

# WHY DO TECHNICAL EXPERTS STRUGGLE IN THE TRANSITION TO MANAGEMENT?

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Presented by

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And

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# Our hope for this morning

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*You will leave with...*

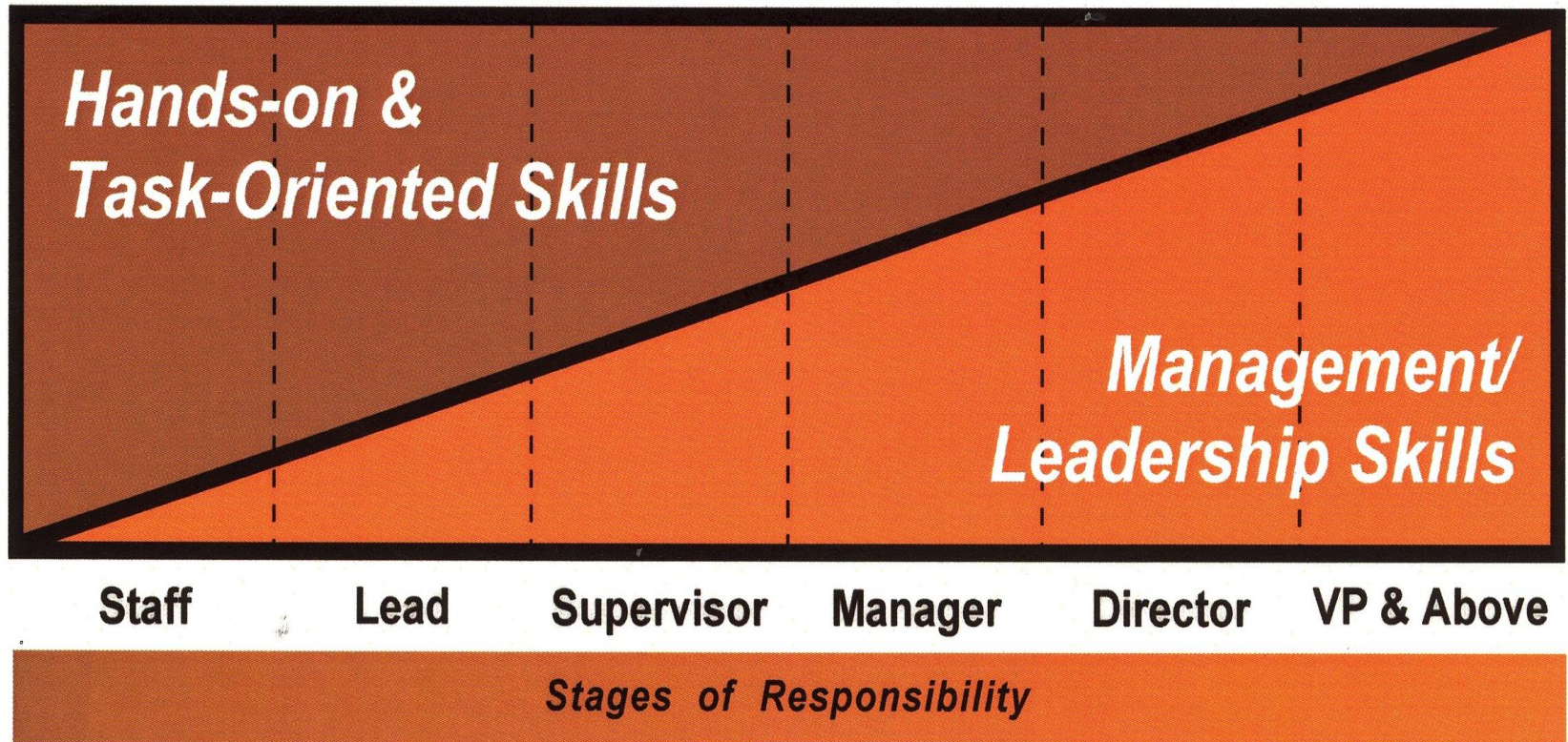
- At least one insight or tool you can apply back at work
- At least one new connection
- A commitment to continue to impact how engineers transition to management

