

Transitioning Into Management

Moving from the technical to the managerial

By

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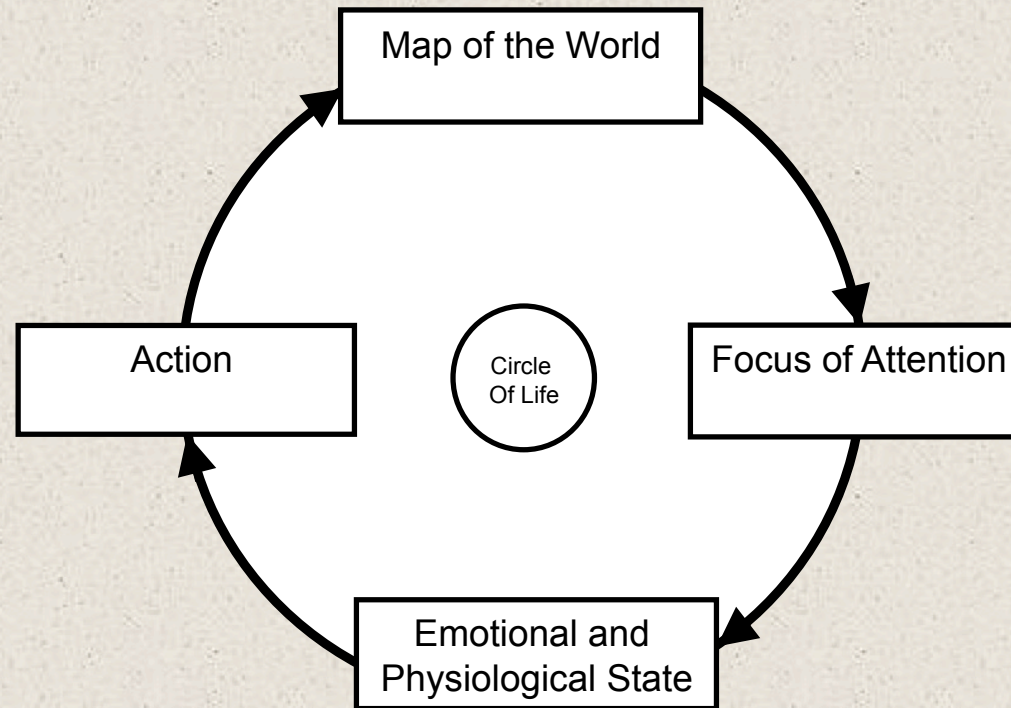
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What Affects Your Career

- Currently your career is based on:
 - unconscious decision-making
 - what you have been told and how you have been conditioned.
- Your optimum or at least better career depends on
 - conscious decision-making
 - a clear understanding of
 - who you are and
 - who you want to become and the
 - environment you are in at any given moment

How Change Occurs



The Way You Accomplish



There Are Few Real Choices

- I know this sounds odd...
 - But there are very few real choices that we make in life.
- Most choices are driven by..
 - Our PBSRs (Personal Behavioral Subroutines)
 - Our observational filters
 - Our structure of
 - Being-->Doing-->Having
 - All of this shows up in the way we “move” through the world...
 - “conversations” we have in the world
 - “decisions” we make in the world

Your Management Success

- Your success in transitioning will be a function of..
 - your subroutines
 - what new subroutines you add
 - the situations you place yourself in

The Matrix

- **Morpheus**
 - “You think that’s air you’re breathing?”

- **Steven Cerri**
 - “You think that’s logic running your career?”

Transition Subroutine #1

**“It’s important to be right.
Aren’t I paid for being right?
I can’t keep my job if I’m wrong.”**

Transition Subroutine #2

**“My ideas are my identity and
therefore...
I must fight for your ideas.”**

Transition Subroutine #3

**“I’d rather be right ...
than be effective.”**

Transition Subroutine #4

**“WHAT I say...
is more important than...
HOW I say it.
Data rules!”**

Transition Subroutine #5

“I’ll avoid the difficult internal conversations and the difficult interface conversations because if I avoid them... they might just go away.”

Transition Subroutine #6

**“I don’t have to think
systemically.
I am paid to do my task.”**

Transition Subroutine #7

“I assume everyone is a professional.

That means I can just do my job and everybody else will do their jobs as well.”

Transition Subroutine #8

**“If delegation doesn’t work...
I’ll just do it myself.”**

Transition Subroutine #9

“I want to do what interests me.”

Transition Subroutine #10

**“What got me here ...
will get me there.”**

Transition Subroutine #11

**“Experience is overrated.
Knowledge of how to do things
is more important.”**

Transition Subroutine #12

**“I don’t want to change myself
just to talk to non-technical
people.
They need to understand me.”**

What Conversations?

- **Your engineering “education” is just beginning**
- **The next phase of your education will...**
 - only partially be focused on engineering
 - Focused primarily on people and the dynamics of human communication and interaction
- **Avoid forcing “translations”**
- **And you have no choice**

Different Conversations

- The engineers who get left behind are those who...
 - don't pay attention to the management conversations.
 - The ones who do get brought into the circle of influence.
- What are the issues / challenges that the executives who are running the organization seek to solve?
- How does your client view the engineering problem that you are looking to solve?
- **This is huge.**

Steps To A Better Life-Cycle

- **First step to a better engineering career**
 - Understand your structure of...Being-->Doing-->Having
 - Understand your...Personal Behavioral Subroutines (your programs)
 - Understand your...Filters
 - Understand the...Conversations you are having
- **Second step to a better engineering career**
 - Understand how others structure their...Being-->Doing-->Having
 - Understand the programs of others...Personal Behavioral Subroutines
 - Understand other's...Filters
 - Understand the...Conversations others are having
- **Third step to a better engineering career**
 - Join others in their...Conversations

Some Resources

- **Tell me if you want these:**
 - A PDF of a 48 page white paper on Transitioning From Engineer to Manager... and...
 - A PDF of this presentation emailed to you

- **Tell me if you are interested in:**
 - Public workshop on “Effective Communication Skills for Technical Professionals” on March 6
 - Other public workshops on Influence, Communication, Management and Leadership and Advancing Your Career in Engineering