



Sandia  
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# Leadership Tools and Truths I'd Share With My Younger Self



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My younger self...



Leadership is a discipline worthy of study



# Tools & Truths

## Leadership Challenge + *Tool*

- Finding enduring solutions: ***Design thinking***
- Teaming: ***Tuckman model***
- Transitions: ***William Bridges model***
- Change: ***Maurer model, SWITCH***
- Executing strategy: ***Management operating systems***
- Problem solving: ***Johnson's polarity model***
- Organizational design: ***Kates & Galbraith star model***

## Truths

- Attend to your basic needs first
- Most sacred resources
- Managing your stuff
- The characters your head
- Mom guilt
- Imposter syndrome
- Weight of your words
- Give away power
- Power of regret
- Purpose: Ikigai

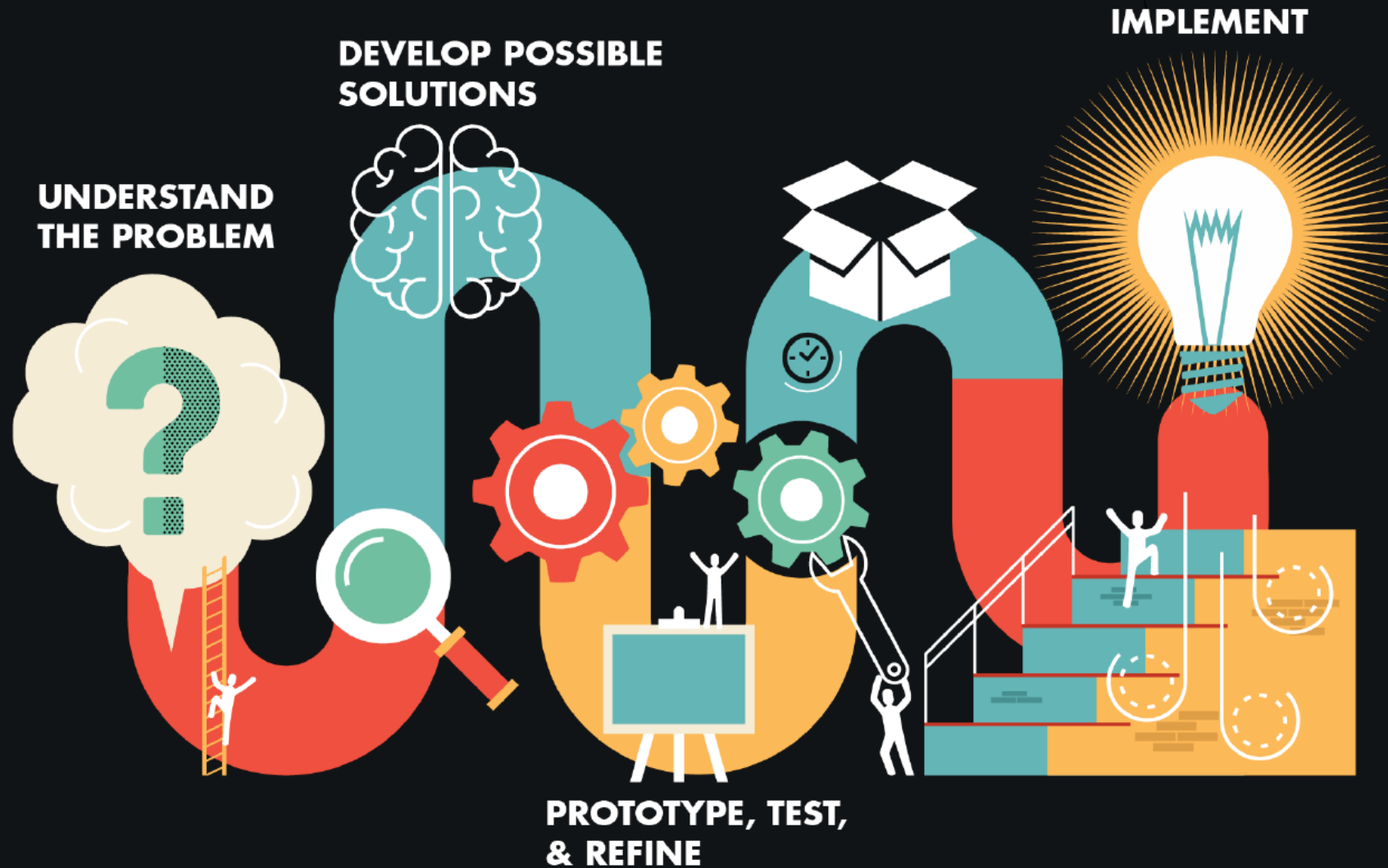
# Tools



*All models are wrong...  
some are useful.*

*-Jamie Flinchbaugh*

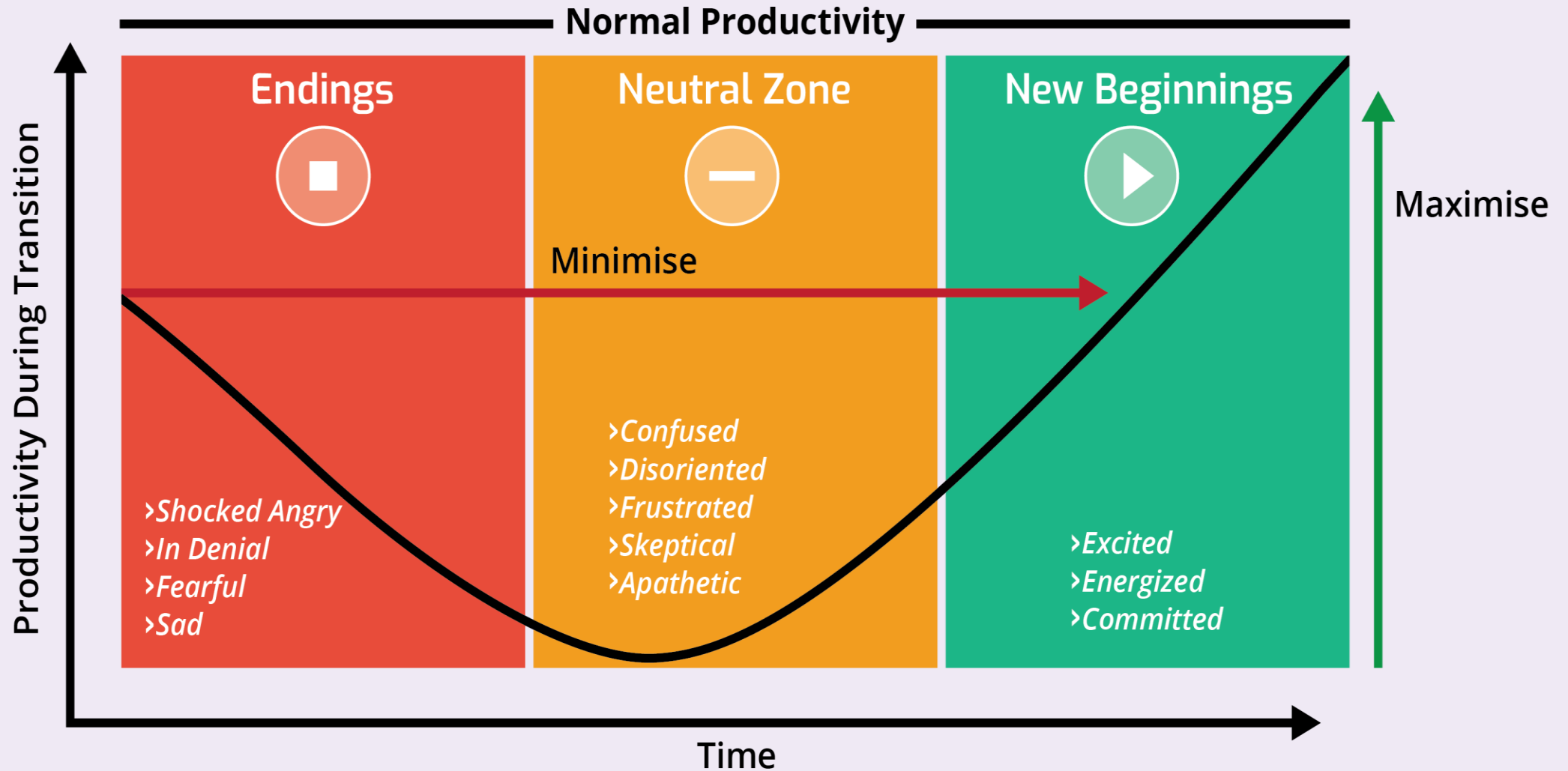
