

# Making the Transition from Practicing Scientist, Engineer or Technologist to Practicing Manager

Optimize your luck, and increase your fault tolerance as a new leader or manager.

Scientific/Technical Person's Strengths as a Manager	Universal Barriers to Learning Management Skills
Exceptional problem solving skills	Try technique once, then give up
Exceptional self-improvement skills	Rigid relationship habits
Exceptional system modeling skills	Old behaviors work "good enough"

The typical manager has to be able to:

- Understand his or her business environment
- Build key relationship networks
- Build successful teams
- Exploit business opportunities and problems (yes, both)

The two key forms of social structure a successful manager has to understand are:

- Competitive social structures
- Collaborative social structures

The four types of Drive Satisfaction Strategies observed in the work place:

Competitive DSS	Collaborative DSS
Alpha Climbing	Leading
Status Quo Preserving	Contributing



## **Identifying Your Managerial Skills**

Over the course of time you will learn how to swap out skills as needed, or find appropriate skills in other people to delegate. To start with, gain a more conscious awareness of your current strengths as a problem solver. Learn to generalize these strengths to an increasingly wide range of human relations and business process problems.

Include any skills you may have as a systems level thinker. Few people have a real grasp of the strategic level of business thinking. Scientists, engineers and technologists often have abilities with strategic thinking because of their experience in systems level design and implementation.

### **List and describe your three top problem solving modes**

1.

2.

3.

# Identifying and Prioritizing Your Managerial Responsibilities/Issues/Problems

As a person with long experience in problem solving, you will not find this exercise to be anything new: get a clear statement of the problem you need to solve. The key as you move into management, however, is to continue this practice as you acquire new hires, deal with problem employees, map out resource allocation, and so forth.

**You don't necessarily need to think of everything as a problem, but you always need to be thinking in terms of formulating the best solutions for any given decision you have to make.**

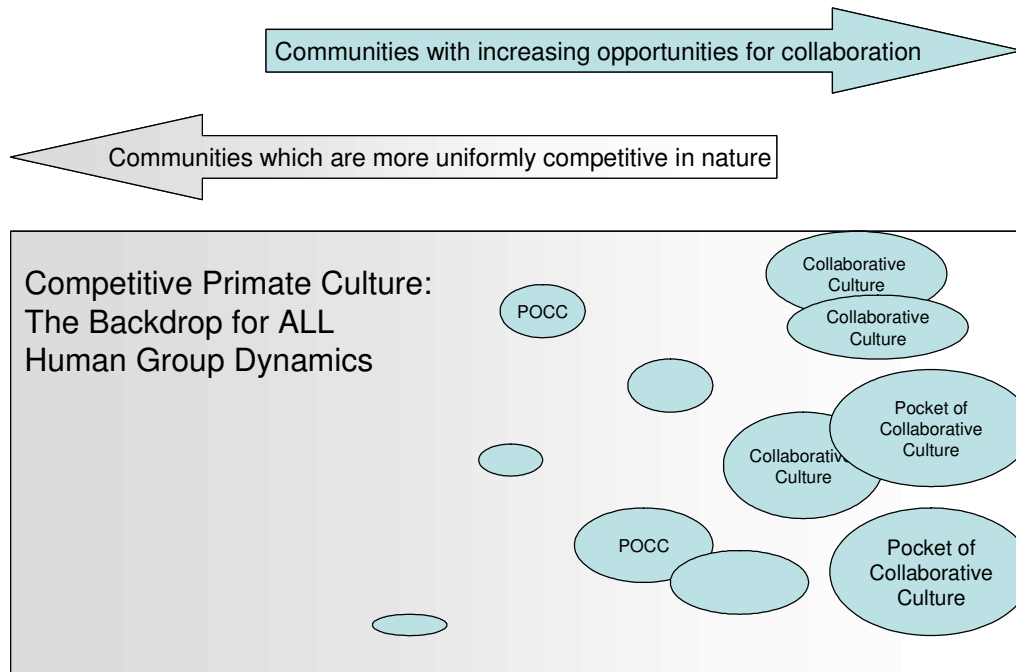
**List out your three main managerial issues (present or future)**

1.

2.

3.

