



Executive Influence

The Art of Opening Minds

Growth Arc Advisors LLC

Kendall Justiniano, founder & Managing Director

The Big Myth

The heavy lifting in any influence
situation is done by...

... a “rock-solid case”

“Humans are not really truth-seeking animals. We are social animals.”

Jeff Bezos

Framing matters



Cases (arguments) are poor tools for reframing.

People often frame problems in ways that don't match your solutions.

The most effective persuasion techniques reframe first, then collaboratively find the options.

Finding the Frames



Frames are “the way you think about” a problem

	Your problem					
Key Drivers						
Critical Success Factors						

Frames are the topics inside which we hold particulars – **the necessary & sufficient set.**
We don’t hold frames explicitly – they are usually buried **implicitly inside narratives.**

Frames are unique to individuals

Homeowner

Key Drivers	Attic Bath Finish				
	Fixtures	Experience			
Critical Success Factors	Tub	Kids bathtime			
	Enclosure	Guests			
	Vanity	Stress-relief			
	Toilet				

Key Drivers	Attic Bath Finish				
	Fixtures	Experience	Layout	Structure	Utilities
Critical Success Factors	Tub	Kids bathtime	Locations	Weight	Water
	Enclosure	Guests	Size	Roof Penetrate	Waste
	Vanity	Stress-relief	Traffic	Load Bearing	Electrical
	Toilet				Venting

Contractor

Blind Spots

When frames are different, parties “talk past” each other.
Missing elements between frames indicate possible “blind spots”

A Different Approach to an Influencing Conversation

A case-based approach relies on the case to do the persuasion

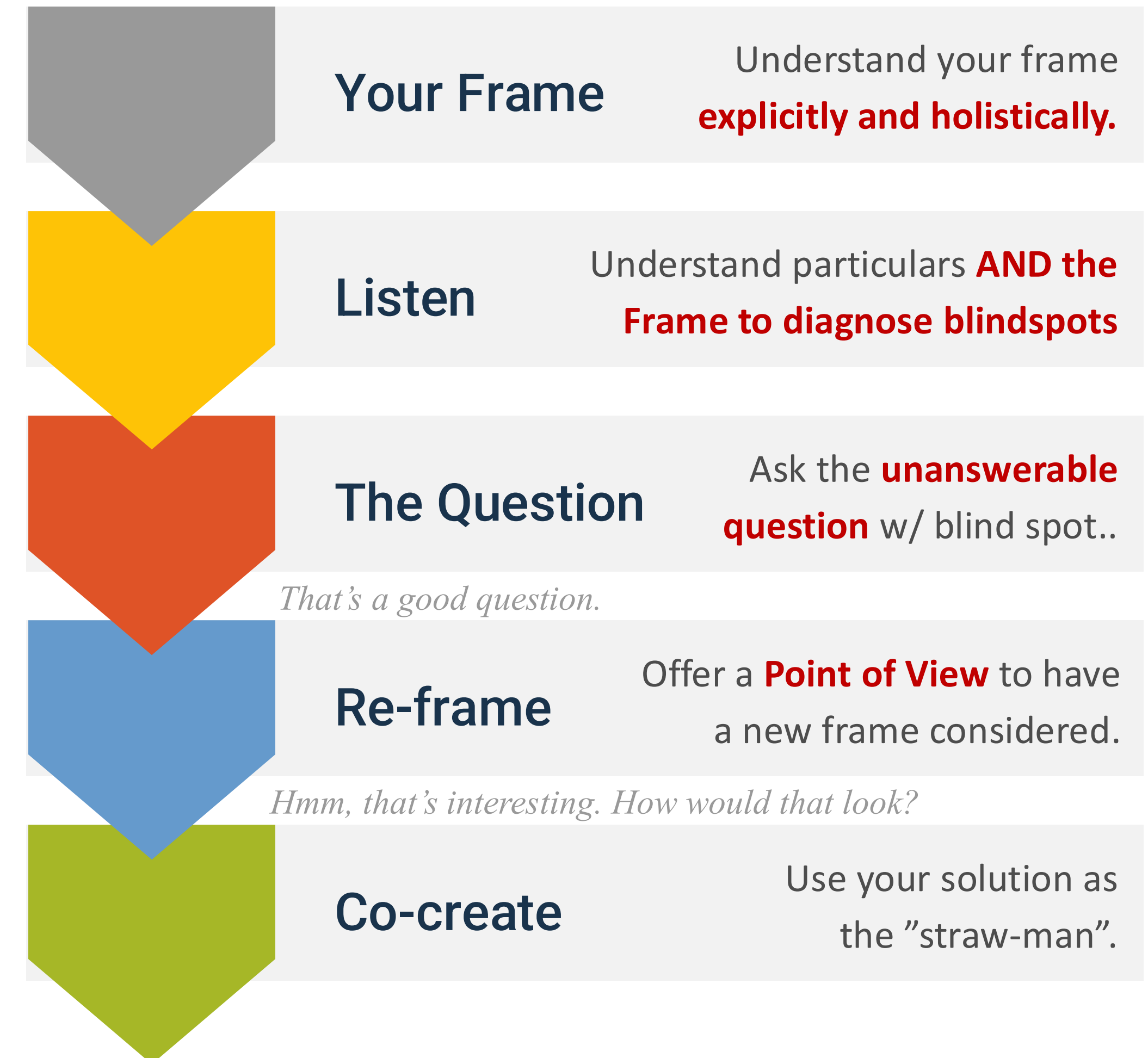
This pits your credibility and the solution you bring against a mis-framed view, and risks setting that conflict in stone, and damage to your credibility, and the solution you propose.

