



FALL LEADERSHIP FORUM



Sandia National Laboratories

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SENIOR STRATEGIST

Relational Connections in Complex Systems in Service of the Mission

Half way through FLF

| Tuesday, November 16 | | Wednesday, November 17 | | Thursday, November 18 | |
|------------------------|---|--------------------------------|--|--|---|
| 825 Auditorium, SNL/NM | | Eldorado Hotel & Spa, Santa Fe | | Eldorado Hotel & Spa, Santa Fe | |
| Time | Agenda Topic | Time | Agenda Topic | Time | Agenda Topic |
| 8:30 | Welcome | 8:00 | Breakfast & Networking | 8:00 | Breakfast & Networking |
| 8:45 | Rich Diviney on High Performing Teams | 8:30 | Labs' Director Address | 8:30 | LANL Santa Fe Location Tour |
| 9:45 | Deputy Labs' Director Address | 9:00 | Questions for SLT | 9:15 | The 3 Stories Leaders Tell: <i>Where are we going?</i> |
| 10:30 | Service Projects Overview | 9:30 | Break | 11:15 | Facilitated Closing Activity |
| 11:00 | Paired Walk | 9:45 | Large Group Discussion: <i>Relational Connection in Complex Systems in Service of the Mission</i> | 12:00 | Adjourn & Lunch |
| 11:30 | Lunch & Networking | 10:30 | The 3 Stories Leaders Tell: <i>Who am I?</i> | <i>*Agenda is subject to change</i> | |
| 12:30 | Volunteer Service Projects <ul style="list-style-type: none">• Roadrunner Food Bank• Rio Grande Food Project• Mandy's Farm• NM Kids Matter | 12:30 | Lunch & Networking |  We're about to pivot into the work of Relational Connection | |
| 3:00 | Depart for Santa Fe | 1:30 | The 3 Stories Leaders Tell: <i>Who are we?</i> | | |
| 6:30 | Small Group Dinners | 3:30 | Paired Walk | | |
| | | 4:15 | Adjourn | | |
| | | 6:30 | Small Group Dinners | | |

Let's talk about...

*Relational Connections
in Complex Systems in
Service of the Mission*

Before we dive in

| | |
|------------------------------|-------------|
| My MBTi: | INFJ |
| Dominant Sandia MBTi: | ISTJ |

Relational Connections in Complex Systems in Service of the Mission



Disagreement and then having each other's backs

Enduring relationships

Nuanced and textured

You impact the other, and the other impacts you

Part of each other's contexts

Understating your role in context of others

Beyond transactional

Active cooperation

Mutually beneficial

Vested interest

Relational Connections in Complex Systems in Service of the Mission

We ARE talking about...



Impactful partnership across differences...



Teams coming together to do amazing things...

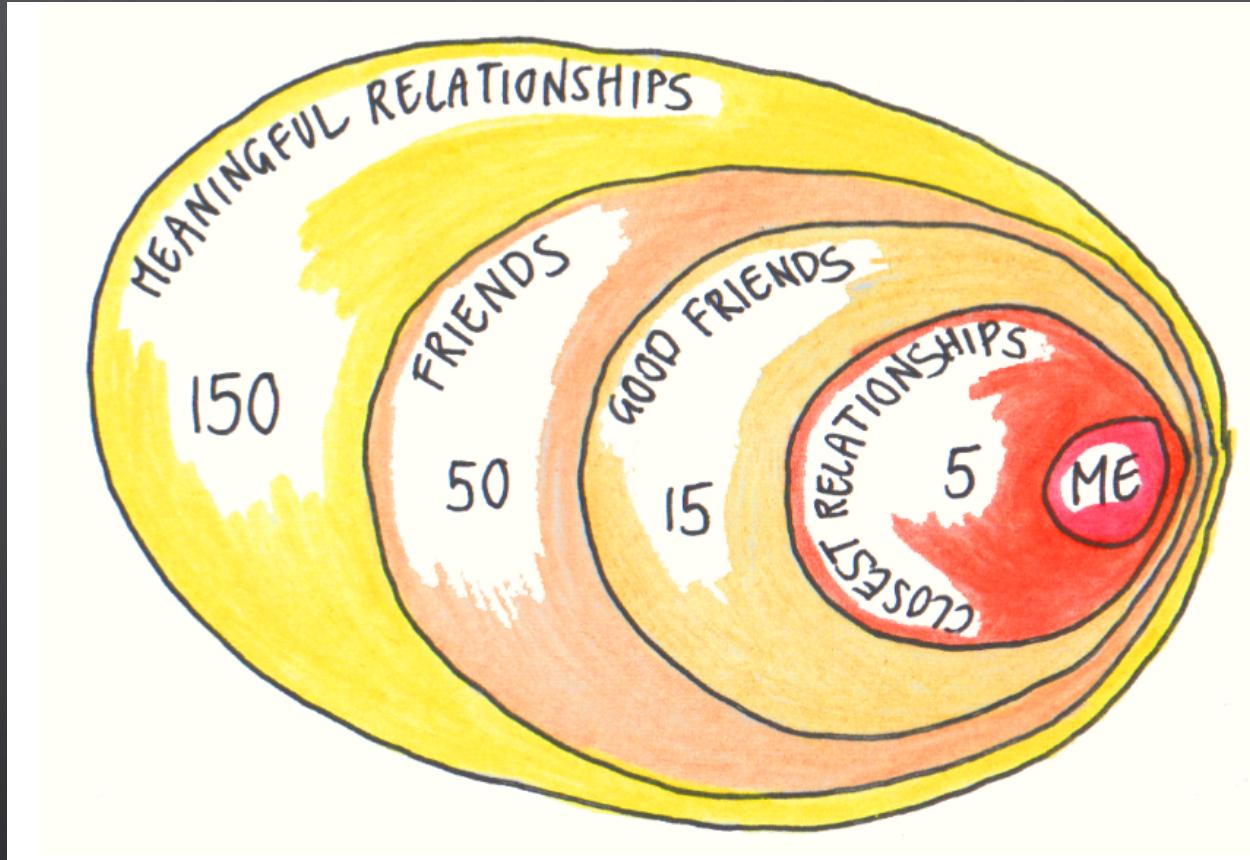


Entrusting your life's work to a former rival...

