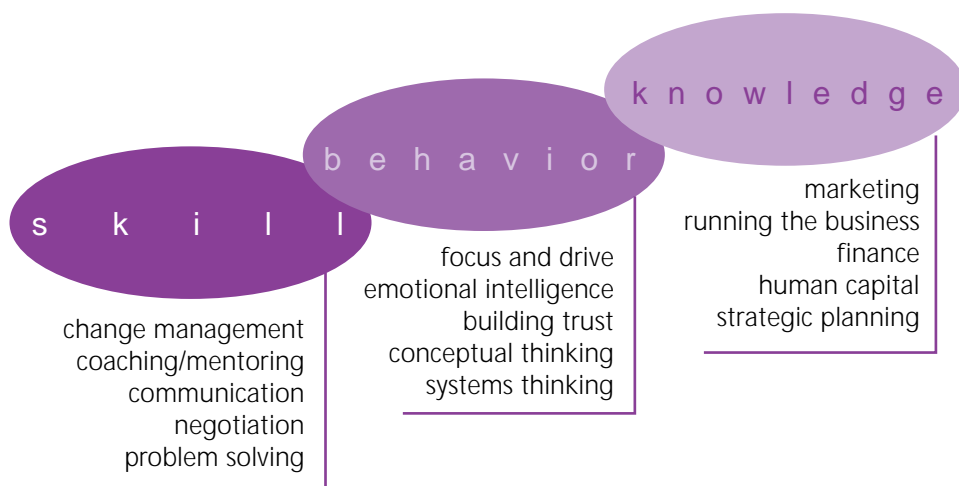


# The Development Guide

Group Leader-Program Manager & Project-Team Leader Development

The Development Guide details specific desired behaviors and outlines learning options for each of the 15 competencies in the Leadership Competency Model. The guide is a tool that helps you select coursework, publications, self-directed learning or activities specifically designed to meet your learning needs, based on your assessment results.

## Leadership Competency Model



The Leadership Center staff assists leaders and managers to match resources and opportunities to their specific professional development needs.

leaders moving science and technology into the future

# Focus & Drive

The competency of focusing on a goal and harnessing your energy in order to meet that goal—a balance between the components of focus and drive.



## Behavior & Skill Components

**Focus:** The ability to identify an important goal or vision and to channel efforts at specific targets that support that goal or vision.

- Maintains focus when disruptions might detract attention from key issues and objects.
- Is able to pick out and target the projects or initiatives that require special attention.
- Displays single-mindedness in directing energy at key targets.
- Is able to focus on key tasks when faced with limited time and/or resources.
- Devotes at least 80% of time to the top 20% of priorities.

**Drive:** The ability to persevere, sacrifice (when necessary), and expend high degrees of energy to reach high levels of performance.

- Acts decisively to make things happen.
- Strives to set and achieve ambitious goals rather than settling for the “safety” of achievable results.
- Overcomes potential stumbling blocks to achieve an objective.
- Displays a willingness to do whatever it takes to “get it done.”
- Displays stamina and energy over the long term in achieving high standards of performance.

## The LANL Institutes

The Leadership Institute  
The Management Institute

## Professional Success Series

### External Courses

MIT:

Management of Technology Program

Carnegie Mellon University:

Management in Technology Organizations

UC Berkeley:

Managing Managers & Professionals

### Self-Directed Learning

Oakley, Ed, *Making Managers in to Leaders*. Enlightened Leadership, 1996.

## Activities

Serve on a new project or product review committee.

Work short periods in other units.

Use seed budget on a personal project or idea.

## Publications

Bardwick, J. *Danger in the Comfort Zone: From Boardroom to Mailroom-How to Break the Entitlement Habit That's Killing American Business*. AMACOM, 1991.

Beckhard, R., & Pritchard, W. *Changing the Essence: The Art of Creating & Leading Fundamental Change in Organizations*. Jossey-Bass, 1992.

Conger, J. *Learning to Lead: The Art of Transforming Managers into Leaders*. Jossey-Bass, 1992.

Pfeffer, J. *Managing with Power: Politics and Influence in Organizations*. Harvard Business School Press, 1992.

Von Glinow, M., & Mohrman, S. *Managing Complexity in High Technology Organizations*. Oxford Univ. Press, 1990.

# Emotional Intelligence

The competency of understanding and mastering your emotions (and recognizing the emotions of others) in a way that instills confidence, motivates, inspires, enhances group effectiveness—a balance between the components of perception and emotional maturity.