Old: Case-based



The key is to diagnose blind spots
and **re-frame separately**

New: Frame-based



Where to find your Points of View

In almost every case, you can bring value to a relationship. If you re-frame how you think of value.

We often overlook value we can bring because we are focused on what we seek from someone.

Where is their current pain?

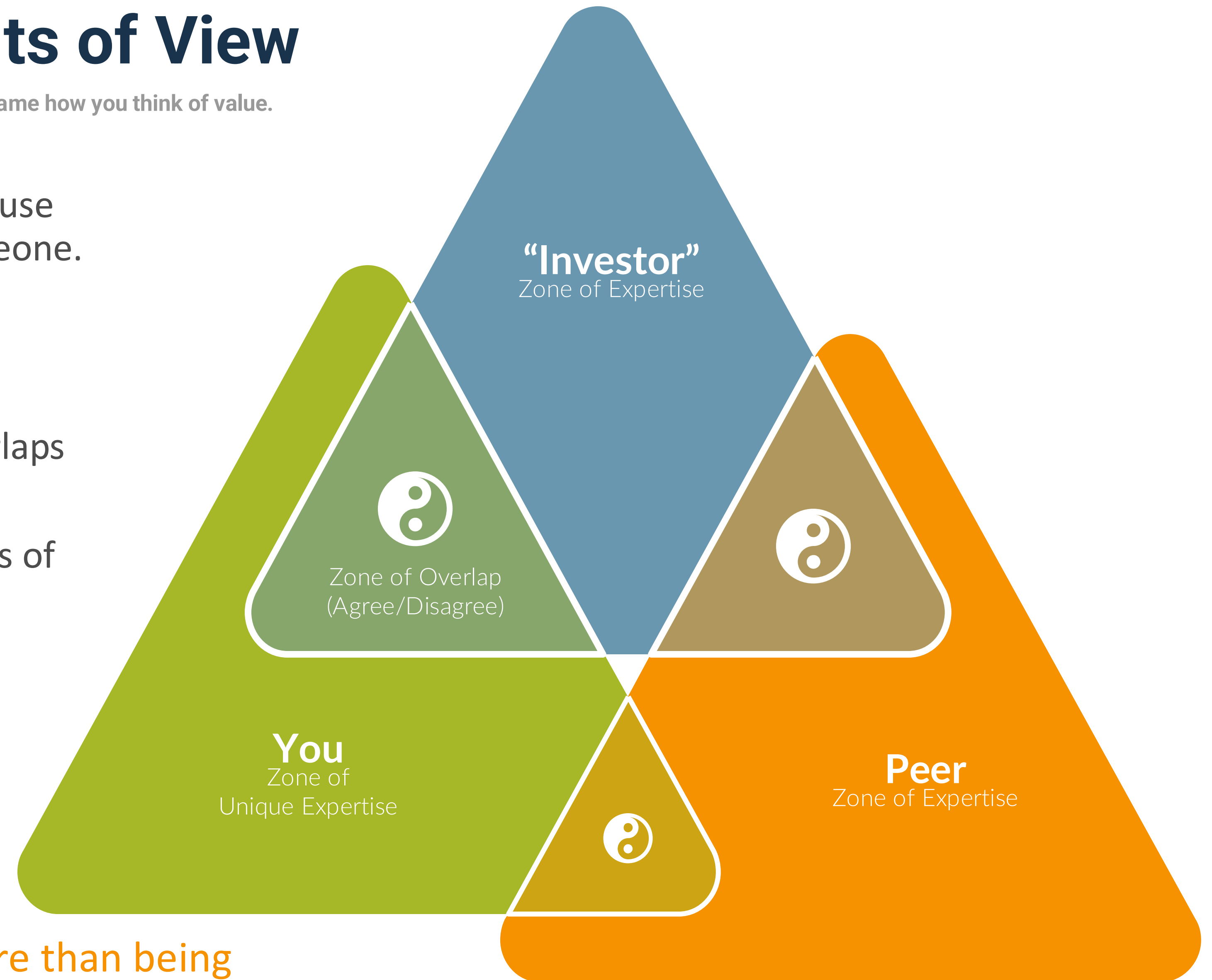
Where is your Overlap?