Pair up at your table

Share a story, current or historical, of relational connections at Sandia.

Relational Connections in Complex Systems in Service of the Mission



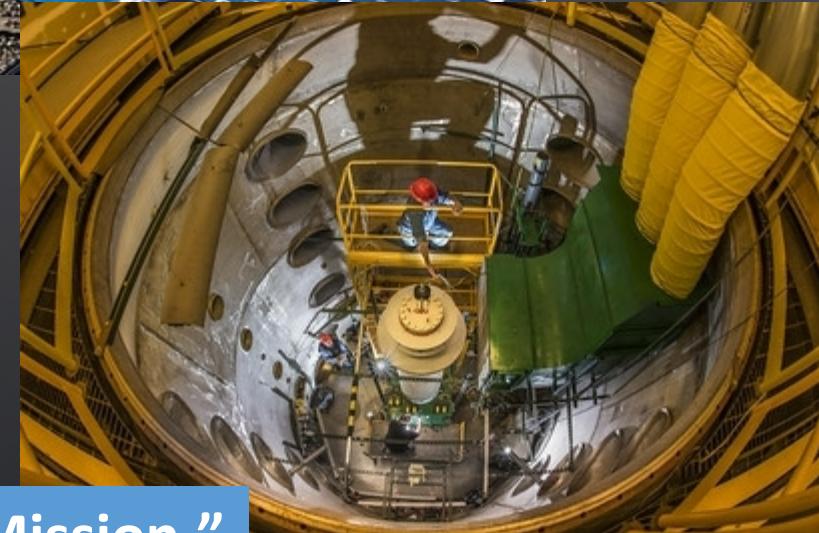
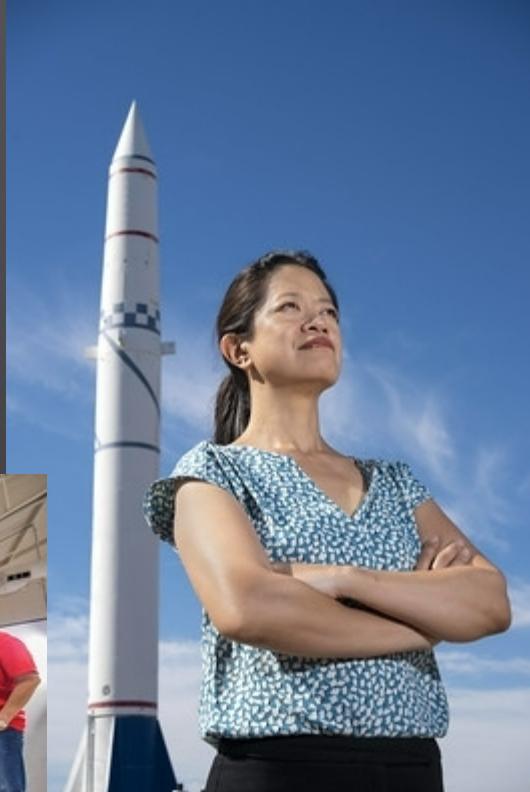
Then, we add in:

- 14,000+ people
- Spread across geography
- Multiple, coinciding objectives
- Diversity of ages, tenure, race and gender, professional disciplines, professional interests and objectives
- Virtual / Hybrid operations

Change your partner at your table

Discuss a new complexity in our system with which you're dealing.

Relational Connections in Complex Systems in Service of the Mission



We pretty much get “in Service of the Mission.”

At your table

Discuss why relational connection
in our system is important to
Sandia's mission.

Putting it together...

*Relational Connections
in Complex Systems in
Service of the Mission*



NSLDP checks all three boxes

- ✓ Relational Connections
- ✓ in Complex Systems
- ✓ in Service of the Mission



How do we know?

What I noticed: Much of this is counter -cultural to Sandia



Relational Connection is Counter Cultural

| Matches culture | Sandia Culture | Counter Culture |
|---|--|--|
| | Local prioritization | NSLDP team and session priority |
| Quality of speakers and program content | Competence culture | Listening to learn |
| Apply learning and take action | Projects with concrete objectives | Unsolvable projects |
| | Look for gaps to solve problems | Integrative, systems thinking |
| | Projects with SMEs, functionally based | Cross-organizational teams Cross-disciplinary teams |
| | Transactional | Introspective, vulnerable leadership stories |
| Leadership development objectives | Leadership matters | Leadership based on vulnerability Values-based leadership |
| | Go fast | Go slow |

Three Stories Leaders Tell

For the next two days, we're doing a mini-NSLDP

- Use of narrative as a leadership practice
- Return to personal narrative
- I stories to We stories
- Rekindling our shared identity
- Storytelling as a way to connect and reexperience a sense of belonging

We are building relational connection across this leadership team so you can bring it to the complex systems that you collectively lead, which can only enhance our ability to live our mission and serve the nation.



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