2  
emotional intelligence

## Behavior – Skill Components:

**Perception:** The ability to read the emotions and thoughts of others through the use of insight, empathy, and observational skills.

- Exhibit consideration of the feelings of others when or before taking action.
- Treats each person differently according to his or her unique makeup.
- Takes into account the impact of emotions and feelings on a situation.
- Understands the psychological and emotional needs of people.
- Considers the impact of his/her own behavior or decisions on other people.

**Emotional Maturity:** The ability to master emotions and cope with stress in a way that instills confidence, motivates, and enhances group effectiveness.

- Creates a positive environment through the use of sincerity and optimism.
- Demonstrates maturity in reassuring teams and individuals in the face of setbacks.
- Demonstrates an ability to control and filter emotions in a constructive way.
- Models how to handle failure by accepting setbacks with grace and renewed determination.
- Is consistent in moods that invite participation and open up communication.

## The LANL Institutes

### The Leadership Institute

### Professional Success Series

#### LANL Internal Courses

7 Habits of Highly Effective People

#### External Courses

University of South Carolina: Management

Development for Engineers & Technical Professionals

Pennsylvania State University: Engineers & Scientists  
as Managers

Center for Creative Leadership:

Leadership Development Program

Managing for Commitment

#### Self-Directed Learning

**Assertiveness Training for Managers**, Bryer (Audio Course)

**Coping with Difficult People**, Bramson (Audio Course)

**How to Deal with Difficult People**, Vols. I & II, Brinkman  
& Kirschner (Video Course)

**Managing Conflict**, AMA (Audio Course)

#### Self-Directed Learning cont.

C-MAST, **Leadership Qualities** (web)

**Managing Your Boss and Peers** (High Performance  
Management CD-ROM)

**Dealing with Conflict & Confrontation** 1, 2, 3, Rhode  
(Video Courses)

## Activities

Handle a negotiation with a customer.

Deal with an organizational crisis.

Make peace with an adversary.

## Publications

Csikszentmihalyi, M. *Finding Flow*. Basic Books, 1997.

Goleman, D. *Emotional Intelligence*. Bantam Books., 1997.

Seligman, M. *Learned Optimism*. Pocket Books, 1990.

Staub, R. *The Heart of Leadership: 12 Practices of Courageous Leaders*. Executive Excellence Pub., 1996.

Weisinger, H. *Emotional Intelligence at Work: The Untapped Edge for Success, First Edition*. Jossey-Bass Publishers, 1997.

# Building Trust/Enabling Others

The competency of effectively influencing others by evoking their trust and by placing trust in others to enable their success—a balance between commitment and empowerment.



## Behavior – Skill Components:

**Commitment:** The ability to evoke trust from others by keeping commitment; recognizing individual contributors; setting a personal example; and building shared goals, values, and vision.

- Creates a view of the future that motivates others.
- Gains the trust and loyalty of others by fulfilling the commitments made to them.
- Stimulates strong commitment to collective efforts through praise and recognition of individual contributions.
- Sets a clear example for others by following through on important commitments.
- Inspires dedication to the organization's shared goals and values through visible actions.

**Empowerment:** The ability to help others reach higher levels of performance through trust, delegation, participation, and coaching.

- Displays trust in others by giving them additional responsibilities.
- Displays confidence in others by delegating key tasks and functions.
- Displays a strong commitment to the success of others by providing clear feedback on issues and behavior (and not the person).
- Gives others the power to participate in decision making and to share in the responsibility.
- Provides whatever is needed to help others take charge of their work and successfully produce results.

## The LANL Institutes

**The Leadership Institute**  
**The Management Institute**

## Professional Success Series

### LANL Courses

Director's Workshops for Leaders: Managing Safety, Health, & the Environment

### External Courses

Menninger Leadership Center: Motivation & Behavior; A Professional & Personal Seminar for Executives.

UC Berkeley: Managing Managers & Professionals  
Center for Creative Leadership: Leadership Development Program

### Self-Directed Learning

CMAST: **Leadership Roles & Responsibilities** (Web)  
**Leading and Motivating** (Harvard ManageMentor)

## Activities

Help team members resolve conflict.  
Delegate tasks that offer developmental challenges.  
Establish regular, two-way communication with team members.

## Publications

Jain, R., & Triadis, H. *Management of Research/Development Organizations*. Wiley & Sons, 1997.