Where is your Expertise?

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

Our Points of View often offer strong points of connection.

Good collaborators want / need “thought partners.”

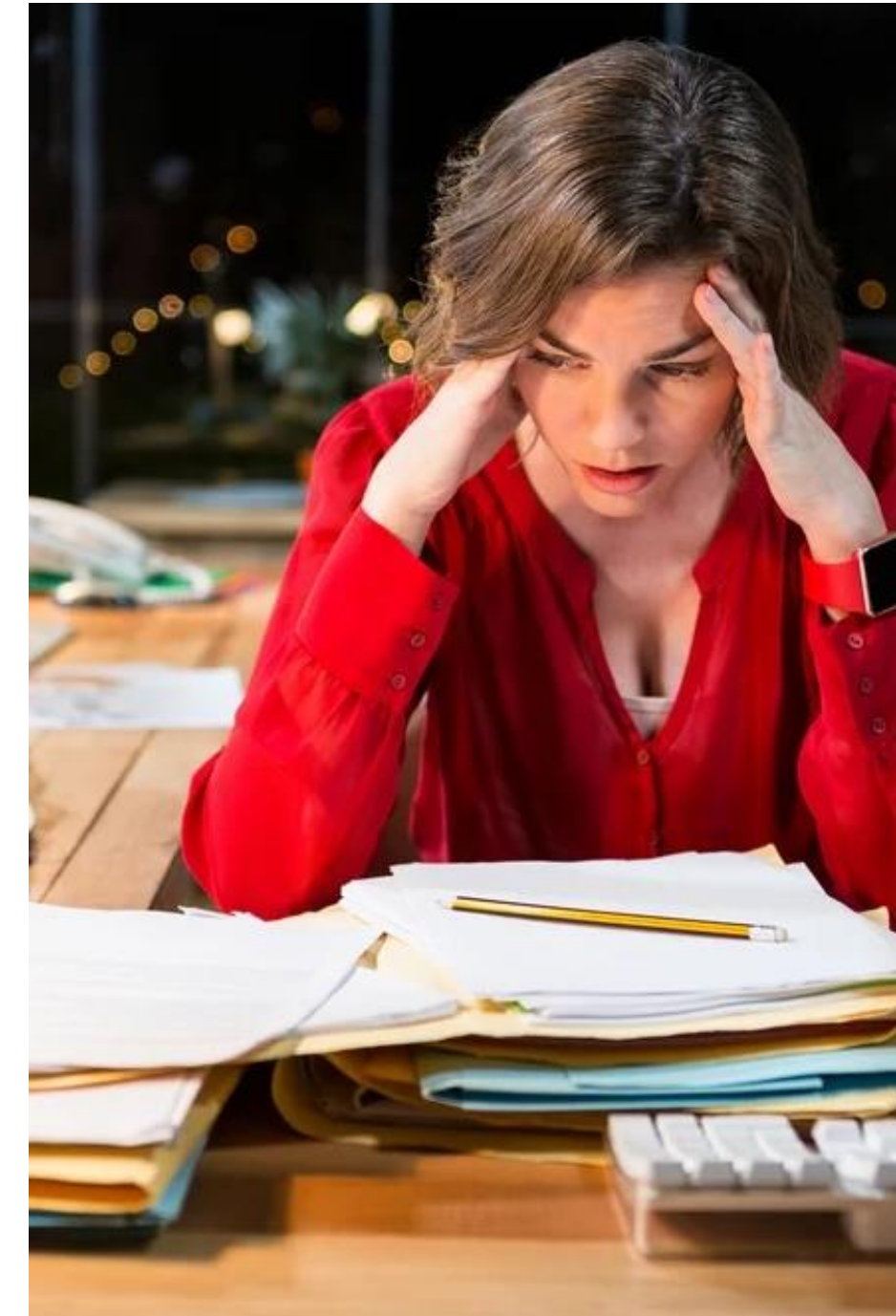


“Thought Leadership” is nothing more than being
1 Chapter ahead of your audience.

