



Accelerate your Career in 2025

Planning the Leap to Executive Level

Kendall Justiniano, founder
Growth Arc Advisors LLC

Friday January 17, 10am ET

Today's Session

Director / VP - corporate role

Career Goals for 2025

We will get into:

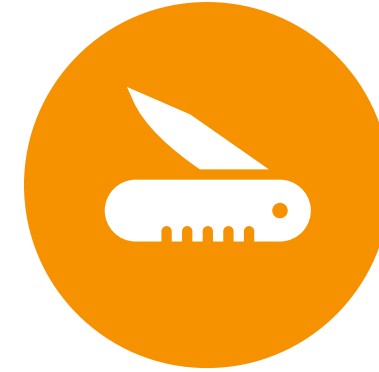
- Key topics
- New Insights & framing

We will not cover:

- The “how”

 Paper & Pencil

 Output – personal action set



What you're ready for?

Your current mindset and your objective.



What you need to Know?

What domain space do you need to understand and will you be expected to operate in?



Who you need to Influence?

Who is key to consideration for roles you aspire to?
What do they need?



What you need to Experience?

Experiences you need to target for exposure, learning, and demonstration of impact.



Executive Breakthrough Mastermind

A support resource to work on the “How”



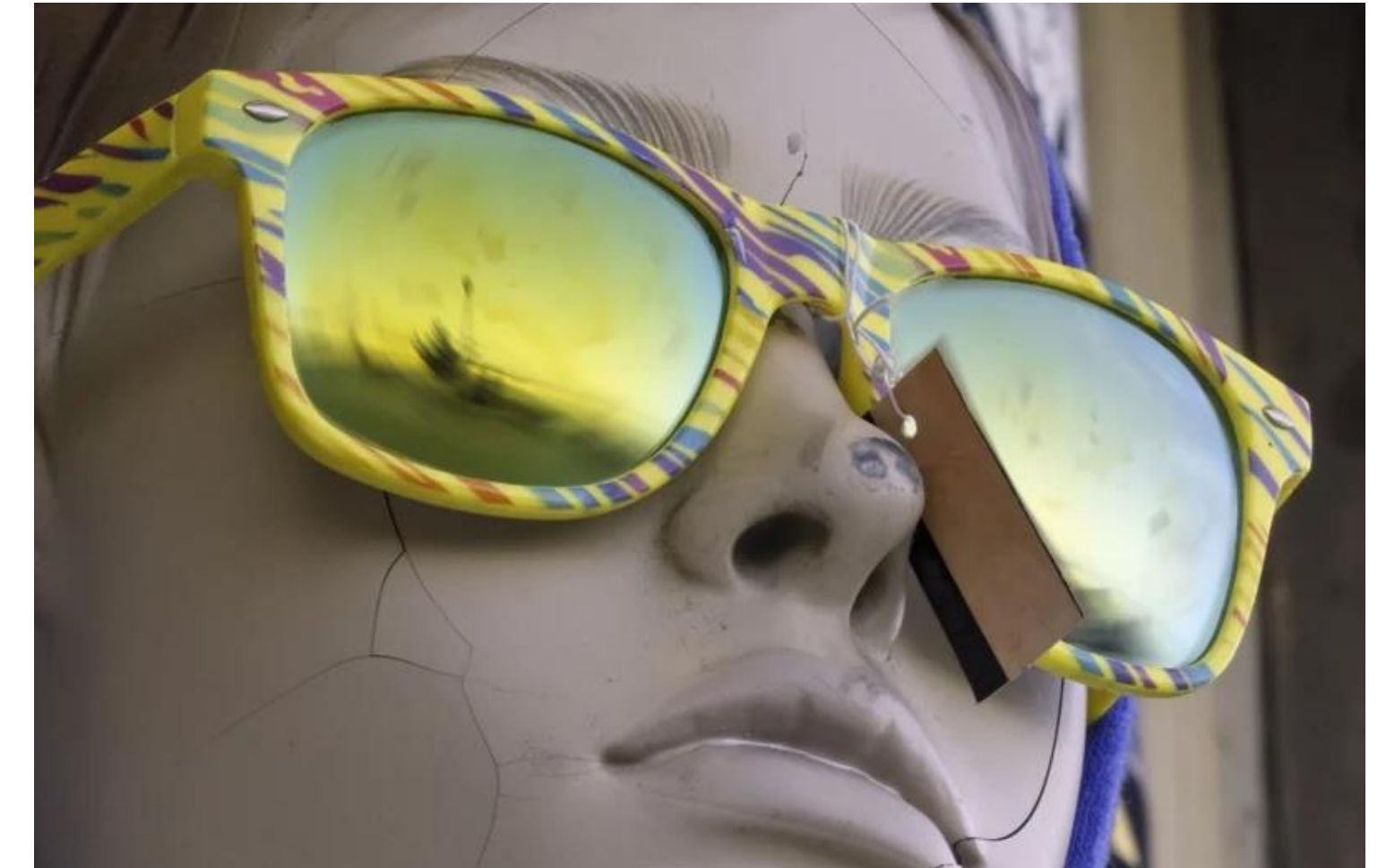
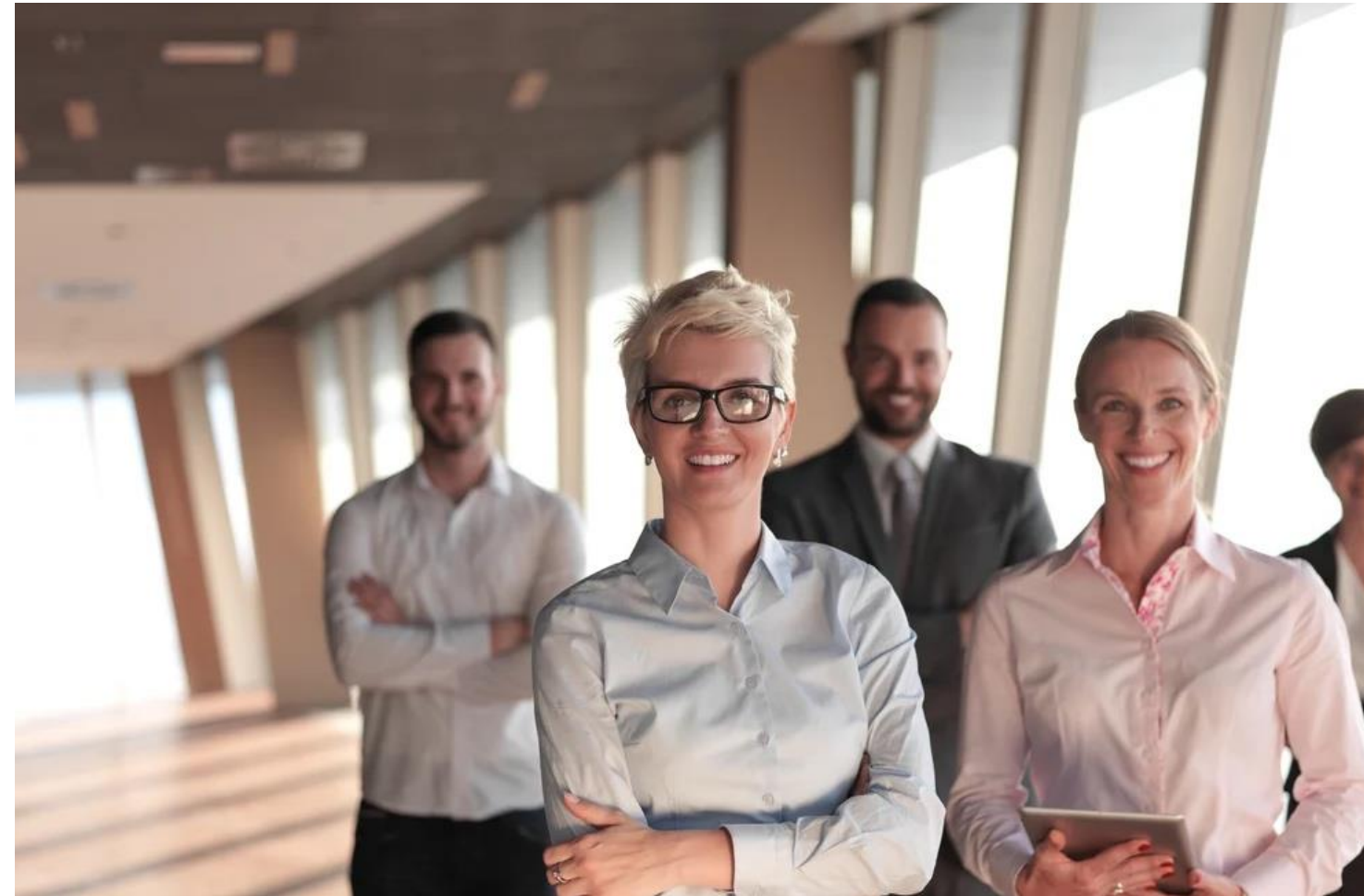
**It can feel
like this.**

