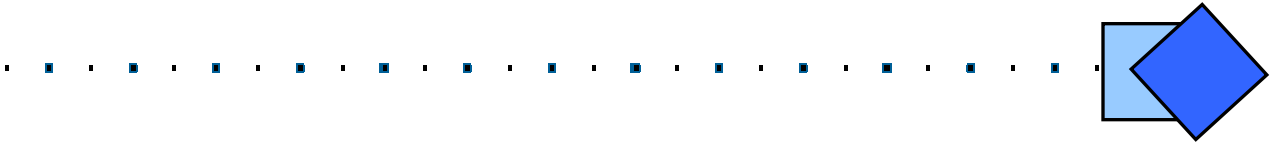


Orientation To Management OM141

Presented by

***Dan Gerry
845-7484***



5 Minute Stand Up Meeting

The “Upsides” of being a manager at Sandia:

The “Downsides” of being a Sandia manager:

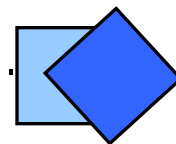


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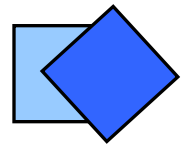
Orientation to Management (OM141)

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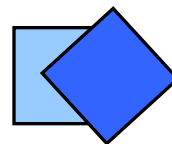


Course Objectives

Orientation to Management (OM141)

Upon completion of Orientation to Sandia Management (OM141), you will have information necessary to make an informed decision about whether or not you want to become a Sandia Manager. During the course you will have the opportunity to:

- Understand SNL's management development process
- Distinguish between individual contributor and manager roles & responsibilities
- Assess your current skills and passions for managing and leading others
- Identify your Career Orientation and how it fits with a management role
- Understand admin, technical & management job structures & career ladders
- Practice and learn the essentials of coaching
- Learn from the experiences of Sandia managers
- Understand the pros and cons of moving into management at Sandia



What is a Manager?

A manager is a person working for an organization who practices management, makes decisions, solves problems, and is responsible for the work of at least one other individual reporting to him.

- - Edwards & McCarrey in Badawy (1995)

Three criteria must be met for one to be considered a manager:

1. A manager performs a sequence of coordinated activities: planning, organizing, directing, and controlling.
2. A manager is legally responsible for solving problems and making decisions in the best interests of his/her employer, including hiring & firing, managing budgets and allocating resources in a prudent manner.
3. A manager must have at least one direct report.

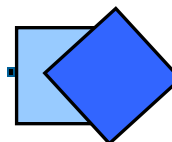
- - Badawy (1995)

Managers enable the work to occur through the employees and through collaboration with others. As an example, they fulfill a role similar to the director of a play, who does not actually participate on stage, but is recognized through the performance of the cast.

- - Chuck Maheras, Sandia Staffing Manager

<i>Individual Contributor</i>	<i>Manager</i>

NOTES:



Are You Management Material?

Assess your current skill level in the first column, ranging from 1 (*Low*) up to 5 (*Superior*)

Assess your passion for each skill or attribute in the second column using the same rating scale

	Skills or Attributes of Effective Managers	Score	Score
1	Planning, prioritizing & organizing tasks and activities to optimize use of resources		
2	Building and maintaining a motivated, talented, high-performing organization		
3	Communicating, questioning, active listening, building trust & mutual understanding		
4	Setting a clear vision, goals and expectations for the team and individuals		
5	Effectively confronting conduct and performance issues to hold others accountable		
6	Mediating conflicts and disputes among staff members, peers & other departments		
7	Making optimal use of IT resources for planning, communicating and reporting		
8	Managing financial and business systems and reporting: budgets, forecasts, P&Ls		
9	Building relationships within the team, across departments, with peers & higher mgt		
10	Planning and running effective meetings and following-up to ensure actions are taken		
11	Business writing: letters, reports, plans, white papers, etc		
12	Recruiting, interviewing, selecting and orienting new employees		
13	Monitoring project and program status & ensuring that deliverables are met on time		
14	Preparing and giving effective presentations to groups within and outside SNL		
15	Taking risks to challenge the status quo and lead change efforts		
16	Instilling quality awareness and ensuring that quality standards are met/exceeded		
17	Ensuring that employee health, security and safety requirements are adhered to		
18	Understanding & administering HR, Legal, Procurement, etc, policies and procedures		
19	Ensuring prompt resolution of customer and supplier concerns		
20	Demonstrating personal self-awareness, self-control and emotional intelligence		
21	Developing new business with existing customers and cultivating new customers		
22	Negotiating with upper management to acquire resources to meet customer needs		
23	Leading task forces to address cross-department and/or cross-organizational issues		
24	Acting decisively after gathering appropriate input		
25	Effectively delegating tasks & activities to develop staff members' skills and confidence		
26	Driving efficiencies through streamlining work, reducing waste and redundancies		
27	Providing personal recognition & arranging celebration events to honor accomplishments		
28	Efficiently managing emails, meetings, workflow, distractions and multiple commitments		