# Design thinking



# Teaming model (Bruce Tuckman, 1965)

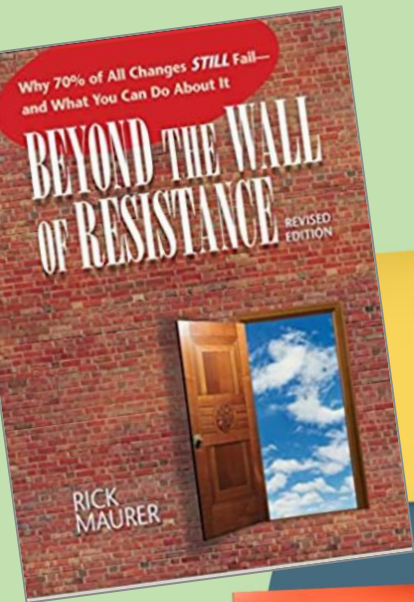


# WILLIAM BRIDGES TRANSITION MODEL – GUIDING PEOPLE THROUGH CHANGE





# Change Models: Rick Maurer and SWITCH (Chip and Dan Heath)



### Switch Framework

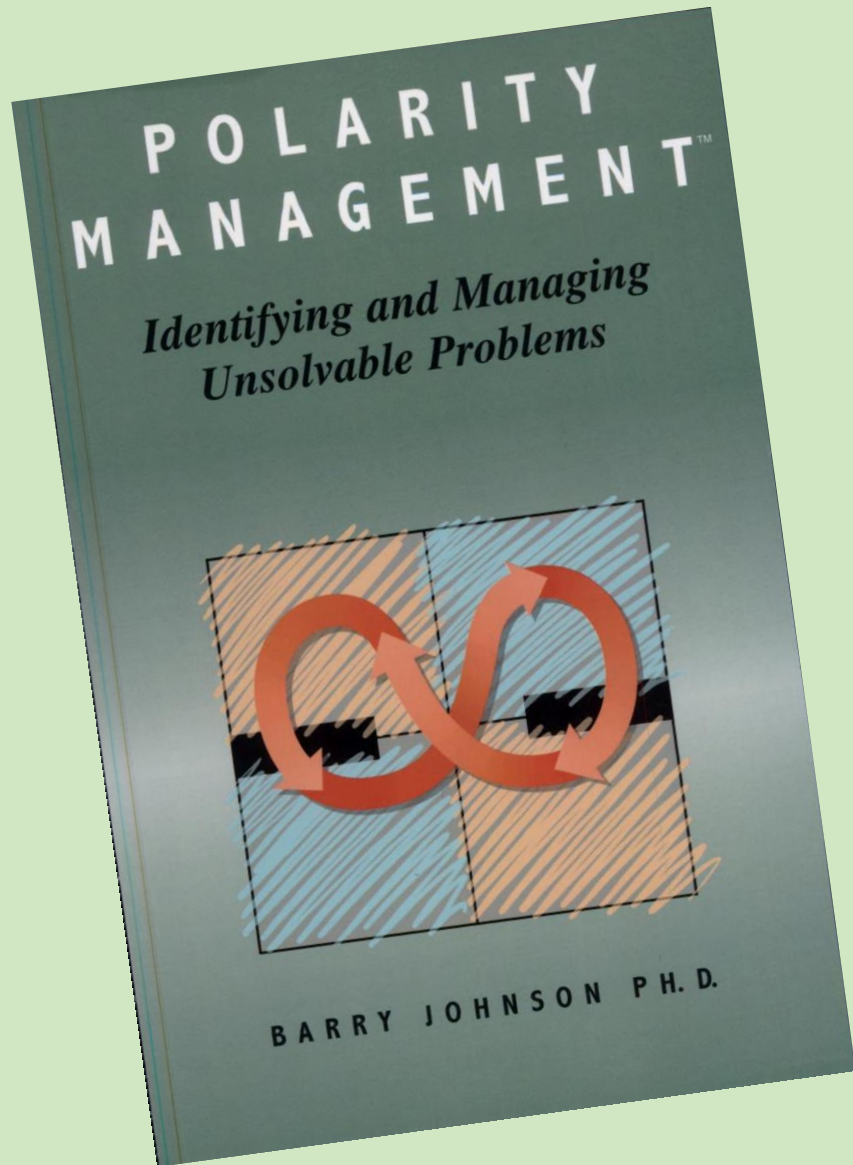
<p><b>DIRECT THE RIDER</b></p>  <p><b>FIND THE BRIGHT SPOTS</b></p> <p>Change is often difficult because you don't know what to change to. Rather than getting bogged down on True But Useless analysis, the Rider needs to replicate successes. Jerry Stermin solved problems of malnutrition in poor Vietnamese villages by looking at bright spot kids who ate brine shrimp and sweet potato greens. Bobby behaved better when his counselor analyzed the Exception of Mrs. Smith's class.</p>	<p><b>MOTIVATE THE ELEPHANT</b></p>  <p><b>FIND THE FEELING</b></p> <p>You can't analyze your way into change. The Rider is outmatched by the Elephant, so it's best to help the Elephant feel excited about the change. The Glove Shrine helped motivate a large business to tackle its logistics problems.