



Corporate Education, Development & Training

SAND2009-2882P

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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Chart your course!



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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

Mission Success

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

Deliver Results

- Deliver customer value
- Drive execution
- Exercise business acumen

Core Identity

- Sandia Values
- Professional/Technical Expertise

Interpersonal Skills

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

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



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

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 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



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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



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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!