Two management skills that I can build on (current strengths):

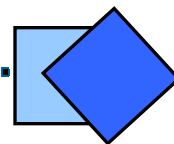
Two skills I could develop further to aid me in my career:



Leadership vs Management

Leadership involves:

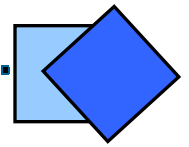
Management involves:



Why Management?

Advancement	Money	Power	Status
People	Task	Change	Leadership
Contribution	Why are <u>you</u> considering going into management?		Opportunity
Advancement			Status
People	_____		Leadership
Contribution	_____		Opportunity
Advancement	_____		Status
People	_____		Leadership
Contribution	_____		Opportunity
Advancement	_____		Status
People	_____		Leadership
Contribution	_____		Opportunity
Advancement	_____		Status
People	_____		Leadership
Contribution	_____		Opportunity
Advancement	_____		Status
People	_____		Leadership
C	_____		

Is your consideration going to be met?



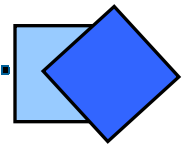
Career Orientations

Managers get their work done through other people. To be successful and productive, they have to constantly try to analyze the best way to motivate, influence, and even control their valuable human resources.

- - Derr (1986)

Score

	Advancement	Striving for increased influence, impact and visible signs of upward movement; Political/organizational skills; Drive for results; Accountability
	Security	Striving for recognition, job security, respect and loyalty from the organization; Commitment to strategic view; Not easily distracted
	Challenge	Striving for excitement, adventure and “cutting edge” opportunities; Enthusiasm; Risk taker; Renewable energy
	Freedom	Striving for maximum control over one’s work processes; Maximum autonomy ; Out of the box thinking; Decreased willingness to deal with change
	Balance	Striving for meaningful balance between work, relationships and self-development; Efficiency; Less burn out; Avoids letting work become either all-consuming or uninteresting



Career Orientations Overview

General Issues that Apply to all Career Orientations

- ◆ Some work experience is needed to develop a career orientation
- ◆ Career orientations can change over time
- ◆ Some people never develop a career orientation
- ◆ No one can be fully described by one orientation. We are ALL composites
- ◆ People with different orientations can all be highly valued and effective employees

Dominant Values/Needs of Each Orientation

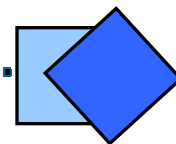
Advancement: Striving for increased influence, impact and visible signs of upward movement; Political/organizational skills; Drive for results; Accountability.

Security: Striving for recognition, job security, respect and loyalty from the organization; Commitment to strategic view; Not easily distracted.

Challenge: Striving for excitement, adventure and “cutting edge” opportunities; Enthusiasm; Risk taker; Renewable energy.

Freedom: Striving for maximum control over one’s work processes. Maximum autonomy. Out of the box thinking. Willingness to deal with change.

Balance: Striving for meaningful balance between work, relationships and self-development. Efficiency. Little burn out. Avoids letting work become either all-consuming or uninteresting.

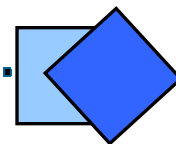


The Advancement Orientation

<i>Strengths</i>	<ul style="list-style-type: none"> - Is clear about goals - Willing to pay the price to move up - Desires to influence the organization's direction - Leads by example - Possesses political and organizational skills - Focuses on results and accountability
<i>Potential Blind Spots</i>	<ul style="list-style-type: none"> - Impatience - May run over people in pursuit of own goals - May fail to include others in plans and decisions
<i>Job Advancement Considerations</i>	<ul style="list-style-type: none"> - <u>Seek</u> assignments where you'll interact with senior mgrs or other key decision makers - <u>Seek</u> high-stakes, high-visibility assignments, such as a turnaround or new start-up - <u>Avoid</u> letting your ambition carry you into assignments for which you are unprepared (don't get in over your head) - <u>Seek</u> assignments that will give you a broad, multi-faceted experience base - <u>Find out</u> what it takes to be in your organization's "High Potential" group, and do all you can to earn that designation

