$20MM EBIT (\$45M to \$70M Rev) in 3 years.

Kendall has an MBA from Ross School of Management at the University of Michigan and a B.S. ChE from Purdue University.





Growth Arc Advisors

FOUNDED IN 2021 AND STAFFED BY FORMER CHEMICAL INDUSTRY OPERATORS, GROWTH ARC ADVISORS SEEKS TO HELP MATERIALS FIRMS ADDRESS THE ACCELERATING PACE OF 21ST CENTURY DIGITAL BUSINESS, BY ENABLING BEST-IN-CLASS COMMERCIAL PRACTICES AND STRATEGIES.



Strategy & Transformation

Simplify choices to drive directional clarity with organizational commitment and realize your vision.



Innovation

Anchor innovation programs to market needs to reduce risk of launch failure and realize value.



Commercial Effectiveness

Apply leading commercial practices to accelerate revenue and increase your organization's close rate..



How do you develop yourself today?





Your position

Core job experiences
Leadership projects
Observation

Mentorship

Relevant
Selection challenges
Outdated wisdom?

Leadership Dev Experiences

Exclusive
Leadership-specific skills focus
Peer network development

Limited
Opportunity

Performance
requirement to admission

Co-opetition

Learning in
isolation

Backlash potential

Psychological
Safety/Trust

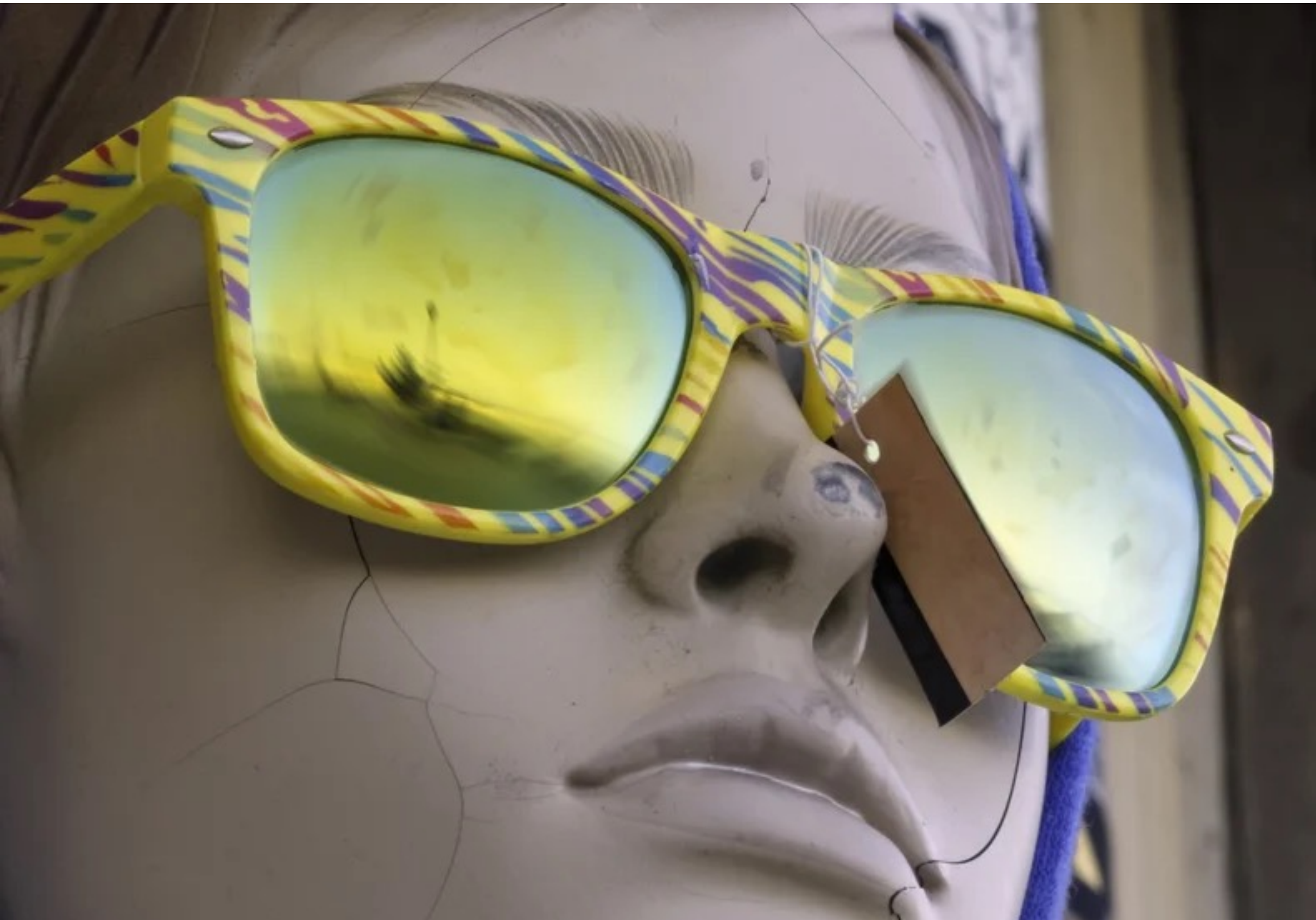
Ad hoc or
Outdated
advice



The 4 Common Executive Traps

The Imposter Trap

“AM I READY?”

