



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
- ◆ Identify your Career Orientation and how it fits with a management role

# Objectives cont'd

- ◆ Understand admin, technical & management job structures & career ladders
- ◆ Practice & learn the essentials of coaching
- ◆ Learn from the experiences of managers
- ◆ Understand 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

## 2008

CPR 300.7.3, Paragraph 3.3.2

### Pre Management

(A290 Time: 24 hrs)

Sequence recommended.

Required  
(8 hrs)  
Orientation to  
Management  
(OM141)

Required  
(8 hrs)  
Extraordinary  
Leader  
(MGT360)

Required  
(8 hrs)  
Management  
Essentials  
(OM206)

### New Management

(A290 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)  
  
Partnering for Sandia  
Success (OM225)

### Experienced Management

3+ years  
experience

### Electives

Extraordinary Leader Refresher (MGT360R)

Crucial Confrontations (MGT203)

Counselor SalesPerson (OM222)

SNL Management Curriculum contact: Sheryl Stewart – 844-9294



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# 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 5
- ◆ 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?



# *Career Orientations*



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# Outcome

**Leave with a clearer understanding of what you need and value from the workplace and how moving into a management role may fit or not fit with your needs and values**



# Career Orientations Defined

An individual's enduring motives,  
values and expectations regarding  
work and career



# Career Orientations Self-Assessment

- ◆ Refer to the Career Orientations survey in the rear of your packet
- ◆ Circle the statement in each pair that most accurately describes you  
**OR**
- ◆ Is more true for you at this time in your life
- ◆ Plot your score (total must = 30)

# Career Orientations Self-Assessment Scoring

- ◆ **Score of 8 or higher**
  - ==> Indicates that the orientation is a significant driver in your work life.
- ◆ **If 2 scores are higher than 8**
  - ==> You may have a combination of CO's; see if you have a highest preference
- ◆ **Score of 3 or below**
  - ==> Indicates that the orientation is NOT something that drives you in your work life

# 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

<b>Advancement</b>	Striving for increased influence, impact and visible signs of upward movement; Political/organizational skills; Drive for results; Accountability
<b>Security</b>	Striving for recognition, job security, respect and loyalty from the organization; Commitment to strategic view; Not easily distracted
<b>Challenge</b>	Striving for excitement, adventure and “cutting edge” opportunities; Enthusiasm; Risk taker; Renewable energy
<b>Freedom</b>	Striving for maximum control over one’s work processes; Maximum autonomy; Out of the box thinking; Decreased willingness to deal with change
<b>Balance</b>	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 Exercise

- ◆ Record your scores on page 9 and on the flipchart
- ◆ Assemble in groups by C.O. and read pages 10-13 to understand each C.O.
- ◆ Discuss & answer the questions on page 14; be prepared to report your results
- ◆ Record your insights in 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



# Coaching Skills

## Exercise: Part A

- ◆ Form into new groups as instructed
- ◆ Individually make & test fly three airplanes
- ◆ Observe whose flies farthest & straightest
- ◆ Choose a coach to help you improve
- ◆ Work with your coach to redesign/re-test; note improvements

# Coaching Skills

## Exercise: Part B

- ◆ Assemble back at your table
- ◆ Write your list of coaching steps on p.16
- ◆ Work as a group to agree on a “best” list
- ◆ Complete & discuss the questions at the bottom of page 16
- ◆ Record your conclusions in your IDP

# *Manager Panel Discussion*



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# Pro's & Con's of Moving Into Management

- ◆ Review your brainstorm info from p.2 and fill in the left-side boxes on p.18
- ◆ Add any new ideas that came up during today's class (Mgr Panel, etc)
- ◆ Discuss & complete the right side of the diagram as a table group
- ◆ Prepare to report your conclusions



# Pros & Cons of Moving Into Management

Going into  
Management

Staying Staff



# Checklist for Prospective Managers

- ◆ **Complete page 19 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

# Expectations Revisited

- ◆ Review expectations from this morning
- ◆ Reflect on what we've covered in class today
- ◆ How well did today's course meet your expectations?
- ◆ Are you any clearer now on your decision?



# Thank You!