McGinnis, A. *Bringing Out the Best In People*. Augsburg Publishing, 1991.

Weisinger, H., *Emotional Intelligence at Work: The Untapped Edge for Success, First Edition*. Jossey Bass, 1998.

# Conceptual Thinking

The competency of conceiving and selecting innovative strategies and ideas for your organization—a balance between the components of innovation and big-picture thinking.

conceptual thinking

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## Behavior – Skill Components:

**Innovation:** The ability to create or enhance new ideas, products, and services through challenging assumptions and thinking “out of the box.”

- Asks “What If?” questions to test assumptions and challenge the status quo.
- Seeks better solutions to problems instead of falling back on obvious ones.
- Demonstrates an ability to create new business ideas by thinking “out of the box.”
- Demonstrates creativity in developing and/or improving ideas and concepts.
- Creates innovative concepts that have growth or profit potential.

**Big-Picture Thinking:** The ability to conceptualize and clarify all of the forces, events, entities, and people that are affecting (or are being affected by) the situation at hand.

- Searches for and conceptualizes the underlying or systemic causes that drive a problem.
- Intuitively forms ideas that clarify the many possibilities in a complex situation.
- Makes connections between and among information, events, etc., that reveal key issues or opportunities.
- Comes up with new concepts or distinctions that better organize the interpretation of ambiguous data, information, or events.
- Asks questions to try to form a complete picture of seemingly unrelated information, events, etc.

## The LANL Institutes

### The Leadership Institute

### Professional Success Series

#### External Courses

Cornell University: Strategic Decision Making & Critical Thinking

## Publications

Csikszentmihalyi, M. *Creativity*. Harper Collins, 1996.

Herrmann, N. *The Creative Brain*. Brain Books, 1993.

McGartland, G. *Thunderbolt Thinking*. Bernard-Davis, 1994.

Michalko, M. *Thinkertoys*. Ten Speed Press, 1991.

## Activities

Summarize a new trend or technique and present to others.

Do a postmortem on a failed project.

Look for applications from new technical areas.

# Systems Thinking

The competency of rigorously and systematically connecting processes, events, and systems—a balance between the components of process orientation and mental discipline.

s y s t e m s t h i n k i n g  
5

## Behavior – Skill Components:

**Process Orientation:** The ability to increase overall learning and performance by designing, implementing, and/or connecting critical work processes.

- Takes steps to make sure that new ideas are integrated with established procedures and processes.
- Adheres to processes to make sure that the right people are involved in a project.
- Talks about and perceives the organization in terms of highly interrelated work processes.
- Ensures successful implementation by building and connecting processes within the organization.
- Demonstrates a commitment to build processes by documenting critical action steps and organizational learnings.

**Mental Discipline:** The ability to logically and thoughtfully sort through ambiguity and alternatives with a rigor and discipline that crystallizes ideas for action.

- Displays rigor and discipline in thinking in difficult situations.
- Thoughtfully reaches decisions by reviewing ideas and assumptions with key individuals within the organization.
- Crystallizes thoughts by deliberately and systematically steering through ambiguity and information clutter.
- Critically and thoroughly analyzes the data available on alternatives when seeking the best solution to a problem.
- Thinks through problems in a logical and well-organized fashion.

## Professional Success Series

### External Courses

MIT: Management of Change in Complex Organizations  
Center for Creative Leadership: Developing the Strategic Leader  
Innovation Associates: Leadership and Mastery

## Publications

Checkland, P. *Systems Thinking, Systems Practice*. John Wiley & Sons, 1981.

## Activities

Manage a project.  
Plan a new project or major change to a project.  
Integrate systems across units.

# Change Management

The skill of adapting to & thriving in times of internal or external change.

change management



## Skills:

- Successfully provides a visible anchor for others in times of great change, i.e., by reaffirming key goals or values.
- Helps detect and resolve team breakdowns resulting from change.
- Is able to convince others of the need for change due to critical organizational objectives.
- Learns and develops new skills or behaviors to adapt to constant, sometimes turbulent change.
- Recognizes and helps to remedy individual or collective barriers to the implementation of change.

