Choose Your Future: Manager or Expert?

Choosing Your Career Path

By

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GA
GA  Intention

Enable you to make more conscious career decisions by providing:

– Some perspectives
  • What makes for a great job / career
  • Experts vs. Managers

– Real World Transition Example: Expert ➔ Manager

– An opportunity to discuss career paths openly

– Resource suggestions
1st Principles: Defining Success

Success is Personal
We are all ‘work in progress’
Self Awareness / Assessment are key
1st Principles: Magic Ingredients

- Alignment on goals & values
- Compensation
- Expertise is valued
- Contribution is recognized
- Location
- Skills you enjoy using
- Work environment & conditions

‘Magic’ may be defined differently by the employer and the employee
# Expert vs. Manager

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Expert</th>
<th>Manager</th>
</tr>
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</table>
| **Expertise & Execution Approach** | **Results:** Personal  
**Expertise:** narrower / deeper; bias to ‘hard skills’  
  e.g. Engineering discipline  
**Execution:** self reliant  
**Management:** self / deliverable  
**Orientation:** tactical / detailed  
**Time Frame:** short term | **Results:** Team / Organization  
**Expertise:** multiple domains / more general; balance of hard & soft skills  
  • Hard: engineering, finance  
  • Soft: interpersonal, negotiation, performance management,  
  • Hybrid: Project Mgmt, Business Acumen, Delegation  
**Execution:** through others  
  Management: self – role model, team, team objectives  
**Orientation:** more strategic,  
  Balance big picture & detail  
**Time Frame:** medium term |
| Perspectives to Consider | Few | Many |
| Focus                          | Solve the Problem | ID and prioritize the problems to solve; deliver on broader objectives |
• Emotional Intelligence
  – Self awareness
  – Self management
  – Social awareness
  – Social management

• New perspective taking

• Decision making: what do you consider

• Business acumen
  – Industry / Market trends
  – Client insight
  – Win-win negotiation
  – Financial / budgeting
  – Value articulation

• Organization awareness
  – Vision / Mission
  – Culture
  – Processes
  – Network
  – Clarity on expectations

• Effective Communication
  – Balance advocacy / inquiry
  – Skilful listening / speaking
  – Empathy - ability to see / appreciate others perspectives
  – Ability to inspire / enrol others
  – Conflict Management

• Performance Management
Real World Example

- **Person / Role:** Manager of Product Management
- **Organization:** Telecommunications Service Provider
- **Context:**
  - In this role for 2 years
  - Formerly top ranked Product Manager in his division.
  - Challenges:
    - Delegation and holding people accountable
    - Relinquishing control of the way his employees met their commitments
    - Uncomfortable engaging with senior executives, ‘needed to be right’
  - Result:
    - Not contributing at the level he wished to
    - Working substantial overtime
    - His self confidence suffered
### ‘Magic’ Inventory

#### Leaving Expert Role

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<tr>
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<tbody>
<tr>
<td>Aligned goals &amp; values</td>
<td>HIGH</td>
</tr>
<tr>
<td>Compensation</td>
<td>LOW</td>
</tr>
<tr>
<td>Expertise is valued</td>
<td>MEDIUM</td>
</tr>
<tr>
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<td>Location</td>
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<td>Skills you enjoy using</td>
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#### 2 Years into Manager Role

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Gregg Advisory for ACEC
Development Focus / Progress

- Self awareness of his standards of performance and behaviour;
- Self confidence & trust in his experience and instincts while working with executives, peers & reports;
- Ability to be “present” in meetings with Senior Executives e.g. able to be “in conversations with” vs. “presenting to” the executives;
- Ability to say “I don’t know – I’ll get back to you”;
- Effective delegation – what, when, hold employees accountable.

Magic Inventory @ Completion

- Aligned goals & values (*) MEDIUM
- Compensation MEDIUM
- Expertise is valued MEDIUM
- Contribution is recognized MEDIUM
- Location HIGH
- Skills you enjoy using (*) MEDIUM
- Work environment (*) MEDIUM
GA Recap

- Success is personal
- We are all WiP – Work in Progress
- Career ‘magic’ happens when we do what we enjoy and what we are good at it
- What makes us good at Managing is different that what makes us good at being an Expert
- Change, no matter how much we want it, usually requires giving up something
Resources

• ‘What Color Is Your Parachute’ by Richard Bolles
• ‘Crucial Conversations’ by Patterson, Grenny, McMillan & Switzler
• ‘Smart Choices’ by Hammond, Keeney, Raiffa
• ‘Getting It Done’ by Fisher & Sharp
• ‘How Managers become Leaders’ by Michael D. Watkins (HBR)
Thank You for your Time and Attention!
Contact Information

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