# Primate Cultures



## Observing and Assessing Your Environment, Part I: Culture

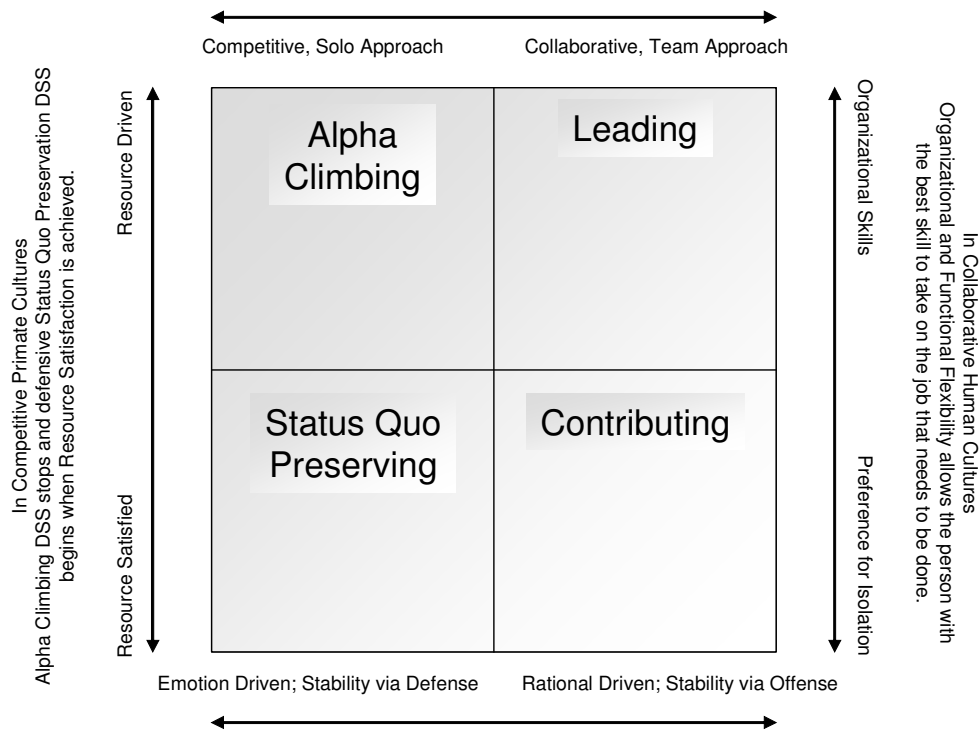
As noted at the beginning of the seminar, your environment will ALWAYS be based on a primate-form competitive culture. In addition, you MAY find, or wish to create, a local “bubble” of collaborative culture.

Further, each individual in your environment will operate on the basis of one or more Drive Satisfaction Strategies (DSS). Collecting this information will help you assess the politics in your business unit. It will also help you identify people who can be counted on to deliver what they promise when they promise...or to determine the scaling factors to use when judging what people say.



# Some Drive Satisfaction Strategy Scales

All DSSs Are Self-Serving



People's DSSs continuously shift on the basis of opportunity, threat, and need. All people work toward stability in their living and working conditions.

## Observing and Assessing Your Environment, Part II: Individuals

Continue to define for yourself the criteria you will use to assess the DSSs being used by the people around you.

Keep in mind that your criteria will change with experience.

Also keep in mind that most people usually operate with more than one DSS. And further, don't confuse terms like "leader" and "collaborator" with "selfless." A Drive Satisfaction Strategy is always a self-serving strategy.



## **Managerial Actions You May Need to Take in Addition to the Three You Listed**

- Build new teams in house
- Find new services vendors
- Find reliable subcontractors
- Create new corporate alliances
- Discipline a worker
- Make new hires
- Build a new management procedure
- Make your chain of command look good
- Start a new project
- Dismantle an old business activity
- Seek out new markets for current goods and services
- Upgrade team skills to support new markets and customers
- **ADD YOUR IDEAS BELOW**

# Managerial Action Plan

**1. Plain statement of the issue to resolve**

**2. Brief description of the cultural context**

**3. List of stakeholders, significant personnel, and their DSSs**

Names	DSS(s)

**4. Plain statement of desired outcome(s)**

**5. Proposed problem solving methodology**

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