

Exceptional service in the national interest



Make Goals Happen *for* Your Career

Summer 2012



Sandia National Laboratories is a multi-program laboratory managed and operated by Sandia Corporation, a wholly owned subsidiary of Lockheed Martin Corporation, for the U.S. Department of Energy's National Nuclear Security Administration under contract DE-AC04-94AL85000.

Sandia's History

THE WHITE HOUSE
WASHINGTON

May 13, 1949

Dear Mr. Wilson:

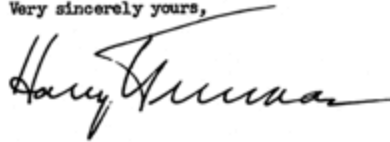
I am informed that the Atomic Energy Commission intends to ask that the Bell Telephone Laboratories accept under contract the direction of the Sandia Laboratory at Albuquerque, New Mexico.

This operation, which is a vital segment of the atomic weapons program, is of extreme importance and urgency in the national defense, and should have the best possible technical direction.

I hope that after you have heard more in detail from the Atomic Energy Commission, your organization will find it possible to undertake this task. In my opinion you have here an opportunity to render an exceptional service in the national interest.

I am writing a similar note direct to Dr. O. E. Buckley.

Very sincerely yours,



Mr. Leroy A. Wilson,
President,
American Telephone and Telegraph Company,
195 Broadway,
New York 7, N. Y.



Sandia's Governance Structure

Sandia Corporation

- AT&T: 1949–1993
- Martin Marietta: 1993–1995
- Lockheed Martin: 1995–present
- Existing contract expires: Sept. 30, 2012
- One-year contract extension: Sept. 30, 2013

**Government-owned
contractor-operated**

**Federally funded research
and development center**



Sandia's Sites

Albuquerque, New Mexico



Carlsbad, New Mexico



Tonopah, Nevada



Livermore, California



Amarillo, Texas



Kauai, Hawaii



Our Core Values



- Serve the nation
- Deliver with excellence
- Respect each other
- Act with integrity
- Team for great results



Strategic Plan



Strategic Objectives

- Deliver with excellence on our commitments to the unique nuclear weapons mission
- Amplify our national security impact
- Lead the complex as a model 21st century government-owned contractor-operated national laboratory
- Excel in the practice of engineering
- Commit to a learning, inclusive, and engaging environment for our people

The purpose of this seminar is to help you develop an answer to the following question:

- What is the strategy for your career (or at least for the next few years...) and how will you achieve it?

Motivation

- Would you travel to a new location without your iPhone, Garmin, or Map App?
- Would you run a marathon without planning a training regime and following through?
- Would you declare an academic major without learning about the classes in that subject area?
- Should you approach your career without a plan?

Self-Assessment

- Do you know where you want to be in 2, 5, 10, 20 years?
 - If not, you need to set a vision for your career...

- Do you have specific goals you are intentionally working to accomplish?
 - If not, you need to develop a detailed plan for your career...

- Are you working with the support of a team of trusted peers, advocates, and mentors?
 - If not, you need to build a team that will support your career...

Where do you want to be?

- Many Sandians at various stages of their career have succeeded in planning and executing their goals, both professional *and* personal
- Over the next couple of slides, you'll encounter some of their stories
- There is no single path to career success, nor is there a single way to inspire and lead
- What remains constant among the following examples is these individuals' commitment to leadership and excellence

David Percy

- Senior R&D Engineer – Systems Quality Engineering (421)
- Worked as a post-doc, research scientist, math instructor, etc. before joining Sandia
- Lead Sandia quality engineer for several critical systems and software projects
- Serves on the Albuquerque Public School Board of Education, representing District #7
- Frequently judges and reviews public school science fairs
- Involved in church, sports, and musical activities



J. Anthony Wingate

- Manager – Subsystem and Component Quality Engineering I (422)
- Worked for GE and Lockheed Martin before joining Sandia
- Project lead for several quality/engineering projects at Sandia
- Received the President's Quality Award in 1998 and 2005
- Instrumental to incorporating Lean Six Sigma at Sandia
- Recruiter and advocate of affirmative action
- Has been a foster parent for two years
- Involved in church mission work in places like South America and Ethiopia



Cecilia Venuk

- R&D Systems Quality Engineer – Surety Engineering (426)
- Worked in the automotive and solar industries for years before joining Sandia
- Member of the board of directors for Albuquerque Quality Network (AQN)
- Participates in New Mexico Women in Technology (WIT) and Sandia Women's Action Network (SWAN) mentor program
- Received the President's Volunteer Service Award for 2010 and 2011 (>100 hours/year)
- Volunteer scientist for Explora museum and sings in a local choir group



Carl Rhinehart

- R&D Systems Engineer – Surety Assessment and Analysis (410)
- Product Realization Team lead, lead quality engineer for several projects
- Has mentored several interns and participated in Sandia's buddy program
- Actively coaches youth football and basketball teams and volunteers with local hands-on S&T education
- Owns his own business, Vizion Clothing
- Career speaker for the National Society of Black Engineers (NSBE)



The importance of having a vision for your career

- You can't reach your goals without visualizing where you want to be in the first place
- It takes planning and effort to reach any successful destination, but your vision can help you get there
- Make sure you're on the right train, going someplace you want to be
 - Don't let things happen *to* you; make things happen *for* you
- Most of the people we encountered in the last couple of slides had a vision and an intention driving their strategy

Exercise 1 – Set a Vision

- Outcome of Exercise 1: Describe where you want to be or what you want to do in 5 years
 - Describe what you are doing in 5 years; write it down beginning with “I am...”
 - Turn to your neighbor and give him/her a 30-second elevator speech of your skills and capabilities, 5 years in the future
 - Concentrate your vision into a useful mantra (or break it down into several mantras)
 - (see handout)

The importance of having a strategy with specific goals

- Establishing a concrete strategy to achieve your vision is essential
- Think of Napoleon Bonaparte's Russian invasion in 1812: a famous example of a vision that failed (despite its execution by an otherwise brilliant leader/tactician), because of a faulty strategy
 - "Hope is not a strategy"
 - Being "deadline driven" will help you to achieve your goals
 - Each of us has the same 8,760 hours to live every year: how will you use *your* time to reach your vision?