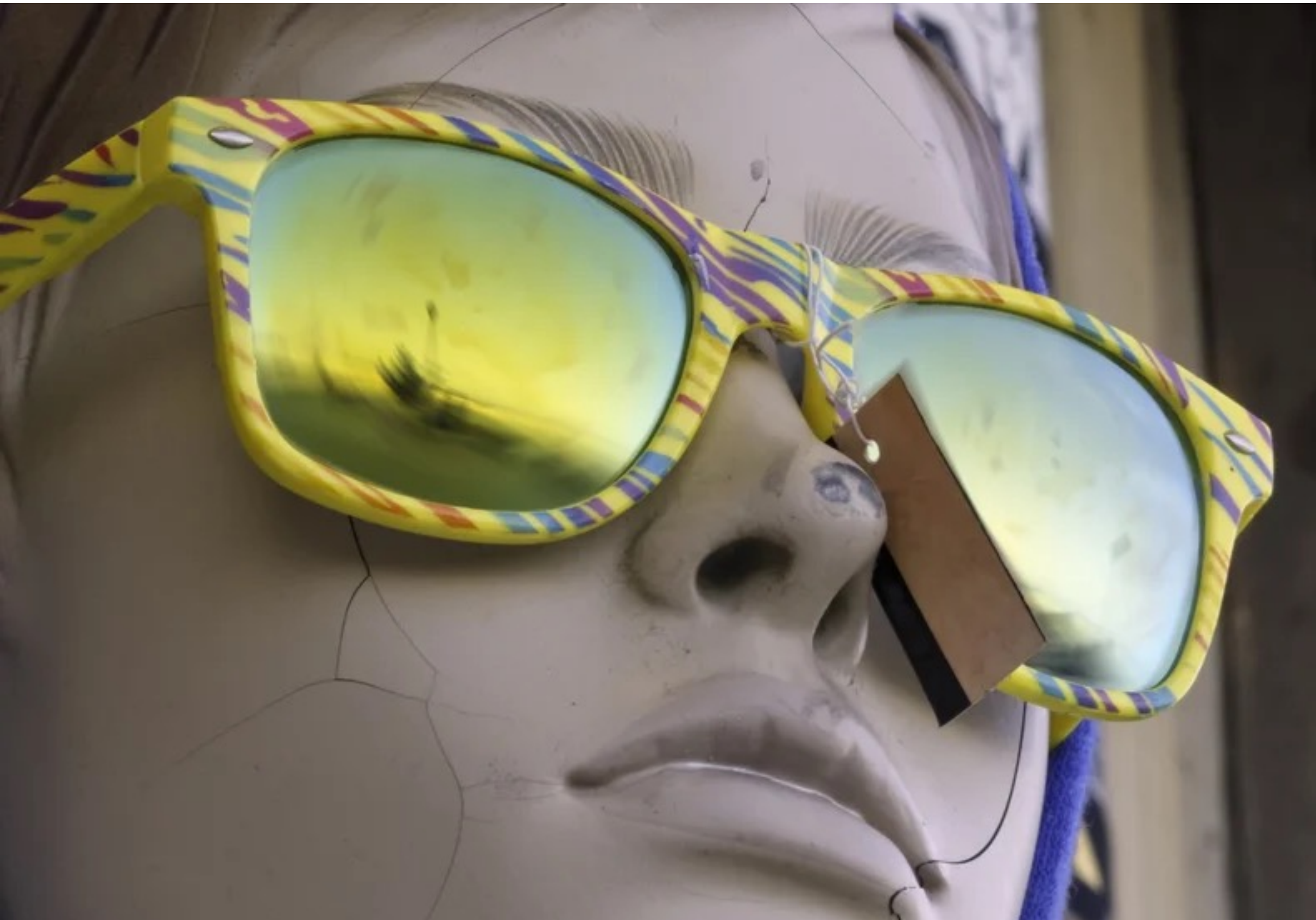


Am I ready?

- People doubt their skills, talents, or accomplishments and have a persistent internalized fear of being exposed as frauds.
- If they are not yet in the role they aspire to, they may be in continuous preparation mode, or they do not actively seek it out.

The Imposter Trap

WHAT'S REQUIRED TO OVERCOME IT?



Mindset Shift
Personal Values
& Behaviors
Identity
Development
Framework

Energy Survey

Activities that
Energize us

Things that align
with our identity.

Things we're
holding on to.

Activities that drain
our Energy

Things that don't align
with our identity.

Things we're
avoiding.

The BUSY-ness Trap

“JUST DOING ‘MY JOB’ TAKES ALL MY TIME”

Just doing ‘my job’ takes my time

- Managing the existing organization’s function takes large amounts of time, leaving little room for long-term planning or design.
- Difficulty deciding which of the many demands for time they should say ‘no’ to.
- May feel like they spent all their time working in the business, not on it.
- Rely heavily on their own experience base or familiar “playbooks” to judge what ‘good’ is.
- May over-rely on personal productivity, avoid delegation or delegate ineffectively.



The BUSY-ness Trap

WHAT'S REQUIRED TO OVERCOME IT?

Management
Operating System
Organizational
Assessment
Capability Design
Implementation
Phasing



What is a Capability Composed of?

When an organization is *capable* of something, it