Key Myth

*"If I just do well at my job, the meritocracy
will reward me."*

1. What's your Goal?

Questions – Goal / Readiness



Your Current Role

"My current role leaves me feeling like I'm firing on all cylinders and I can make stand-out contributions with it."

1 Strongly disagree <->

10 Strongly agree

The Target

What executive roles are you a potential fit for and also appeal to you?

Preparedness

"I am confident that my current capabilities will let me perform the target role competently."

1 Strongly disagree <->

10 Strongly agree

2. What do you need to Know?

Questions – Domain



Domain of your Target

What is the domain space
and critical capabilities
required for my target role?

Skills

What are my
skill gaps compared to
the target role?

Domain Framework Understanding

What capabilities and domain
areas do I need to understand
better?

How would I resource them if I
got the role?

VP Technology - Scope

	Research and Development / Technology Management					
Business Drivers						
Critical Success Factors						

For each factor, try to find a concrete reference to your background (if possible).

Mark in **red** those factors around which you have particularly **strong capability or point of view**.

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

3. Who do you need to Influence?

Questions – Influence



The Process

How does your target role get selected?

Who decides?

Who is consulted?

Who reps competitive options?

Influence Targets

Who do you need to influence?

List 3

Do you know what their current
narrative about you is?

About your peers?

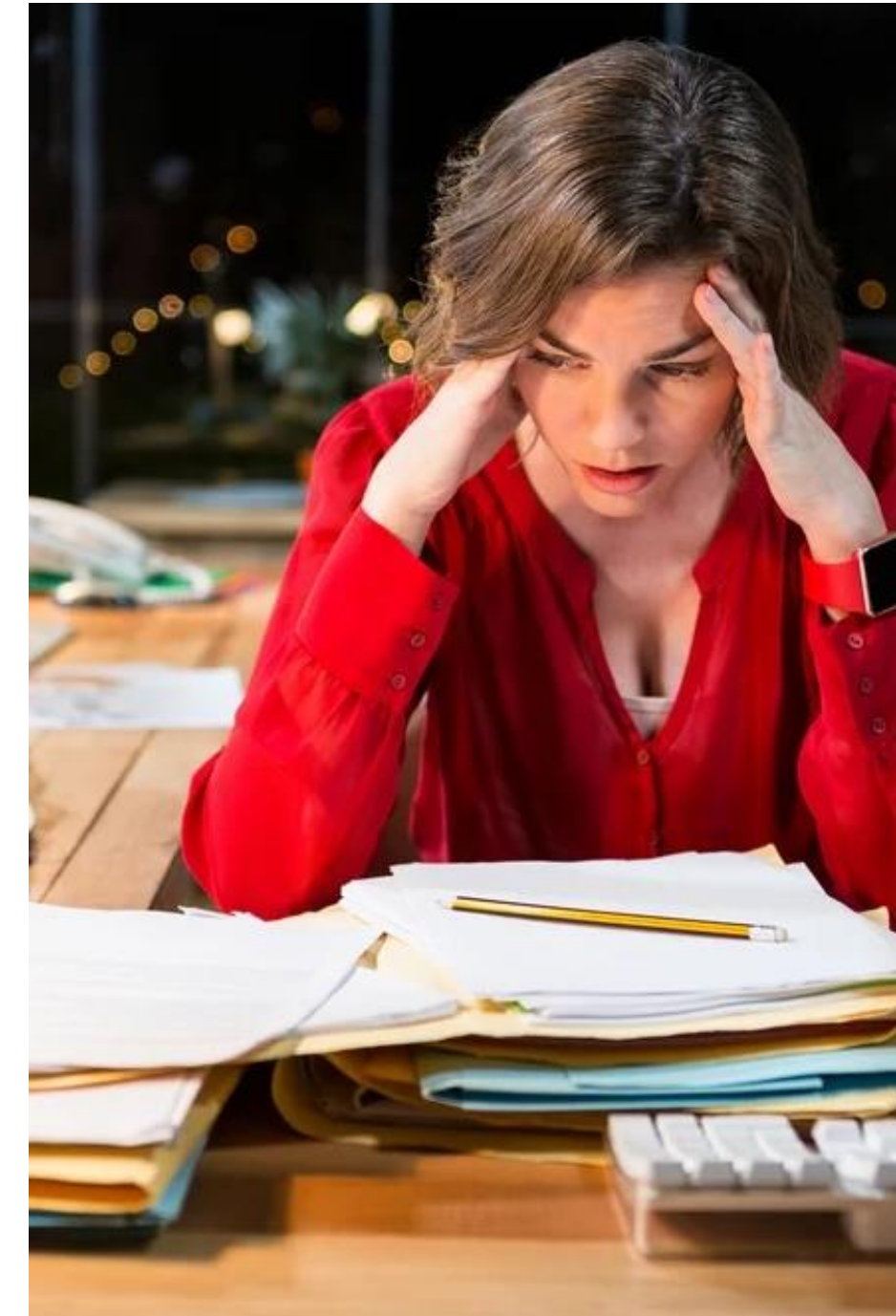
Their Pain?