## The LANL Institutes

**The Leadership Institute**  
**The Management Institute**

## Professional Success Series

### External Courses

Southern Methodist University: Management of Managers: Leadership, Change, & Renewal  
Carnegie Mellon University: Senior Executive Seminar  
Cornell University: Effective Leadership  
University of Virginia: Managing Individual & Organizational Change  
Harvard: Building Consensus Through Executive Influence

### Self-Directed Learning

**Capitalizing on Change** (Harvard ManageMentor)  
**Power and Influence: High Performance Management** (CD-ROM)  
**Making Managers into Leaders** (self-paced audio learning system with book and workbook)

## Activities

Lead a change effort within your organization.  
Manage a team during rapid growth.  
Implement a major new process in your team.

## Publications

Conner, Daryl. *Leading at the Edge of Chaos*. John Wiley & Sons, 1998.

Conner, Daryl. *Managing at the Speed of Change*. Villard Books, 1993.

Harris, M. *Value Leadership: Winning Competitive Advantage in the Information Age*. ASQ Quality Press, 1997.

Troy. *Change Management: Communication's Pivotal Role*. The Conference Board, 1995.

# Coaching/Mentoring

The skill of mastering a comfortable coaching style & using it strategically to improve performance.

coaching/mentoring  
7

## Skills:

- Uses a variety of methods (reason, inspiration, etc.) to help individuals attain higher levels of performance.
- Helps others recognize their areas of weakness in a constructive, beneficial manner.
- Identifies and confronts critical development issues and barriers with respect to peers, reports, etc.
- Instills a sense of confidence in others –even those who are convinced that “ they can’t do it.”
- Helps others work their way through problems or crises.

## The LANL Institutes

**The Leadership Institute**  
**The Management Institute**

## Professional Success Series

### LANL Courses

Performance Development: Toolkit for Managers  
CMAS: Motivation (Web)

### External Courses

Menninger Leadership Center: Motivation & Behavior:  
A Professional & Personal Seminar  
UC Berkeley: Managing Managers & Professionals  
University of Virginia: Leadership for Extraordinary  
Performance  
Harvard University: Promoting Innovation & Creativity

### Self-Directed Learning

**Career Development** (Labnet video series)

### LANL Mentoring Program

**The Art of Coaching in Business** (video & participant  
guide)

## Activities

Attend a self-awareness course.

Delegate a task you previously felt was too difficult for  
someone else to do.

Teach a course or workshop.

Assign an activity with a tight deadline.

## Publications

Argyris, C. “*Teaching Smart People How to Learn.*” Harvard  
Business Review, May/June 1991.

Bell, Chip. *Managers as Mentors: Building Partnerships for  
Learning*, Berrett-Koehler Publishers, 1996.

Murray, Margo. *Beyond the Myths and Magic of Mentoring*,  
Jossey-Bass, 1991.

O’Dell, Carla, et al. *If Only We Knew What We Know: The  
Transfer of Internal Knowledge and Best Practice.* 1998.

Tichy, N. *The Best Leaders Are the Ones Who Teach.* Harper  
Business, 1997.

Von Hoffman, C. “ *Coaching: The Ten Killer Myths* ”, Harvard  
Management Update, Jan. 1999.  
Last Updated: 7 September 1999

Waldroop & Butler. “*The Executive As Coach.*” Harvard



# Communication

The skill of communicating & relating to a broad range of people internally & externally.



## Skills:

- Represents and articulates viewpoints in a way that positively influences the dialogue.
- Communicates effectively with individuals up, down, and across the organization.
- Distills ideas into focused messages that inspire support and action from others.
- Presents opinions accurately and persuasively—both one-on-one and to a group.
- Effectively communicates to all those who need to be informed.

## The LANL Institutes

**The Leadership Institute**  
**The Management Institute**

## Professional Success Series

### LANL Courses

Managing Communication & Conflict  
CMAST: Communication (Web)

### External Courses

Rice University:

Effective Presentations

Persuasive Business Writing

Center for Creative Leadership: Leadership Development Program

### Self-Directed Learning

**Facilitation Skills for Team Leaders** (CBT/book)

**Managing Difficult Interactions** (Harvard ManageMentor)

**Communicate!** (CD-ROM, audio tape, book)

## Activities

Participate as Lab spokesperson in one of the outreach programs.

Present a proposal or report to top management or project sponsor.

Summarize a new trend/technique; present to others.

Teach a course or workshop, or write a speech for someone higher in the organization.

## Publications

Argyris, C. "Good communication that Blocks Learning".  
Harvard Business Review, July/August, 1994

Johnson, J. *Information Seeking: An Organizational Dilemma*. Quorum Books, 1996.