HAS

- **PEOPLE** with competencies in **ROLES**

who work within
- a **GOVERNANCE** and organizational **STRUCTURE**, with appropriate incentives

WHO

- Follows **PROCESSES**

using
- Enabling **METHODS** and **FRAMEWORKS**

and
- **INSTITUTIONAL ASSETS** (e.g., IT systems, databases, machines, etc)

(to) PRODUCE DESIREABLE OUTCOMES

- DECISIONS
- PLANS
- CONTENT
- ACTIVITIES
- PRODUCTS
- SERVICES

Capability Example: Film Manufacturing - Quality

Company X has the following ...

Capability Desired Outcomes /
‘Outputs’

Capability Element	Quality
Processes	<ul style="list-style-type: none">• Sampling processes• QC testing processes• Lot release processes• Complaint Handling
Enabling Ideas/ Methods	<ul style="list-style-type: none">• 6 Sigma• LEAN• Process validation
Institutional Assets	<ul style="list-style-type: none">• LIMS quality database• QC lab
People / Roles	<ul style="list-style-type: none">• Quality Manager• QC lab personnel• Operators
Structure & Governance	<ul style="list-style-type: none">• Lot release sign offs• Batch quality review• Operating quality parameters review

- 97% First Pass Prime
- All quality complaints handled within 48 hrs.
- Root cause investigation and corrective measures on all complaints.
- Traceability on all lot materials

Capability Example: Film Manufacturing

COMPANY X REQUIRES NUMEROUS CAPABILITIES TO EFFECTIVELY OPERATE A FILM MANUFACTURING PLANT.

