



Corporate Education, Development & Training

OM141

Orientation to Management

Presented by

Dan Gerry

Chart your course!

5 Min. “Stand up” Meeting

- 1. Stand up & select a scribe**
- 2. Divide the flipchart page into two columns**
- 3. List all the “upsides” for being a manager at Sandia in one column**
- 4. List all the “downsides” for being a Sandia manager in the other**
- 5. Take notes on page 2 in your booklet**

Introductions

- ◆ **Name**
- ◆ **Org/Dept – What do you do?**
- ◆ **How long have you worked at Sandia?**
- ◆ **What do you need from this class to help you in your career decision?**
- ◆ **Tell us something you enjoy doing.**



Purpose

**To help you make an
informed decision
on whether or not
to go into
Management or stay as an
Individual Contributor**

Objectives

- ◆ Understand SNL's management development process
- ◆ Distinguish between individual contributor and manager roles & responsibilities
- ◆ Assess your current skills & passions for managing and leading others
- ◆ Understand the transition to management

Objectives cont'd

- ◆ Understand admin, technical & management job structures & career ladders
- ◆ Practice & learn the essentials of coaching
- ◆ Learn from the experiences of managers
- ◆ Weigh the pros and cons of moving into management at Sandia

Key Questions for Each Stage of the Sandia Management Curriculum



Pre Management

- What is it like to be a manager?
- What is it like to be a Sandia manager?
- Do I want to be a manager?
- Do I have what it takes to be a manager?

New Management *1 – 3 years experience*

- What global management skills do managers need?
- What skills do Sandia Managers need?
- What are my current managerial skills and capabilities?
- What support can I get to improve my knowledge & skills?

Experienced Management *3+ years experience*

- What are my management strengths?
- How can I continue to grow as a manager?

SNL Management Curriculum

2009

CPR 300.7.3, Paragraph 3.3.2

Pre Management

(A295 Time: 24 hrs)

Sequence recommended.

Required
(8 hrs)
Orientation to
Management
(OM141)

Required
(8 hrs)
Extraordinary
Leader
(MGT360)

Required
(4 hrs)
Management
Essentials
(OM141)

New Management

(A295 Time: 52-56 hrs)

1 – 3 years
experience

Required
(48 hrs)
Maximizing Your
Management
Potential (MMP)
(OM249)

Required
(4-8 hrs)
Extraordinary
Leader Refresher
(MGT 360 or
MGT360R)

Electives
Maximizing Personal
Influence (OM824)
Managing Within the Law
(OM215)
Great Boss School
(MGT 205)

Experienced Management

3+ years
experience

Electives

Extraordinary Leader Refresher (MGT360R)

Crucial Confrontations (MGT203)

Counselor SalesPerson (OM222)

SNL Management Curriculum contact: Dan Gerry – 845-7484



Corporate Education, Development & Training

Chart your course!



Sandia National Laboratories

What Is A Manager?

- ◆ Refer to page 5 in your booklet
- ◆ Read the definitions & record your ideas
- ◆ Discuss at your table; attempt to reach consensus on the differences



Management Success Model



Are You Management Material?

- ◆ Complete the self-assessment on page 6
- ◆ Answer the questions at the bottom
- ◆ Briefly share your insights with others at your table
- ◆ Record your conclusions on your Individual Development Plan in the rear of your packet



Management and Leadership



Mgrs/Leaders at Sandia

◆ Manager

- Typically possesses a formal title or job responsibility

◆ Leader

- Any member of our workforce
- Known by how they approach their work and their relationships with others
- Can be formal or informal

Managing vs Leading

**Managing is about handling “things”,
about maintaining order,
about organization and control.**

**Leaders have a sense of movement.
Leaders go first, they venture into
unexplained territory and guide us to new
destinations.**

From Kouzes & Posner’s “The Leadership Challenge”

Exercise: Leadership or Management?

- ◆ Review the self-assessment on page 6
- ◆ Decide if each statement refers to a leadership or management skill or activity
- ◆ Place an “L” or “M” to the left of each item
- ◆ Briefly share your choices with others at your table—record conclusions on page 7

SNL Success Profile Competency Set

Mission Success

“The ability to deliver consistently outstanding results by focusing on the customer, understanding the organization and business aspects of the programs.”