Pearce, T. *Leading Out Loud*. Jossey-Bass, 1995.

Tannen, D. *You Just Don't Understand*. Ballantine Books, 1991.

# Negotiation

The skill of arriving at & reaching understandings & agreements with a broad range of people internal & external to your organization.



## Skills:

- Uses fact and argument to create a "meeting of the minds" among stakeholders with differing viewpoints.
- Helps different constituencies fashion solutions that are "win-win" for all involved.
- Finds "common ground" to accommodate the conflicting needs and wants of different stakeholders.
- Persuasively uses relevant data and information to gain needed sponsorship and buy-in from others.
- Reaches agreements with individuals (internal and external) that benefit the organization.

## Professional Success Series

### External Courses

University of Pennsylvania: Wharton Executive  
Negotiation Workshop: Bargaining for Advantage  
University of Chicago: Negotiations & Decision Making  
MIT: Negotiation, Theory & Practice  
Stanford: Negotiation & Influence Strategies

### Self-Directed Learning

Negotiating (Harvard ManageMentor)

## Activities

Handle a negotiation with a customer.  
Do a project with another function.  
Go off site to troubleshoot problems.  
Deal with an organizational crisis.  
Collaborate with subordinates to set performance  
management goals and objectives.

## Publications

Fisher, R., & Ury, W. *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books, 1991.

Raclin, J. *The Clash of Cultures: Managers Managing Professionals*. McGraw-Hill, 1992.

Ury, W. *Getting Past No: Negotiating Your Way from Confrontation to Cooperation*. Bantam Books, 1993.

# Problem Solving

The skill of employing analytical abilities, pragmatism, & other tools to resolve complex problems in a variety of contexts.



## Skills:

- Fashions solutions by synthesizing and applying relevant information and data.
- Employs thorough analysis and pragmatism to sort through options and reach timely solutions.
- Spots what is at the root of a problem, i.e., distinguishes its symptoms from its causes.
- Breaks down a problem or a situation into discrete parts that are easier to manage.
- Figure out how to solve problems, even those that appear hopeless.

## Professional Success Series

### External Courses

UCLA: Technical Management Program  
Center for Creative Leadership: Leading Creatively  
Harvard: Effective Decision Making

### Self-Directed Learning

CMAST: Problem Solving (Web)  
Solving Business Problems (Harvard ManageMentor)

## Activities

Lead task force on a pressing organizational problem.  
Lead a project with a tight deadline.  
Do a problem prevention analysis.  
Conduct a postmortem on a failed project.

## Publications

Nadler, G., & Hibino, D. *Breakthrough Thinking: The Seven Principles of Creative Problem Solving*. Prima, 1994.

Hammond, J., Keeney, R., & Raiffa, H. *Smart Choices: A Practical Guide to Making Better Decisions*. Harvard Business School Press, 1999.

# Marketing

The knowledge of how to market expertise, technology, services, programs, etc.



## Capabilities:

- Analyze Market Trends: Collects pertinent information regarding employment and economic conditions in the area; identifies trends in customer spending/ demographics/ funding that affect the laboratory business development opportunities.
- Articulate Fundamentals: Effectively and appropriately reduces complex goals or issues, tasks and/or problems to a workable set of fundamentals so that others can understand and take necessary action.
- Establish Credibility: Expresses values of openness and trust in ways that are functional for the real needs of the organization; quickly builds rapport.
- Demonstrate Knowledge of Customer Operations: Understands the basics of how customers operate their businesses; (e.g. rules and procedures), & uses this information in developing proposals/ contracts, and in negotiations.

## The LANL Institutes

### The Management Institute

### Professional Success Series

#### LANL Internal Courses

Program Development Overview: The Process for Funding Your Future

Program Development: Proposal Writing

Program Development: Presentation Skills

#### External Courses

Brookings Institute:

American Defense & National Policymaking  
Seminar for Executives on the Legislative Process  
Congress & Money

Understanding the Science & Technology  
Enterprise: The Political & Economic Contexts

University of Chicago: Marketing Analysis & Decision Making

UC Berkeley: Advanced Marketing Strategies for High Technology Companies

The Washington Campus: Shaping of Public Policy in Washington

#### Self-Directed Learning

Writing for Business (Harvard ManageMentor)

## Activities

Go to a campus as a recruiter.

Spend a week with customers; write a report.

Make a presentation to senior management about a recommended project.