What issues or concerns keep
them up at night?

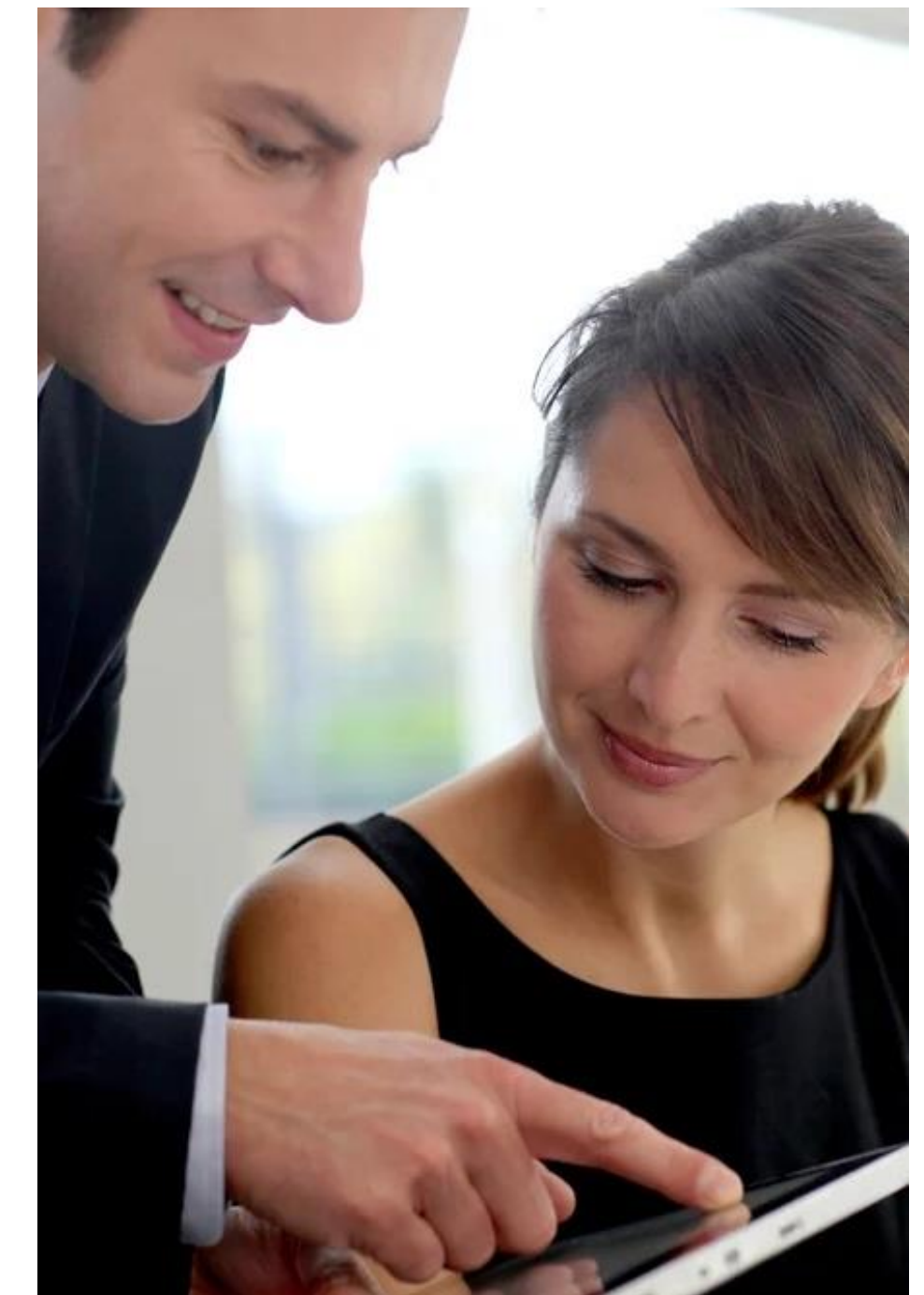
How do we Influence?