Capability Element	Operating Lines	Quality	Maintenance	Logistics	...	Scheduling
Processes						
Enabling Ideas/ Methods						
Institutional Assets						
People / Roles						
Structure & Governance						

The Isolation Trap

“MY PEERS AND LEADERS WON’T SUPPORT MY BIGGER VISION”



“How do I drive big vision?”

- The executive may be able to optimize their functional organization, and have generated headspace to be able to project future needs.
- However, the executive struggles to garner support and commitment from the organization.
- They may also struggle to implement significant changes or may limit breakthrough visions based upon what they perceive as ‘doable’

The Isolation Trap

WHAT'S REQUIRED TO OVERCOME IT?



Leadership Vision

Persuasion

21st Century Change
Management

Understanding
Culture

The Emptiness Trap

“WHAT’S NEXT? IS THIS ALL?”

What’s next?

- The executive has demonstrated clear executive competence.
- Struggles to identify personal development path or may take a simple “next step up” approach to their development.
- May struggle to develop an energizing and rich set of options and possibilities for the future.
- May not distinguish personal vision from company vision or subordinates themselves to company.
- Lacks a “founder or entrepreneur” mentality for their career.



The Emptiness Trap

WHAT'S REQUIRED TO OVERCOME IT?

Personal Mission
& Brand

Community
building

Job package
crafted to match

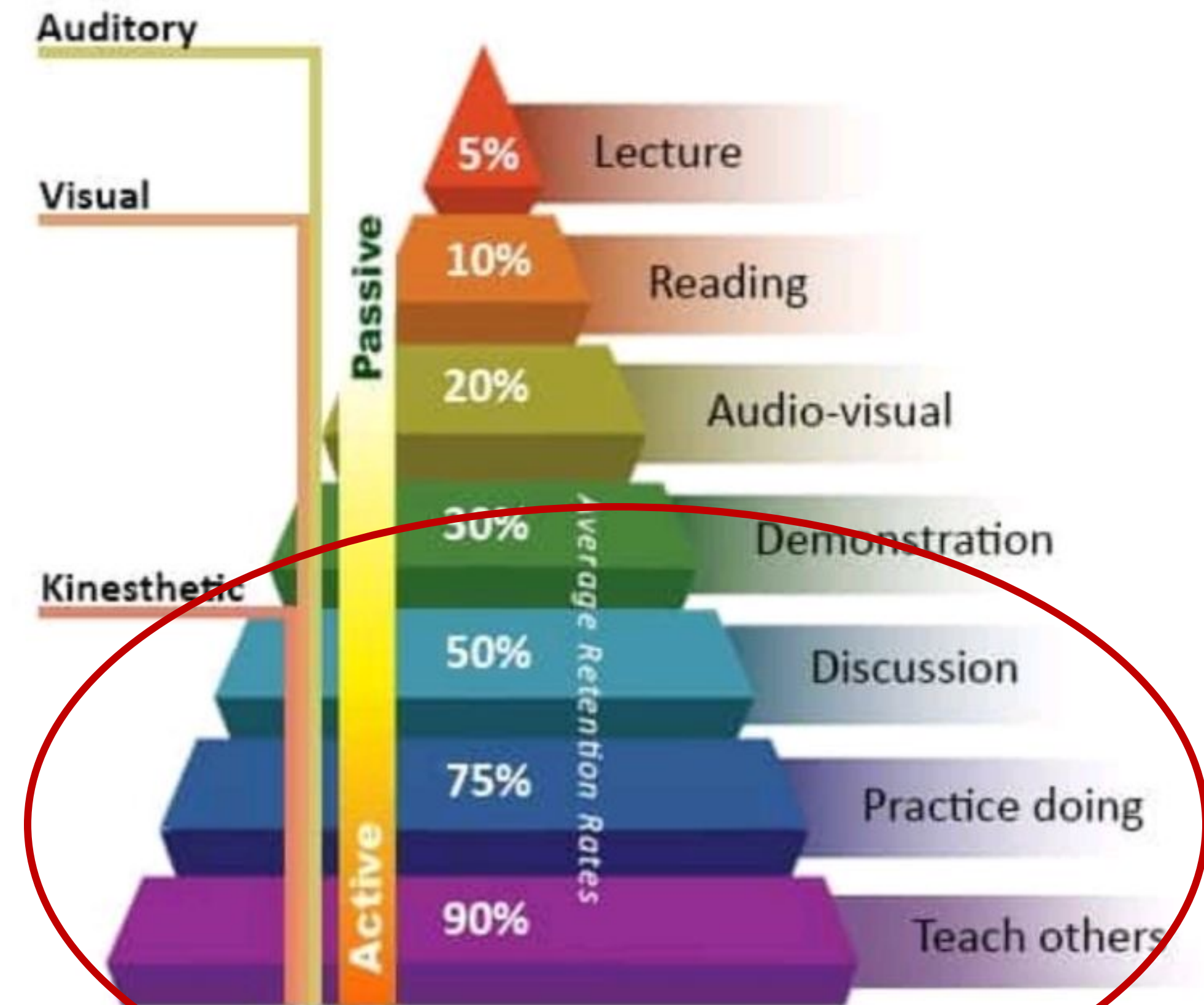


Executive Breakthrough Mastermind



Why are Masterminds so Effective?

- Safe, confidential space.
- Learn as others learn.
- Work on real challenges.
- Time to observe / reflect
- Creative ideas for your issues.
- Supportive accountability partners.
- Pressure testing of ideas.
- Challenges and divergent thinking.
- Latest science.



Adapted from the NTL Institute of Applied Behavioral Science Learning Pyramid

How to Achieve Breakthrough?

Absence of each element results in different types of failure modes.

Mindset	Design & Implement	Vision & Influence	Personal Brand & Community		