- ◆ Results
- ◆ Strategic Perspective
- ◆ Innovation
- ◆ Business Acumen
- ◆ Customer Focus

Leadership

“Having the skills and the courage to step up, make a difference and build the organizational capability for the future.”

- ◆ Dealing with Change
- ◆ Taking Responsibility
- ◆ Decision Making
- ◆ Developing Self and Others

Interpersonal Skills

“Individual attributes that engender the trust, commitment, and the followership of others.”

- ◆ Building Relationships
- ◆ Diversity and Inclusion
- ◆ Collaboration and Teamwork
- ◆ Communication

Core

“Fundamental building blocks that define who we are and what we value.”

- ◆ Sandia Values
- ◆ Professional/Technical Expertise

Comparison to SNL Competency Set

Leadership

- *Dealing with Change*
- *Taking Responsibility*
- *Decision Making*
- *Developing Self and Others*

Shape the Future

- **Lead through vision & values**
- **Establish direction**
- **Drive innovation**
- **Lead change**

Core Identity

- *Sandia Values*
- *Professional/Technical Expertise*

Mission Success

- *Results*
- *Strategic Perspective*
- *Innovation*
- *Business Acumen*
- *Customer Focus*

Model Personal Excellence, Integrity and Accountability

- **Lead with integrity**
- **Demonstrate a learning organization**
- **Be accountable**

Interpersonal Skills

- *Diversity and Inclusion*
- *Building Relationships*
- *Collaboration & Teamwork*
- *Communication*

Deliver Results

- **Deliver customer value**
- **Drive execution**
- **Exercise business acumen**

Energize the Team

- **Build organizational talent**
- **Align performance for success**
- **Communicate with positive impact**
- **Create an inclusive environment**

Build Effective Relationships

- **Develop enduring relationships**
- **Foster horizontal integration**
- **Demonstrate social acumen**



Why Management?

- ◆ Table discussion: Why do people go into management?
- ◆ Be prepared to report out to larger group
- ◆ Answer both questions on page 8
 - Why are you considering going into management?
 - Is your consideration going to be met?



Becoming A Manager



Becoming A Manager

- ◆ **Brainstorm what we think it's like to move into a management role**
- ◆ **Learn what the research says about actual new managers' experiences**
- ◆ **Develop a game plan to prepare for being promoted**

Becoming A Manager Pt 1

- ◆ Individually list, then discuss these questions:
 - What's Most Challenging for New Managers?
 - What Do They Need to Learn in their 1st year?
 - What Do They Need to Unlearn/Do Differently?

- ◆ Post your answers on the flipchart: One question per page

Becoming A Manager Pt 2

- ◆ Read and highlight your assigned pages
- ◆ Present the key points to your colleagues
- ◆ Discuss as a table group; update your FC pgs using a different colored marker

Becoming A Manager Pt 3

- ◆ Individually list your insights
- ◆ Develop a “game plan” for your first month or two as a new manager
- ◆ Discuss as a table group
- ◆ Add insights to your Individual Development Plan



Alternative Advancements at Sandia

HR Consultant



Alternative Advancements

- ◆ Answer the questions on page 15 on your own first
- ◆ Share your views with others at your table
- ◆ Update your answers with new info/opinions



Coaching Skills



My Best Coach

- ◆ **What can we learn from our experiences with effective coaches/guides/teachers?**
- ◆ **Answer the questions on your own on p.14**
- ◆ **Share your insights with your table group**

Coaching Skills Exercise

- ◆ Practice with the “customer complaint”
- ◆ Write your list of coaching steps on p.14
- ◆ Review the “Coaching Process” & practice
- ◆ Complete & discuss the questions at the bottom of page 14
- ◆ Record your conclusions in your IDP

Manager Panel Discussion



Pros & Cons of Moving Into Management

Going into
Management

Staying Staff



Checklist for Prospective Managers

- ◆ **Complete page 17 on your own**
- ◆ **Discuss your results at your tables**

Individual Development Plan – Summary

- ◆ Go to your Individual Development Plan
- ◆ Review the Specific Actions you've noted
- ◆ Select one or two you can begin working on immediately after class
- ◆ Complete the lower section



Thank You!