# Why is the choice made to promote the best technical experts into managerial roles?

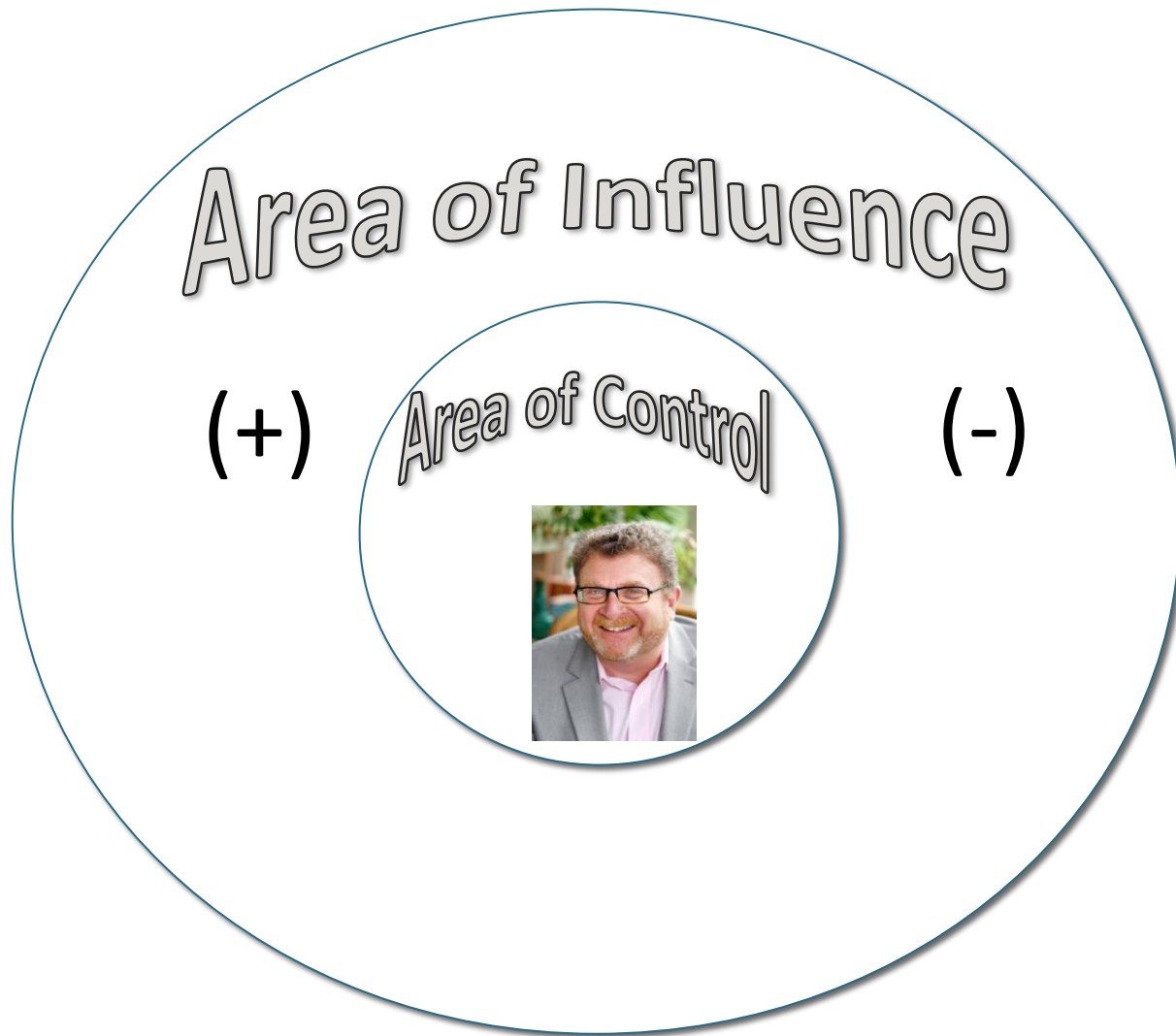
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- Retention
- Pay
- Recognition

# Management Progression



# No Control



# What fantasies do engineers have of the manager's role?

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- Less day-to-day pressure, fewer deadlines
- More money \$\$
- Less work
- And more...

# What expectations does the company have of the manager's role?

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- Deliver the goods on time and on budget
- Keep the customer happy
- Deliver a quality job
- Perform as well in a managerial role as s/he has as a technical expert
- And more...