...brought to their
Pain point...

Your expertise...



...to offer Insight.



Do you have a Point of View?
Can you deliver it in a way that *builds trust*?

Where is your Point of View?

Your POV differs depending on the audience.

Overlap

Agreement – Strengthen alignment

Disagreement – Uncover blind spots (insights)

Expertise - Educate

Influence is actively engaging with the overlaps rather than deferring or isolating them.

Good collaborators want / need “thought partners.”



“Thought Leadership” is nothing more than being 1 Chapter ahead of your audience.

For each target to influence:

Where do you have domain expertise that can be brought to bear on their pain points?

**4. What experiences do you need to
Demonstrate both Insight & Impact?**

For each target to influence:

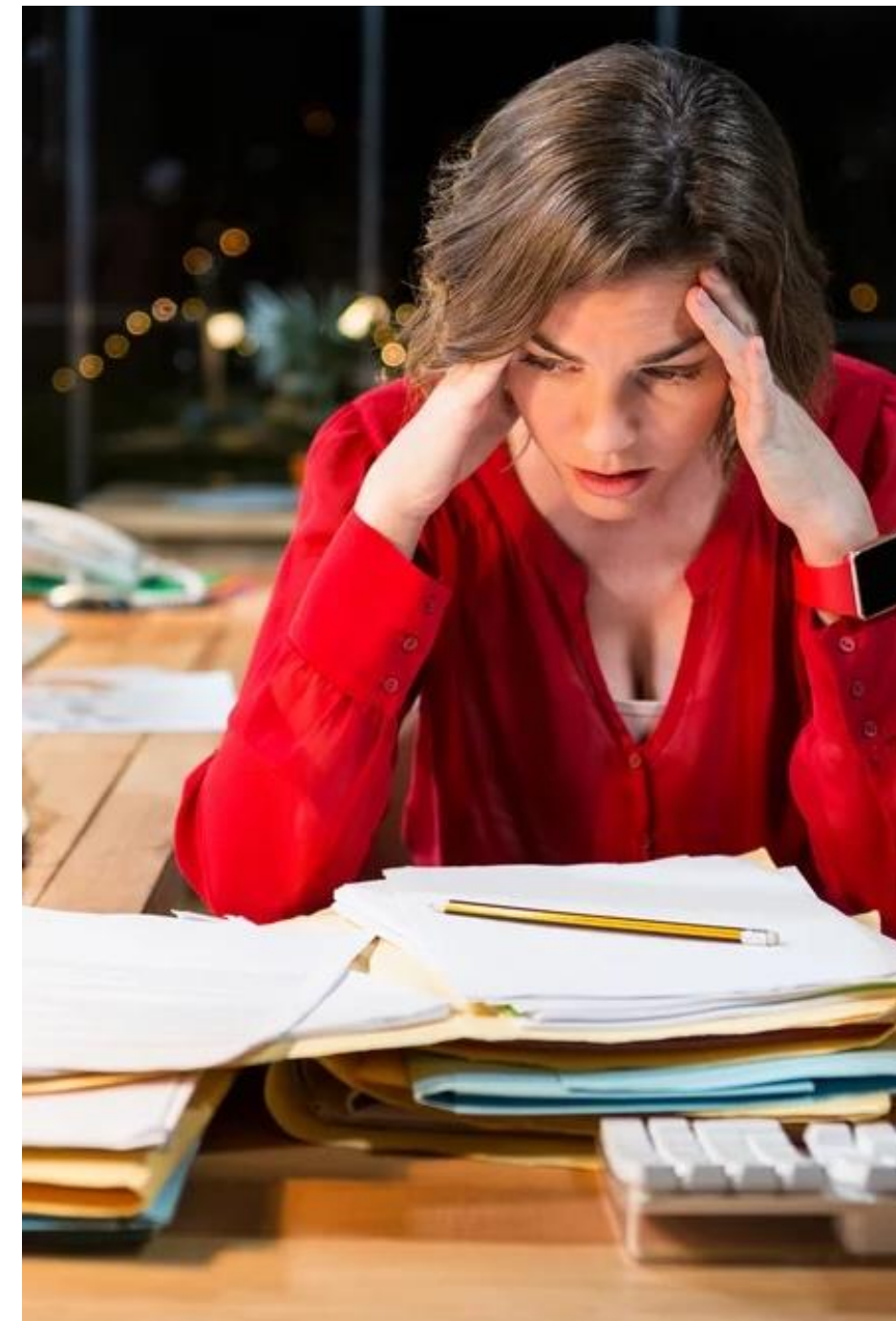
What are the narratives held about your that you need to change?

Consider...