## Publications

Cespedes, G. V. *Concurrent Marketing: Integrating Product, Sales, and Service*. Harvard Business School Press, 1995.

Hope, J., & Hope, T. *Competing in the Third Wave*. Harvard Business School Press, 1997.

Thurber, James, PhD. *Rivals for Power: Presidential Congressional Relations*. 1996.

Thurber, James, PhD., with Nelson, Candice. *Campaigns and Elections, American Style*. 1995.

# Running the Business

The knowledge of how to coordinate the efforts & components of your organization, divisions, projects, or programs.

r u n n i n g t h e b u s i n e s s  
12

## Capabilities:

- Demonstrates Knowledge of the Customer: Understands the basics of how customers operate their businesses: (e.g. rules and procedures), and uses this information in developing proposals, contracts, and in negotiations.
- Knowledge of Laboratory Standards & Practices: Demonstrates a clear understanding of the laboratory's operating philosophy, ethics, goals, and practices.
- Manages Change: Demonstrates the ability to initiate, adjust and manage changing conditions, processes or other developments that require a shift from previous approaches to new approaches.

## The LANL Institutes

### The Management Institute

### Professional Success Series

#### LANL Internal Courses

Director's Workshops for Leaders: Managing Safety, Health, & the Environment  
Managing the Institution  
Essentials of Supervision  
Laboratory Procurement: Making It Work for You  
Property Awareness: Mastering the Ins and Outs of Property

#### External Courses

Case Western Reserve University: Executive Management of Technology  
Brookings Institute:  
  Issues in Science & Technology  
  Emerging Issues in Public Management  
  Leadership in a Changing Policy Environment  
  Giving Congressional Testimony  
The Washington Campus:  
  Business & the Public Policy Process: How Washington Works  
  Executive Policy Institute  
  Executive Public Policy Institute  
  Shaping of Public Policy in Washington  
Vanderbilt University: Insights into Managerial Effectiveness  
University of Texas at Austin: Institute for Managerial Leadership for Engineers, Computer Professionals, & Scientists  
University of Pittsburgh: Management in Technology Organizations

## Self-Directed Learning

Supervising Fitness for Duty (Web)  
Foreign Visits and Assignments (Web)  
Export/Import and Foreign Matters (Web)  
C-MAST, Leadership Roles & Responsibilities (web)  
Project Management (Harvard ManageMentor)

## Activities

Launch a new project or program.  
Use seed budget on a personal idea/project.  
Supervise cost-cutting.  
Deal with a business crisis.

## Publications

Bower, M. *The Will to Lead: Running a Business with a Network of Leaders*. Harvard Business School Press, 1997.

Drucker, P. *Managing in Times of Great Change*. Penguin Group, 1995.

March, J. *A Primer on Decision Making*. Free Press, 1994.

Smith, J. *The High Tech Fix: Sustainable Ecology or Technocratic Megaprojects for the 21st Century*. Avebury Books, 1991.

# Finance

The knowledge of how to manage, deploy, & leverage capital (both internal & external to your organization).



## Capabilities:

- Matches Performance to Budget: Ensures work is done correctly, on time and within budget.
- Knowledge of Policies and Procedures: Understands and follows laboratory policies and procedures and understands how they affect the tasks and responsibilities of the jobs within your organization.
- Project Management: Demonstrates effective skill in planning supervision, monitoring, and accomplishing goals of specific project requirements. Includes balancing the task requirements within the constraints of schedules and budgets.
- Ability to Forecast: Develops realistic plans and budgets for the future.

## The LANL Institutes

### The Management Institute

### Professional Success Series

LANL Internal Courses  
Budgeting for Managers

External Courses  
Carnegie Mellon University: Finance for the Technology Manager  
Northwestern University: Finance for Executives  
University of Chicago: Finance for Executives in Non-financial Management

### Self-Directed Learning

Finance Essentials (Harvard ManageMentor)

## Publications

Currently under review

## Activities

Supervise product, program, equipment, or systems purchases.  
Lead a task force on a business problem.  
Follow a new product/system through an entire cycle.

# Human Capital

The knowledge of how to employ, deploy, & shape the talents of the people within your organization.

h u m a n c a p i t a l

## Capabilities:

- Employee Development: Provides a stimulating and challenging work environment encouraging creativity, training/ education, and facilitating developmental opportunities.
- Coaching: Helps subordinates identify and resolve problems that affect their job performance or professional development.
- Courage: Possesses the courage to tell the truth and lead the way.

