



SAND2009-2885P

Corporate Education, Development & Training

OM206

Management Essentials

Presented by:

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Chart your course!

90 Second Introductions

- ◆ Name
- ◆ Org/Dept
- ◆ My current roles & responsibilities
- ◆ What I excel at in my current role
- ◆ Why I'm interested in becoming a manager

Purpose

- ◆ Help individuals, who are considering entering into the management track, to better understand what's involved in the transition from Indiv Contrib to Manager
- ◆ Assess and practice essential management skills that can help individual contributors succeed in both current and future roles

Objectives

- ◆ **Assess your current management skills/capabilities**
- ◆ **Identify key challenges of transitioning to manager**
- ◆ **Practice a process for exploring others' interests & expectations**
- ◆ **Practice setting clear performance expectations**
- ◆ **Create an individual development plan to prepare for a management position**

SNL Management Curriculum

2008

CPR 300.7.3, Paragraph 3.3.2

Pre Management

(A290 Time: 24 hrs)

Recommended Sequence

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

Employee Discipline for Managers (MGT 200)

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)

Effective Business Presentations (OM236)



Skills Rating Chart

- ◆ Complete the Manager Skills Matrix
- ◆ Review your scores
- ◆ What are your areas of greatest strength?
- ◆ Which areas should you work to improve?

Individual Development Plan – Skills Rating

- ◆ Pull out your Individual Development Plan
- ◆ Based on your skills rating list two areas of strength and two skills to improve on
- ◆ List the actions you can take to leverage your strengths and develop better skills

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 Part 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
- ◆ Prepare to report your conclusions

Becoming A Manager Part 2

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

Becoming A Manager Part 3

- ◆ Individually list your insights
- ◆ Develop a “game plan” for your first month or two as a new manager
- ◆ Discuss as a table group
- ◆ Prepare to report your conclusions

Individual Development Plan – Becoming a Mgr

- ◆ Refer to your Individual Development Plan
- ◆ List a strength and an area to improve before you are promoted to mgr
- ◆ List the actions you can take to leverage or develop these skills

Getting off to a Good Start

- ◆ Two skills for building rapport, trust & high performance
- ◆ 1: Understanding others' interests and expectations of you
- ◆ 2. Clearly communicating your performance expectations of your employees

Understanding Others' Interests & Expectations

- ◆ **Assemble in practice trios**
- ◆ **When in the role of a new manager:**
 - Review & prepare to ask the questions on p. 8
 - Your goal: get to know the other person
 - Avoid: sharing your own opinions/experiences
- ◆ **When in the role of the employee:**
 - Respond as openly as you feel encouraged to
- ◆ **When in the role of observer:**
 - Take notes using your Observer's Worksheet
 - Your goal: capture the “mgr’s” relational skills
 - Lead the feedback following the discussion

Managing the Feedback Process

- ◆ Manager comments first:
 - *What I think I did well was.....*
 - *An area I think I can improve next time.....*
- ◆ Observer comments next:
 - *What I noticed that you did well was.....*
 - *One area I would suggest for improvement.....*
- ◆ Employee comments last:
 - Any additional positives; 1 improvement
- ◆ Observer completes form; gives to manager

Communicating Clear Performance Expectations

- ◆ **Assemble in practice trios**
- ◆ **When in the role of a new manager:**
 - Review and prepare to ask the questions on p. 9
 - Your goal: establish clear performance expectations
 - Avoid assumptions-encourage dialogue
- ◆ **When in the role of the employee:**
 - Be as forth-coming as you feel encouraged to be
- ◆ **When in the role of observer:**
 - Take notes using your Observer's Worksheet
 - Your goal: capture the “mgr’s” expectation setting skills
 - Lead the feedback following the discussion

Individual Development Plan – Practice Summary

- ◆ Refer to your Individual Development Plan
- ◆ List one or two skills that you can improve in light of the feedback you received
- ◆ List the actions you will take to develop these skills

Individual Development Plan – Final Look

- ◆ Review what you've recorded; note caveats on p. 218, paragraph 2
- ◆ Define your summary development plan:
 - Narrow your actions down to two or three
 - Decide on your highest priorities
 - List your next steps
 - Identify who can help you succeed

In Closing

- ◆ What are your next steps?
- ◆ Watch for the class evaluation - It will be coming via e-mail

Thanks!