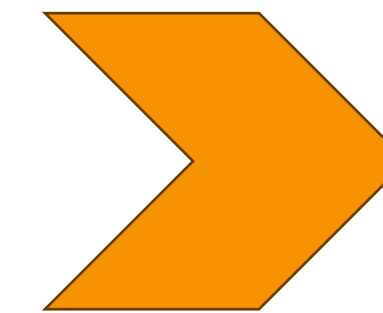
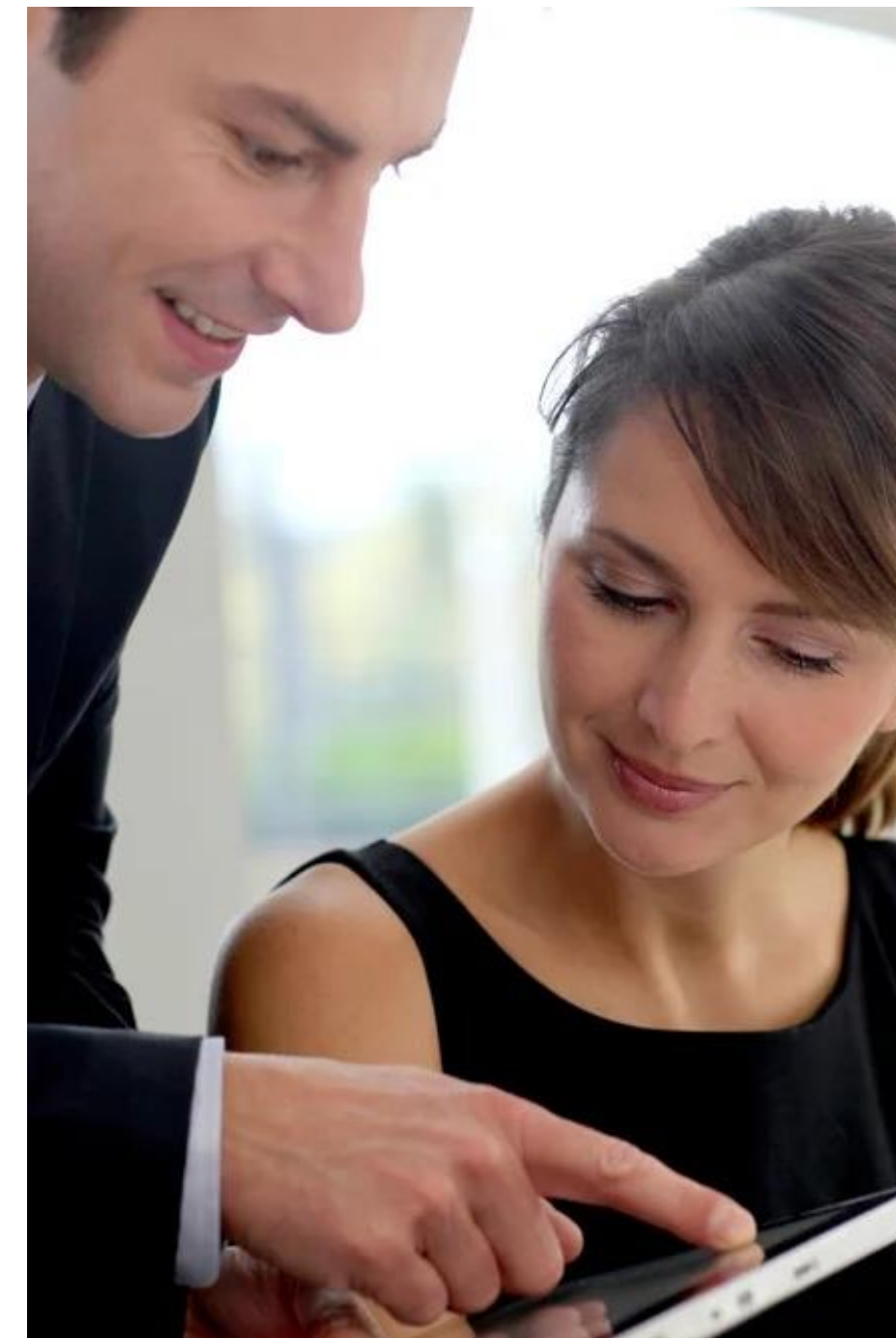
Your expertise...



...brought to their
Pain point...



...to offer Insight.



On the other
side of
Insight...

... there is
usually an
execution
vacuum.

Three ways to solicit Developmental Experiences



Ask & Sell Yourself

Identify and request opportunities that would develop you.



Volunteer

Volunteer for and become known for taking the assignments that “come down.”



Co-create & Fill the Void

Bring the insight through your points of view, and fill the execution vacuum that will exist on the other side.

Summary

Objective / Mindset

- ☐ Be clear on where you aspire to
- ☐ Tend to your level of motivation
- ☐ Check your tendencies to feel unprepared.

Experiences

Create experiences that:

- ☐ Are aimed at Pain points
- ☐ Were developed collaboratively
- ☐ Through use of your insights/POV



Nail Domain Understanding

- ☐ Identify key domains of target roles.
- ☐ Form a learning plan to deepen your understanding of those.

Influence

- ☐ Identify key decision makers & narratives
- ☐ Develop relevant Points of View
- ☐ Deliver them to open up collaborative dialogue that addresses Pain Points.

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.



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 sessions
- 4 quarterly projects

Additional

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

How to Achieve Breakthrough?

Absence of each element results in different types of failure modes. Progressively clearing all 4 leads to breakthrough results.

Mindset	Design & Implement	Vision & Influence	Personal Brand & Community
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Imposter Trap	Design & Implement	Vision & Influence	Personal Brand & Community
Mindset	Busy-ness Trap	Vision & Influence	Personal Brand & Community
Mindset	Design & Implement	Isolation Trap	Personal Brand & Community
Mindset	Design & Implement	Vision & Influence	Emptiness Trap

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Results

Clearing 1 trap: 1x

Clearing all 4: 20X

Breakthrough results come from progressively building on subsequent successes.