</p>	<p><b>SHAPE THE PATH</b></p>  <p><b>TWEAK THE ENVIRONMENT</b></p> <p>The Fundamental Attribution Error leads us to blame people when we could be changing behavior by smoothing the way. Amanda Tucker became a better manager by changing the layout of her office.</p>
<p><b>SCRIPT THE CRITICAL MOVES</b></p> <p>People may look like they're "resisting change" when they actually have no clue how to change. To overcome decision paralysis by the Rider, the concrete advice in Food Rules beats the abstract advice of the Food Pyramid. A principal needed to explain what "being a presence on campus" meant for how an assistant principal should act at the Friday night football game.</p>	<p><b>SHRINK THE CHANGE</b></p> <p>People are easily demoralized by big changes, so figure out some way to give the Elephant a feeling that it is making good progress. The 5-minute room rescue takes the dread out of housecleaning and giving drivers two stamps on their car wash card motivated them to complete their loyalty card.</p>	<p><b>BUILD HABITS</b></p> <p>The Elephant and Rider don't have to fight when something becomes habit. Habit triggers—picturing where and when some action will occur—helped students meet a deadline and surgery patients recover. Having a 5-point "central line" checklist helped doctors execute flawlessly what they already knew to do, it saved millions of dollars and 1500 lives.</p>
<p><b>POINT TO THE DESTINATION</b></p> <p>Change is easier when you know where you're headed. A Teach for America teacher told first graders they could be third graders by the end of the year.</p>	<p><b>GROW YOUR PEOPLE</b></p> <p>Is there an identity you can appeal to that makes people feel strong and competent for the task? Berwick appealed to doctors' and nurses' desire to save lives; Stermin appealed to Moms' desires for healthy kids.</p>	<p><b>RALLY THE HERD</b></p> <p>People follow the lead of others, particularly at times of change when situations are new or ambiguous. Hotel towel reuse went up dramatically when people were told that others like them were already recycling. Free spaces protect fans of change when they are in the minority.</p>