# What typically happens when a good engineer is promoted into a management role?





# Where does the breakdown occur?

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- Engineer expectations of the role and goals for themselves
- Well-articulated company expectations of the role don't exist and there is no alignment with the engineer's expectation of the role
- There is no structure to create success in the new role including pre- and ongoing training and coaching

# The biggest challenges experienced by newly promoted managers

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- Working longer hours
- Lack of mentoring
- Working through others to complete tasks, rather than doing it themselves
- Many roles or hats, could no longer focus on just one task
- Increase in pressure and stress as related to new responsibilities

# The biggest challenges experienced by newly promoted managers (cont'd)

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- The need for better relationship skills
- The need for training and better insight into the position
- There always seem to be issues without resources
- Not perceived as 'one of the guys' any longer
- Miss the hands-on approach
- Increased decision-making process

# The biggest challenges experienced by newly promoted managers (cont'd)

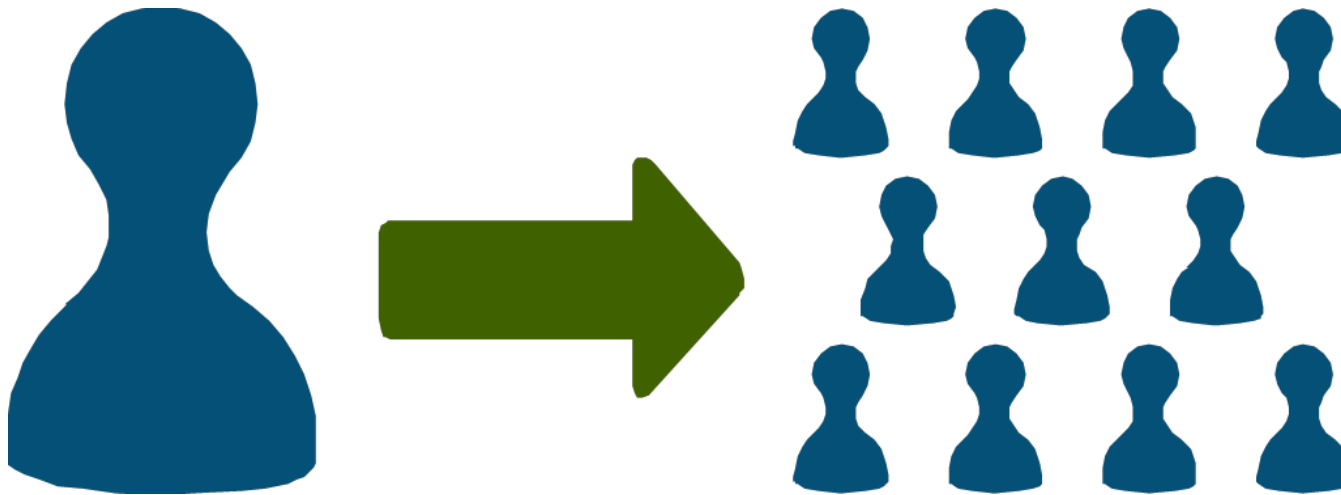
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- Motivating the workforce
- How to balance and prioritize tasks and the continuous interruptions
- Always attending meaningless meetings
- The jealousy and feeling of resentment by your fellow technical specialists once you have moved ahead of them
- FEELING ALONE

# What is The Impact On...

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- The individual?
- The organization?



# Solutions

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*On the...*

- Individual level
- Departmental level
- Organizational level

# Solutions

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- *Individual Level*, Coaching and Mentoring
- *Departmental Level*, Review reporting requirements, and make adjustments that promote success in the role
- *Organizational Level*, HR policies and programs

Additional examples are in a handout in your packet



# Tips to help the transition process

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- Continually identify high potentials
- Work with HR to create a development plan for high potentials
- Provide opportunities for high potentials to exercise leadership in committees, project work etc.
- Create clear job description for the managerial role
- Meet with the newly promoted manager to track progress, and discuss challenges

# Tips to help the transition process (cont'd)

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- Make time available for the new manager to attend conferences, training, and receive coaching
- Provide admin. and technical support
- Create opportunities for new managers to interact with each other and with seasoned managers
- Review management ratio (span of control)
- Normalize the transition, it is difficult but rewarding in the end.

# Discussion

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# Thank You

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