Imposter Trap	Design & Implement	Vision & Influence	Personal Brand & Community	=	Can't Land the Role
Mindset	Busy-ness Trap	Vision & Influence	Personal Brand & Community	=	Can't Improve the Business
Mindset	Design & Implement	Isolation Trap	Personal Brand & Community	=	Can't Evolve the Organization
Mindset	Design & Implement	Vision & Influence	Emptiness Trap	=	Can't Win the Right Next Role

Executive Breakthrough Mastermind

[More information here.](#)

	Mindset		Design & Implement			Vision & Influence				Personal Brand & Community		
Goals	<ul style="list-style-type: none">Personal visionID limiting behaviors & beliefsCommit		Learn to: <ul style="list-style-type: none">Appraise organizationsFormulate improvementsPerformance MgmtStaffing design			<ul style="list-style-type: none">Formulate a change visionCommunicate it effectivelyInspire and enroll stakeholdersPersuade Peers & leadership				<ul style="list-style-type: none">Develop your personal brand and identityPrepare your job pkgBuild community in your search		
Project	Personal identity & Vision		Executive Scope, MOS, & Learning Plan			Launch a Change Project				External Job Pkg & Branding plan		
Topic	Mindset shift	Personal Assessment	Management Operating System	Staffing	Domain Learning	Leadership Persuasion	Leadership & Vision	Leading Change	Culture	Professional Brand	Internal Search & Community	External Search
Month	1	2	3	4	5	6	7	8	9	10	11	12

Monthly Cycle

- 2-3 hr learning session
- 2x2 hr group sessions
- Individual coaching session
- 4 quarterly projects

Additional

- Guest speakers
- Access to The Executive Roundtable events
- Group Teams Site
- Alumni network access

Are you seeking personal Breakthrough?

OFFER: 40 min complimentary coaching conversation

PURPOSE:

- discuss your career situation
- explore your personal goals
- one actionable insight

Contact Information

Kendall Justiniano

LinkedIn

kendall@growth-arc.com

Schedule a meeting

Special Gift

Forward the replay email to someone who'll value it.