The Security Orientation

<i>Strengths</i>	<ul style="list-style-type: none"> - Strong desire to help the team succeed - Shows caring and respect for others - Provides continuity and stability - Knows how to work with others to get things done - Excellent at coaching and mentoring - Functions best in stable work environments
<i>Potential Blind Spots</i>	<ul style="list-style-type: none"> - Resistance to change - Being taken for granted - Failure to keep options open
<i>Job Advancement Considerations</i>	<ul style="list-style-type: none"> - <u>Volunteer</u> to be a mentor/coach to new hires so you can help them get up to speed and pass on the company's values - <u>Seek</u> assignments where you can have a positive impact that will be noticed by key decision makers in your organization - <u>Clarify</u> with your manager the next assignment(s) so you can begin preparing while in your current role - <u>Avoid</u> assignments where you will be "out of sight, out of mind" and your contributions may go unnoticed - <u>Beware</u> of over-commitment. Since you derive much of your individual value from the organization, you probably find it difficult to say "no" to projects/requests.

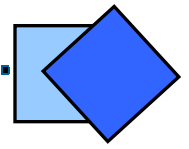


The Challenge Orientation

<i>Strengths</i>	<ul style="list-style-type: none"> - Enjoys taking risks - Brings enthusiasm, energy and excitement to the workplace - Highly innovative/outside the box thinker - Loves to motivate and lead through vision - Likes to focus on many things at once - Moves, talks and works quickly
<i>Potential Blind Spots</i>	<ul style="list-style-type: none"> - Short attention span - May overlook important details when moving quickly - May jump to conclusions with insufficient data
<i>Job Advancement Considerations</i>	<ul style="list-style-type: none"> - <u>Negotiate</u> with your manager by agreeing to stay with an assignment long enough to see it through to completion - <u>Avoid</u> assignments that are 100% routine or repetitive - <u>Seek</u> high-profile projects that play to your strengths - <u>Cultivate</u> relationships with key influencers in organizations beyond your own - <u>Volunteer</u> for extra work or additional projects of the type that will energize you - <u>Beware</u> of over-committing in your enthusiasm to take on exciting projects

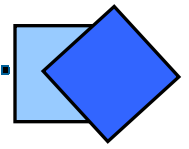
The Freedom Orientation

<i>Strengths</i>	<ul style="list-style-type: none"> - Ability to work independently with little guidance - Ability to process and analyze large quantities of data - Ability to plan and organize in a logical fashion - Willing to challenge the status quo to improve things - Excellent at solving complex technical problems - Functions best in stable, structured work environments
<i>Potential Blind Spots</i>	<ul style="list-style-type: none"> - Getting lost in details/missing deadlines - Going beyond scope and boundaries - Lack of team orientation
<i>Job Advancement Considerations</i>	<ul style="list-style-type: none"> - <u>Create</u> your own job. Find a need, then prove how you can fill it - <u>Seek</u> assignments known for high levels of autonomy: field work, internal consulting, troubleshooting, R&D, etc - <u>Sign</u> up for one person projects that no one else wants to do - <u>Seek</u> a coach/mentor who can open doors for you - <u>Think twice</u> before accepting a management position - <u>Avoid</u> high-profile projects where you are dependent on the contributions of others



The Balance Orientation

<i>Strengths</i>	<ul style="list-style-type: none">- Ability to work toward clearly established goals- Ability to integrate diverse viewpoints- Ability to stay focused during times of uncertainty/change- Ability to work efficiently on prescribed tasks/projects- Excellent at tasks & projects that are personally meaningful- Good at balancing personal, work & home priorities
<i>Potential Blind Spots</i>	<ul style="list-style-type: none">- Sending the wrong signals (that you are not fully committed)- Short-sightedness- Entitlement mentality
<i>Job Advancement Considerations</i>	<ul style="list-style-type: none">- <u>Seek</u> assignments where your value is measured by your results, not the extra hours you put in- <u>Seek</u> assignments where the work itself isn't bound to a rigid schedule- <u>Avoid</u> work groups or managers who aren't willing to talk openly about work/life balance- <u>Seek</u> assignments that are in line with your manager's key deliverables and make sure you deliver to maintain your credibility- <u>Be sure</u> you pull your weight on team activities to avoid creating backlash from your peers



Career Orientations Group Exercises

Answer the following questions on your own and then share your ideas with the group