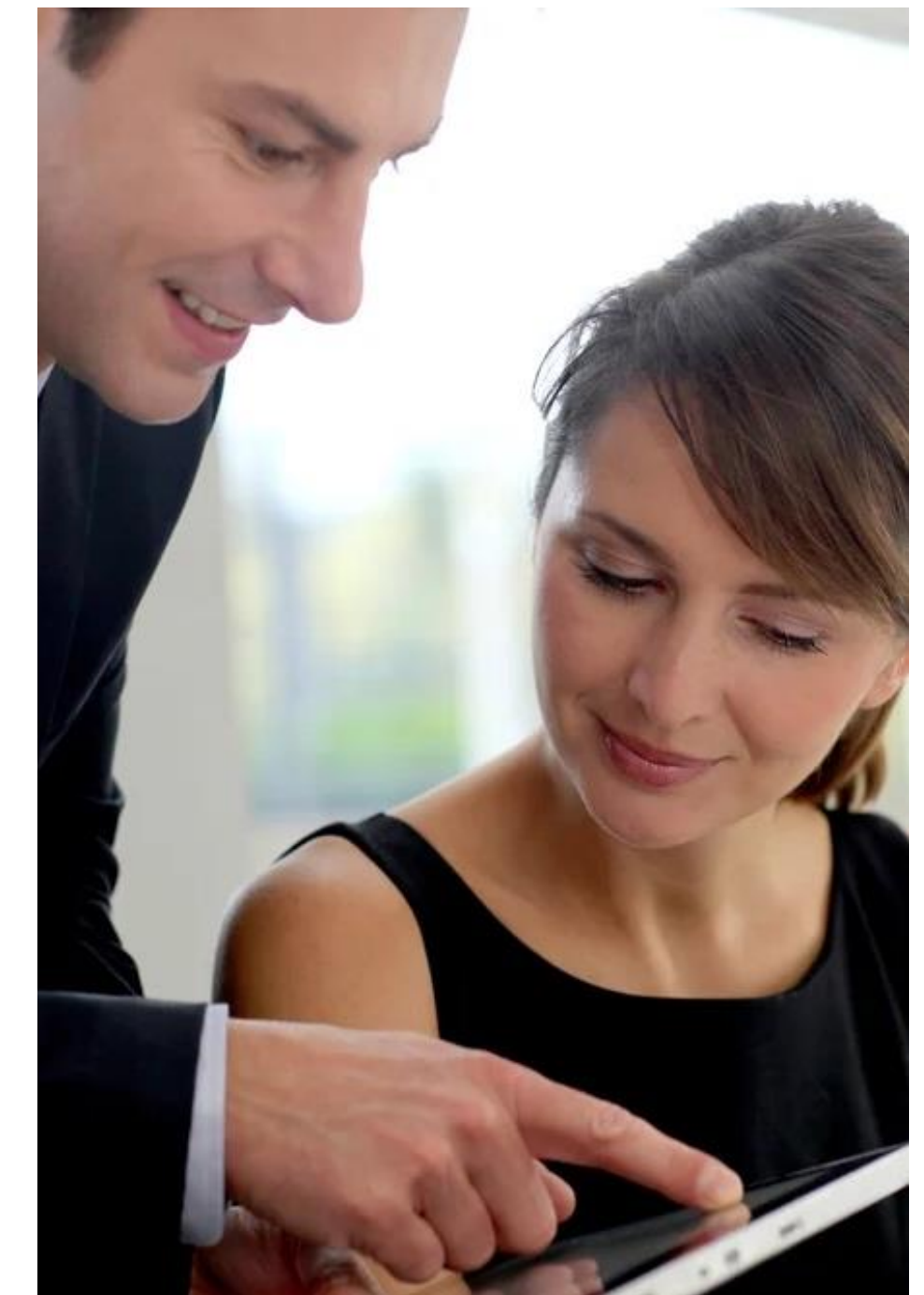
How do we Influence?

...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*?

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](#)



Kendall Justiniano

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

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.

He 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..



Executive Coaching

Generate breakthrough in your executive role through key development insights and practice.





G R O W T H A R C

A D V I S O R S