Receive: **annual subscription to Material Growth Podcast**

(send me a copy of the referral to receive the gift)

Sample Episode: **Julie McAlindon on Leading Transformation**



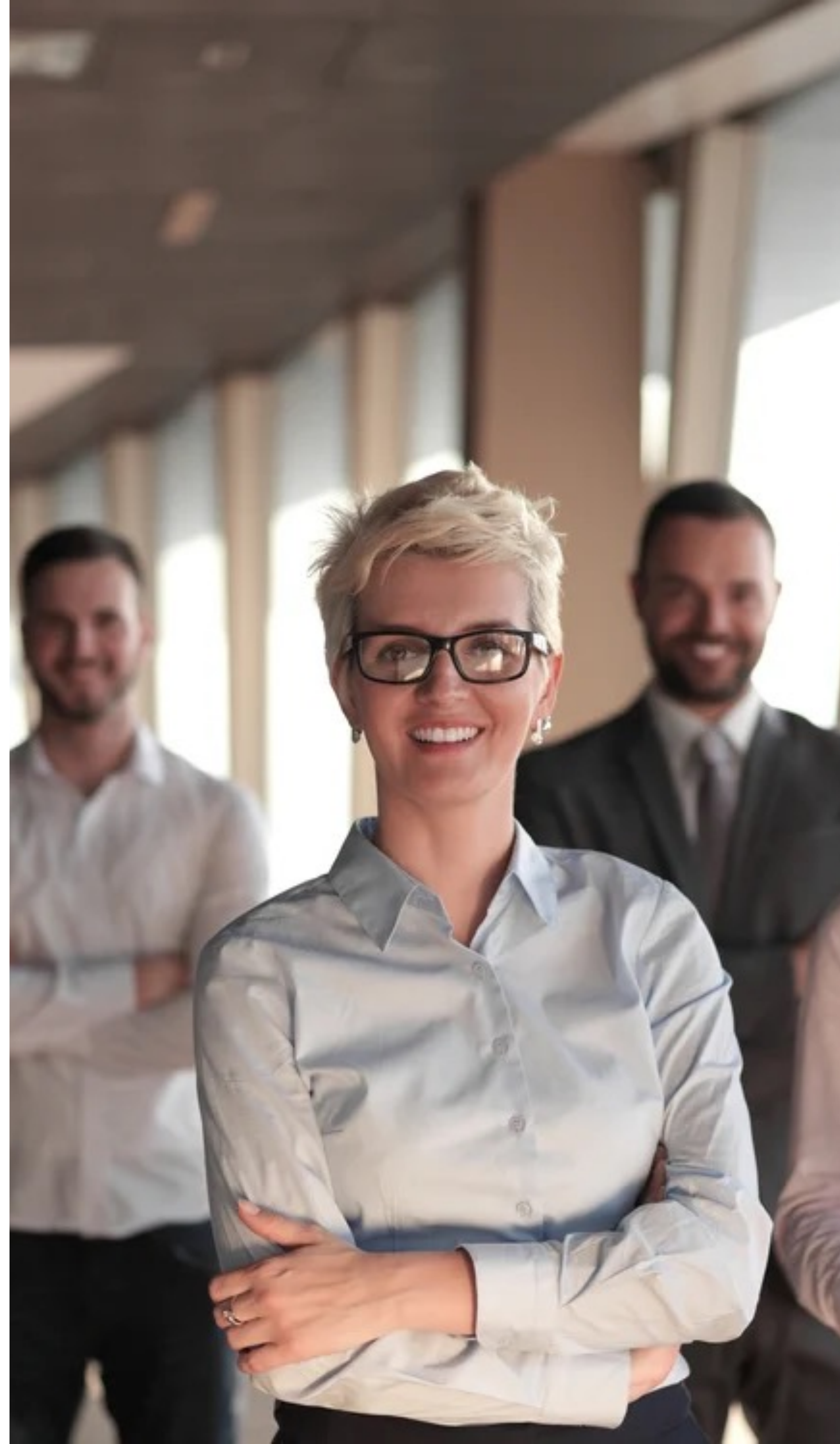
THE MATERIAL GROWTH NETWORK

The Network is a community of entrepreneurs and business developers who are focused on growth and business-building in the materials industry.

Industries represented include:

- chemicals
- plastics & polymers
- Biomaterials & clean-tech
- petrochemicals & energy.

Be part of a community of people who share your passion for materials. Interact with / learn from industry thought leaders.



Executive
Roundtable



Newsletter



Podcast



G R O W T H A R C

A D V I S O R S