1. How have your CO Strengths helped you succeed in your current role at Sandia?
2. In what ways have you seen CO Blind Spots work against you? (Review the comments in Appendix A and add them to your discussion where relevant)
3. How might your Strengths assist you in being an effective manager?
4. Review the descriptions of the other Career Orientations. Assuming you were promoted to management, which would be most challenging to manage? Why?
5. What back-on-the-job actions can you take to help you prepare for management by capitalizing on your CO? (Discuss with the group and then record your answers on your Individual Development Plan page)

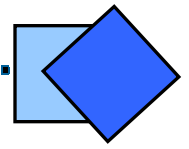


Alternate Advancement Avenues at Sandia

My Presentation Notes:

Group Discussion:

1. What were the key points for you in this presentation?
2. What information was new or surprising?
3. How do management salary levels and ranges compare with those of technical contributors?
4. How might this presentation influence your decision about a management career?



Coaching Exercise

What steps should be followed when coaching another person?

What coaching steps did your group reach agreement on?

1.

2.

3.

4.

5.

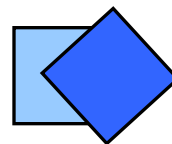
6.

7.

1. What opportunities to coach do you have in your present role?

2. What do you do well as a coach? What can you work on to get even better?

3. Complete the Coaching Section of your Individual Development Plan



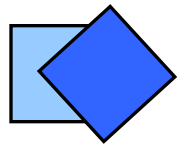
Manager Panel Discussion

1. What insights did you get about the challenges that managers face?

2. What did the managers like most or find very satisfying about their jobs?

3. What was surprising or unexpected?

4. What was most discouraging or worrisome to you?



Pros/Cons of Management & Staff

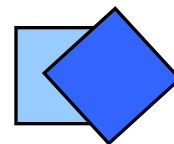
Write down results of group discussion

Management

Staff

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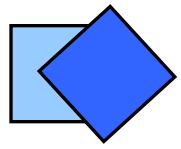
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Checklist for Prospective Managers

	YES	NO
1. Do you consider yourself a highly ambitious person?	___	___
2. Do you sincerely like and have patience with people?	___	___
3. Could you meet the demands of multiple stakeholders & conflicting needs?	___	___
4. Is making a bit more money and having greater influence important to you?	___	___
5. Are you comfortable managing ambiguity, uncertainties and risks?	___	___
6. Would you enjoy learning about psychology and human dynamics?	___	___
7. Would you be happier managing far greater responsibilities?	___	___
8. Do you desire an opportunity to demonstrate your leadership abilities?	___	___
9. Would you prefer the freedom to do your own planning & directing?	___	___
10. Would you prefer managing others to performing satisfying individual work?	___	___

The bottom line for me is: _____



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[illegible]

Corporate Learning and Professional Development asked Sandia managers what they think causes failure. Here is a compilation of what they said:

1. Over delegating: losing control of key responsibilities.
2. Overload (ineffective use of time management and delegation).
3. Continuing to focus on technical issues rather than engaging personnel.
4. Not communicating proactively and effectively with staff, peers, and upper management.
5. Not meeting with people enough, particularly your staff and peer managers.
6. Not listening.
7. Lack of support for the “staff” – forgetting that you are working for them.
8. Failure to provide a vision that the staff can implement.
9. Unclear expectations of staff.
10. Unclear expectation of the manager’s role, responsibilities, and accountability and authorities.
11. Feeling and being responsible for project work while also taking management responsibilities.
12. Time management is a survival skill that you either acquire early or you don’t survive.
13. Administrative work can be mind-boggling. It takes a while to understand what really needs to be done and what doesn’t need to be done. Unless you have a very good mentor or peer to talk about things with, you can drown in the paperwork the first year.
14. Not recognizing that management and staff are interdependent.
15. I think a manager must be more concerned with the success of her staff than her own success, because if the staff is successful the manager will be successful.
16. When managers get into a parental/child relationship. Managers are not parents and employees are not children, but I've seen managers treat employees like they were children. This is an adult to adult relationship and should be conducted as such.
17. Leading heroic team efforts to deliver impossible initiatives/projects that are initially promoted as critical but ultimately go nowhere or are dropped.
18. We need to recognize the difference between someone who is great at being an individual contributor and someone who has leadership potential.
19. Lack of opportunity and tools to discern the more subjective and sometimes more important requirements for a manager role before making the commitment to lead people.
20. Lack of self-awareness, and clarity about weaknesses and blind spots and how these contribute to poor staff performance. This is made worse by a lack of coaching, mentoring and commitment to minimize ill effects on staff.
21. Lack of time and attention to building relationships with staff.