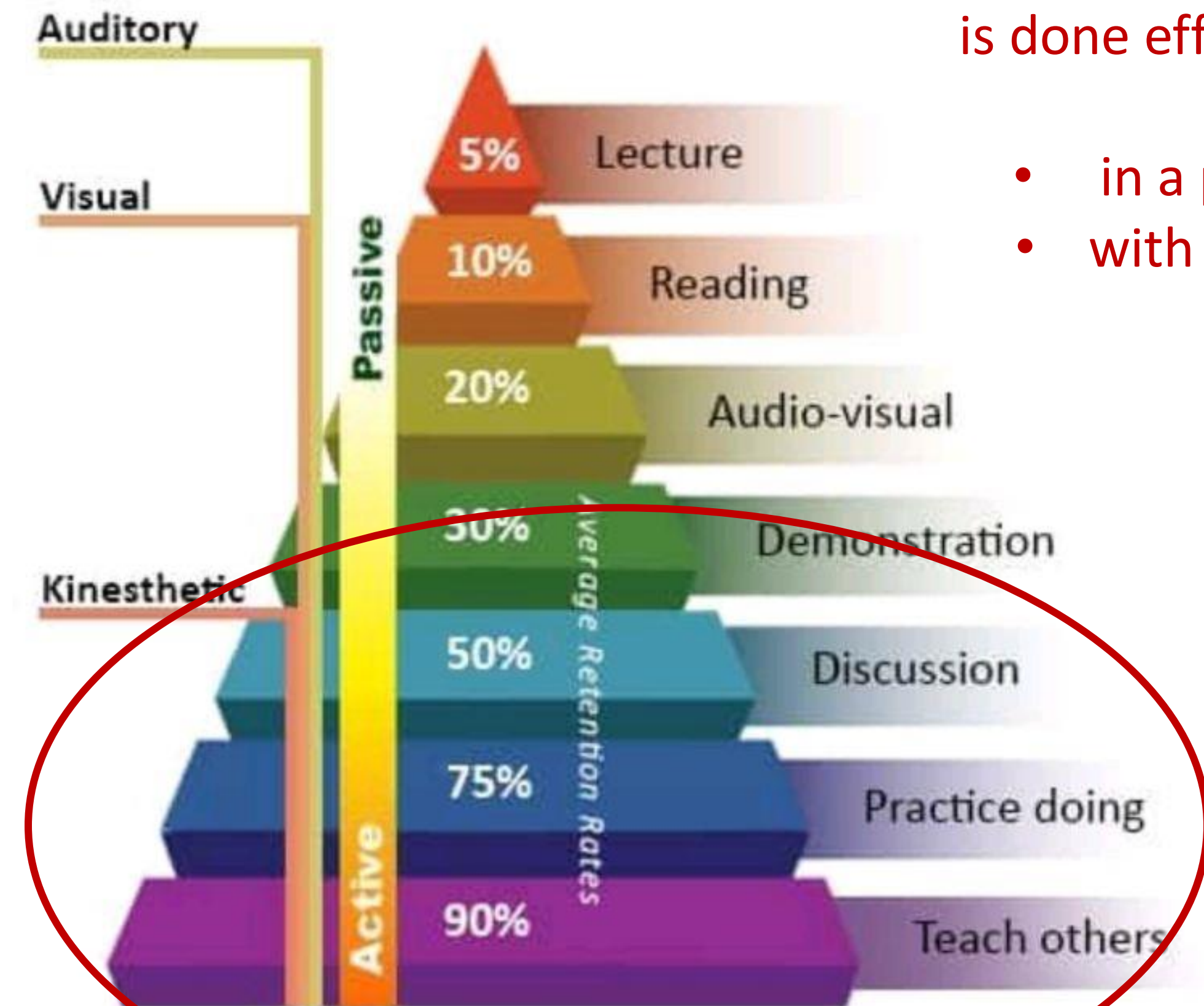
Can't Land the Role
Can't Improve the Business
Can't Evolve the Organization
Can't Win the Right Next Role

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.

Effective internalization
of complex topics
is done effectively

- in a practice
- with a group



Adapted from the NTL Institute of Applied Behavioral Science Learning Pyramid

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

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

Sample Episode: [Julie McAlindon SVP at Eastman on Leading Transformation](#)





**It doesn't
have to
feel like
this.**

Myth
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will reward me."*

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](#)



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A D V I S O R S