What makes an effective goal?

- Strive to make your goals effective and concrete, rather than simply vague, irrelevant, or idealistic
- As you set your goals, keep the SMART mnemonic in mind:
 - **S:** Specific
 - **M:** Measurable
 - **A:** Attainable
 - **R:** Relevant
 - **T:** Time-bound
- Considering these criteria will help your goals help you

Exercise 2 – Develop Specific Goals

- Outcome of Exercise 2: Develop a set of specific goals that will support your vision statement
 - What do you want to have achieved in 12 months?
 - List 2-3 goals and expected results
 - Break down your goals into various life categories
 - Think of how these short-term goals might extend to your 5-year plan from Exercise 1
 - (see handout)

The importance of having a team that supports you

- You can accomplish very few great things alone
- Gathering a team of trusted peers, mentors, advisors, and advocates can help you reach your goals
- A good team members have experience; are honest; are good listeners; and encourage you to do things they think you're capable of doing, even if you're not yet sure you can
- Think about landing on the moon in 1969, for instance: someone had the vision and set the goals, but only the advice and teamwork of many different people let Neil Armstrong make history

“My chief want in life is someone who shall make me do what I can.”

– Ralph Waldo Emerson

Develop a Team

- Who might be on your team?
 - Peers that you can study with, share experiences, etc.
 - Buddies that can help with on-boarding and cultural acclimation
 - Subject matter experts that can convey technical skills and knowledge
 - Advisors/confidants (mentors) that share intimate conversations, ask questions, and receive feedback
 - Champions that advocate, nominate, and promote you
 - All of the above might not be mutually exclusive!

Exercise 3 – Develop a Team

- Outcome of Exercise 3: Define who needs to be on your team
 - Write down a list of key team members to help you achieve your goals from Exercise 2
 - Share these team members (and how they will help you) with your partner from Exercise 1
 - (see handout)

A Strategy for Making Things Happen

- Set a clear vision
- Develop a detailed plan
- Build a team that supports you
- Navigate the journey

Today you have established the first three phases of your strategy; now the fourth is up to you!

(The above concepts, as well as the source materials for many of today's exercises, are taken from Susan Butler's *Become the CEO of You, Inc.*)

Exercise 1: Set a Vision

First, describe what you are doing in 5 years. Write it down beginning with “I am....” If you’d like to write this in the form of a letter to yourself, go ahead and do so. Or make bullet points and brainstorm!

Now, look back over what you’ve written and imagine that you’ve found a time machine and stepped 5 years in the future. Turn to your neighbor and give him/her a 30-second elevator speech describing your skills and capabilities in terms of your roles, responsibilities, and experiences.

Finally, concentrating your vision into a useful mantra will help you stay centered on your goals. Working with the same partner as in the previous step of this exercise, quickly brainstorm a tagline for your vision to remind yourself of where you are headed. If you feel stuck, try brainstorming taglines for different aspects of your life, such as:

Career: “Finish Grad School with Flying Colors,” “Promote Myself into a Promotion”

Family and Friends: “Reach Out and Touch Someone I Love”

Health and Well-Being: “Lose Five in Five”, “30 Minutes Each Day”

Financial Security: “What I Invest Now, I Won’t Have to Earn Later”

Enjoyment of Life: “Life is Either a Daring Adventure or Nothing,” “Time to Stop and Smell the Roses”

Exercise 2: Describe Specific Goals

Now that you've got your vision mapped out, you'll work on developing a set of specific goals that will support your vision statement. Keep your vision "mantra" in mind as you work.

What do you want to have achieved in 12 months? List 2-3 goals and expected results. If you get stuck, here are some categories to help break down your goals. (You might also think about your current skills, capabilities, and experiences to help you define those you believe you will need to achieve your vision.)

...professional goals?

...educational goals?

...financial goals?

...personal or relationship goals?

...and finally, now that you've thought about all these, overall goals?

Success, you've just conceptualized short-term goals for the next 12 months! Now think about how you might be able to extend the exercise to the longer term, like to the 5-year plan you outlined in Exercise 1.

Exercise 3: Develop a Team

Scenario: The president of the United States is on the phone. Remember that elevator speech you made in Exercise 1? You might not have noticed, but one of his trusted White House confidants was also in the elevator listening (and who said elevator speeches aren't effective?). This confidant was so impressed by your vision that he shared it with the president, who is highly curious about how you'll make your goals happen. He recognizes your vision and your skills, but, as he knows himself, having advisors and personal mentors along the way is essential.

In setting your goals for your life, who needs to be on your team? What "advisory cabinet" roles will you describe to the president, and who will fill them?

Team member 1:

Team member 2:

Team member 3:

Team member 4:

Team member 5:

Think about your own life in the present moment, but don't hesitate to anticipate how your team might change in the future. When you are done, turn to your neighbor, thank him or her for listening so well to your elevator speech, and explain who will be on your team and why.