## The LANL Institutes

**The Leadership Institute**  
**The Management Institute**

## Professional Success Series

### External Courses

Stanford University:

Managing Technology & Strategic Innovation

Harvard:

Strategic Human Resources Management

Managing People for Maximum Performance

Promoting Innovation & Creativity

University of South Carolina:

Management Development Program for Engineers & Technical Professionals

University of Tennessee: Engineer/Scientist as a Manager:  
Leading Professionals

### Self-Directed Learning

Giving & Receiving Feedback & Keeping Teams on Target  
(Harvard ManageMentor) (Web)

Managing Your Work Group (Harvard CD)

Empowerment: How to Build an Empowered Workplace  
(video, book, workbook)

CMAST: Leadership Skills (Web)

Workplace Violence (Web)

Substance Abuse Awareness Program for Employees (Web)

LANL Mentoring Program

## Activities

Participate in the Lab's mentoring program as a mentor.  
Insure that all employees in your organization have development plans.  
Incorporate workforce planning components into your business plans.

## Publications

Block, Peter. *Stewardship: Choosing Service Over Self-Interest*, Berrett-Koehler Publishers, 1993.

Katz, Ralph, Phd. *The Human Side of Managing Technological Innovation*. Oxford University Press, Inc., 1997.

Leonard, D. & Strauss, S. "Putting Your Company's Whole Brain to Work", *Harvard Business Review*, July-August 1997.

Quinn, Anderson, Finkelstein. "Managing Professional Intellect: Making the Most of the Best." *Harvard Business Review*, Mar/Apr. 1996.

St. Onge, H. "Tacit Knowledge: The Key to the Strategic Alignment of Intellectual Capital." *Strategy & Leadership*, Mar/Apr. 1996.

Tulgan, Bruce., *Managing Generation X*, 1995.

Tulgan, Bruce., *The Manager's Pocket Guide to Recruiting the Workforce of the Future*. HRD Press, 1998.

Ulrich, D., & Lake, D. *Organizational Capability*. John Wiley & Sons, 1990.

# Strategic Planning

The knowledge of how to set long-term & short-term yardsticks for your organization, division, project, or program.

strategic planning 15

## Capabilities:

- Future Oriented: Helps customers think more strategically and in the future tense.
- Tactical Analysis: Sees the long-range implications of decisions and develops short-term tactics in light of the political, economic, & technological trends likely to affect the organization.

## The LANL Institutes

**The Leadership Institute**  
**The Management Institute**

## Professional Success Series

### LANL Internal Courses

Program Development: Managing Technical Projects

### External Courses

UC Berkeley:

Making Strategy Happen: The Four Factors of Strategic Implementation

Strategic Planning Under Uncertainty: From Scenario Planning to Robust Core Competencies.

Columbia University: The Institute for Not-for-Profit Management: Executive Level

Stanford University: Executive Program in Strategy & Organization

## Activities

Serve on a new project or product review committee.  
Participate in a strategic planning or business planning process.

Construct a competitive analysis.

Write a contingency scenario.

Study the innovations of customers or competitors.

## Publications

Arkebauer, J. *The McGraw-Hill Guide to Writing a High-Impact Business Plan*. McGraw-Hill Publishers, 1995.

Ellis, D. & Pekar, P. *Planning for Nonplanners: Planning Basics for Managers*. AMACOM, 1983.

Friend, J., & Hickling, A. *Planning Under Pressure*. Butterworth-Heinemann, 1997.

Hamel, G., & Prahalad, C. *Competing for the Future*. Harvard Business School Press, 1994.

Hamel, G., & Prahalad, C. "The Core Competence of the Corporation." *Harvard Business Review*, May/June, 1990.

Luther, W. *How to Develop a Business Plan in 15 Days*. AMACOM, 1994.

McNamee, N. *Developing Strategies for Competitive Advantage*. Pergamon Publishers, 1990.

Porter, M. *Competitive Strategy*. The Free Press, 1980.

Porter, M. "How Competitive Forces Shape Strategy." *Harvard Business Review*, Mar/Apr. 1979.

Shim, J., Seigel, J., & Liew, C. *Strategic Business Forecasting*. Probus Publishers, 1994.

Stoffels, J. *Strategic Issues Management*. The Planning Forum, 1995.

Schneider, W. *The Reengineering Alternative*. Irwin, 1994.