# Management Operating Systems



# Polarity Management (Barry Johnson, PhD)

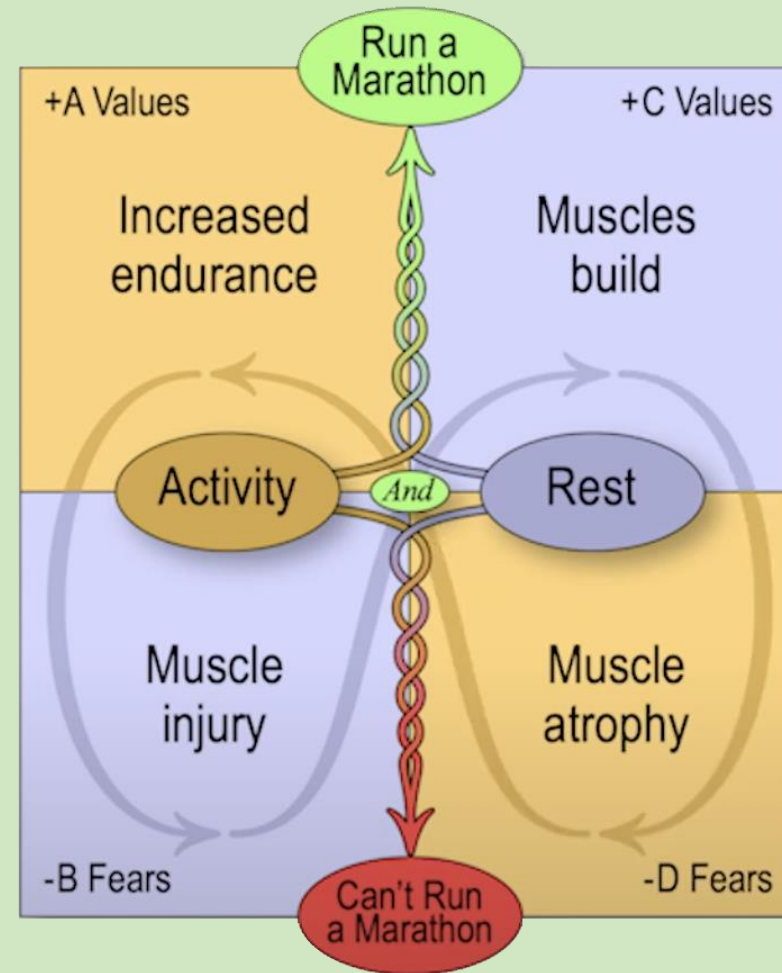


Action Steps +A

- Run further most workout days

Action Steps -B

- Feeling tired when you wake up in the morning



Action Steps +C

- Get adequate downtime between workouts

Action Steps -D

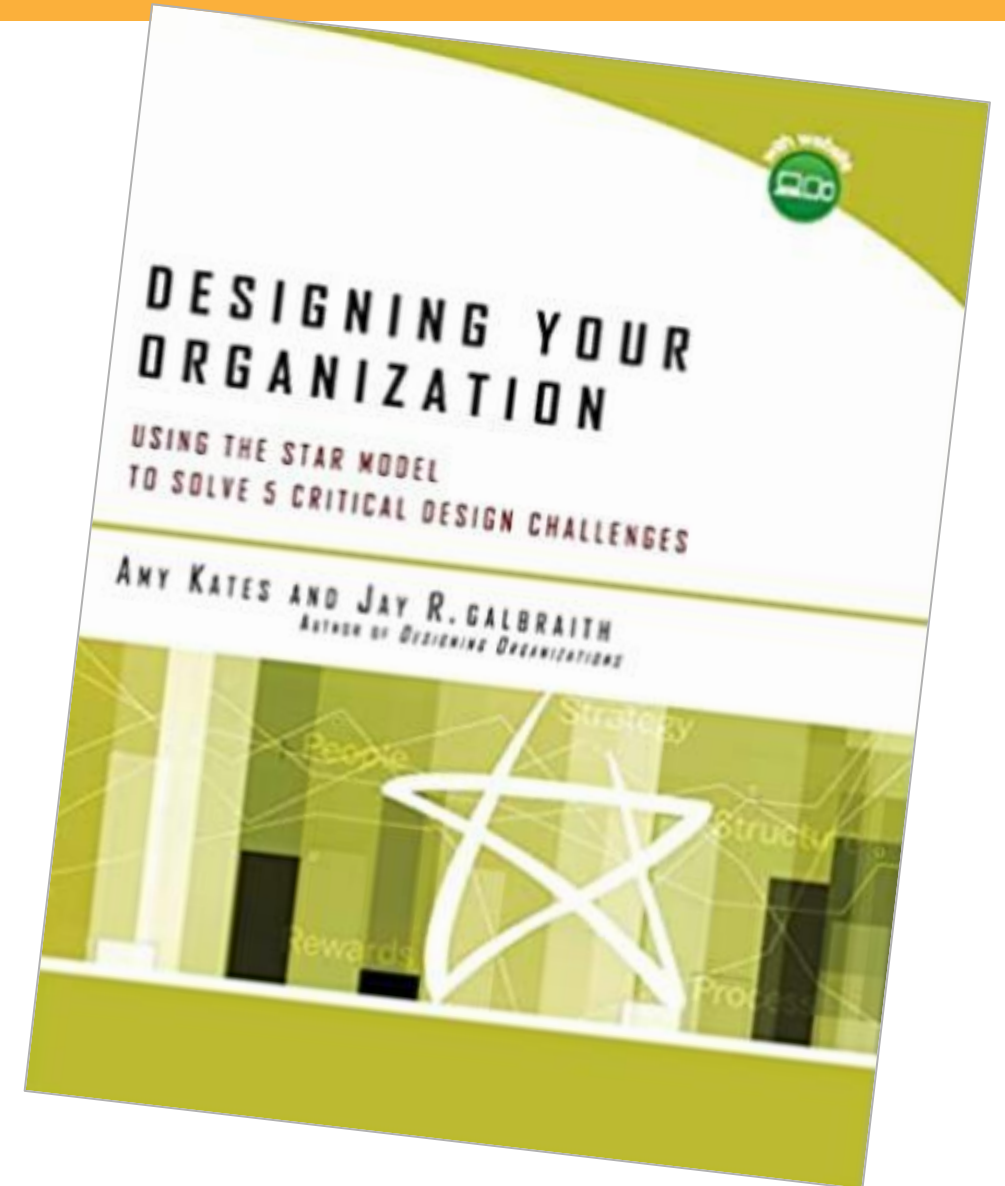
- Missing a workout day

# Organizational Design: Kates & Galbraith's Star Model

## Galbraith's Star Model

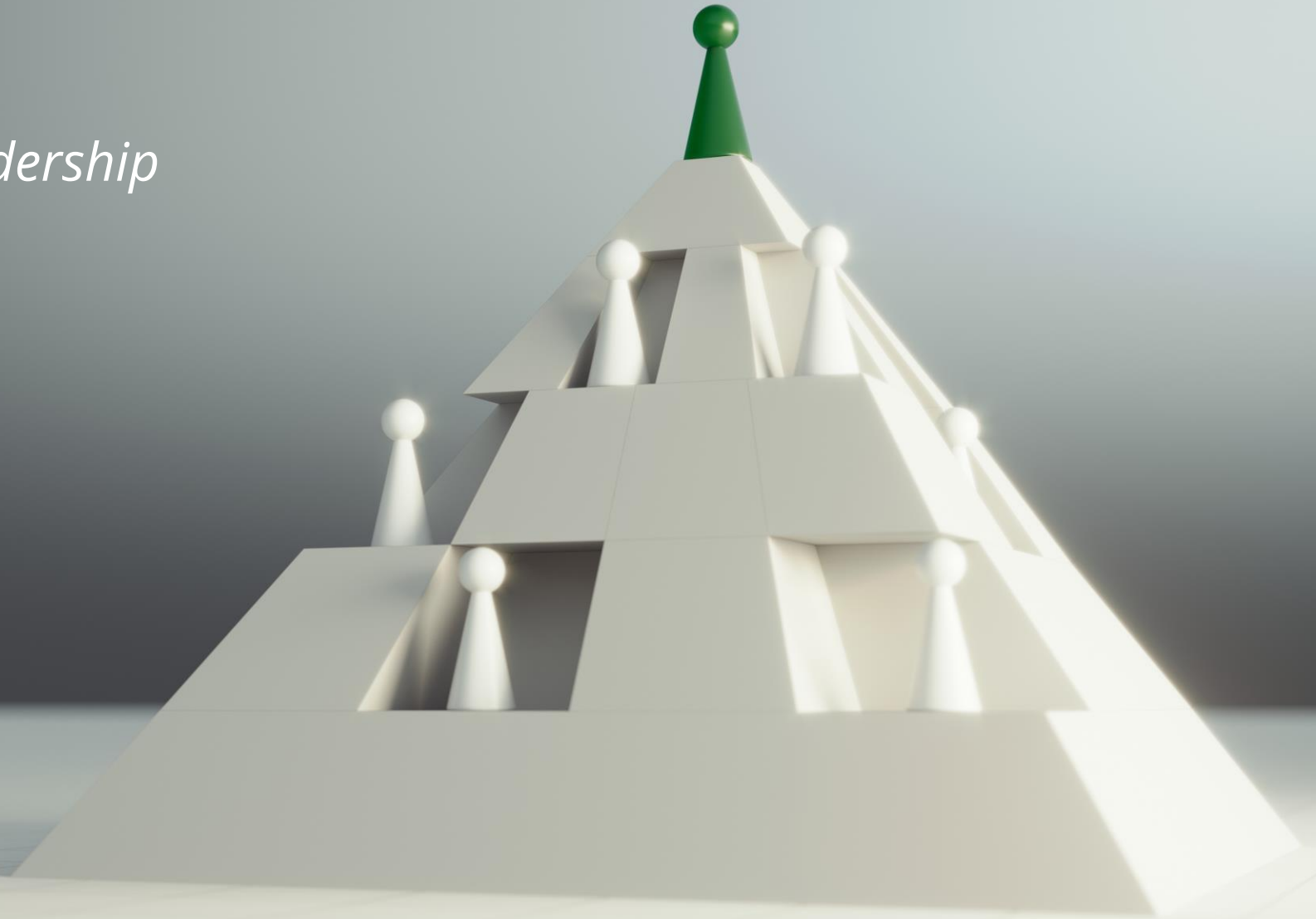


Image from *Designing your Organization*, Amy Kates and Jay R. Galbraith



# Truths

*The inner game of leadership*



# Attend to your basic needs first



Most sacred resources:  
health, time, and attention



# Getting Things Done (GTD)



STEP 1

## CAPTURE

Collect what has your attention

Write, record, or gather any and everything that has your attention into a collection tool.



STEP 2

## CLARIFY

Process what it means

Is it actionable? If so, decide the next action and project (if more than one action is required). If not, decide if it is trash, reference, or something to put on hold.



STEP 3

## ORGANIZE

Put it where it belongs

Park reminders of your categorized content in appropriate places.



STEP 4

## REFLECT

Review frequently

Update and review all pertinent system contents to regain control and focus.



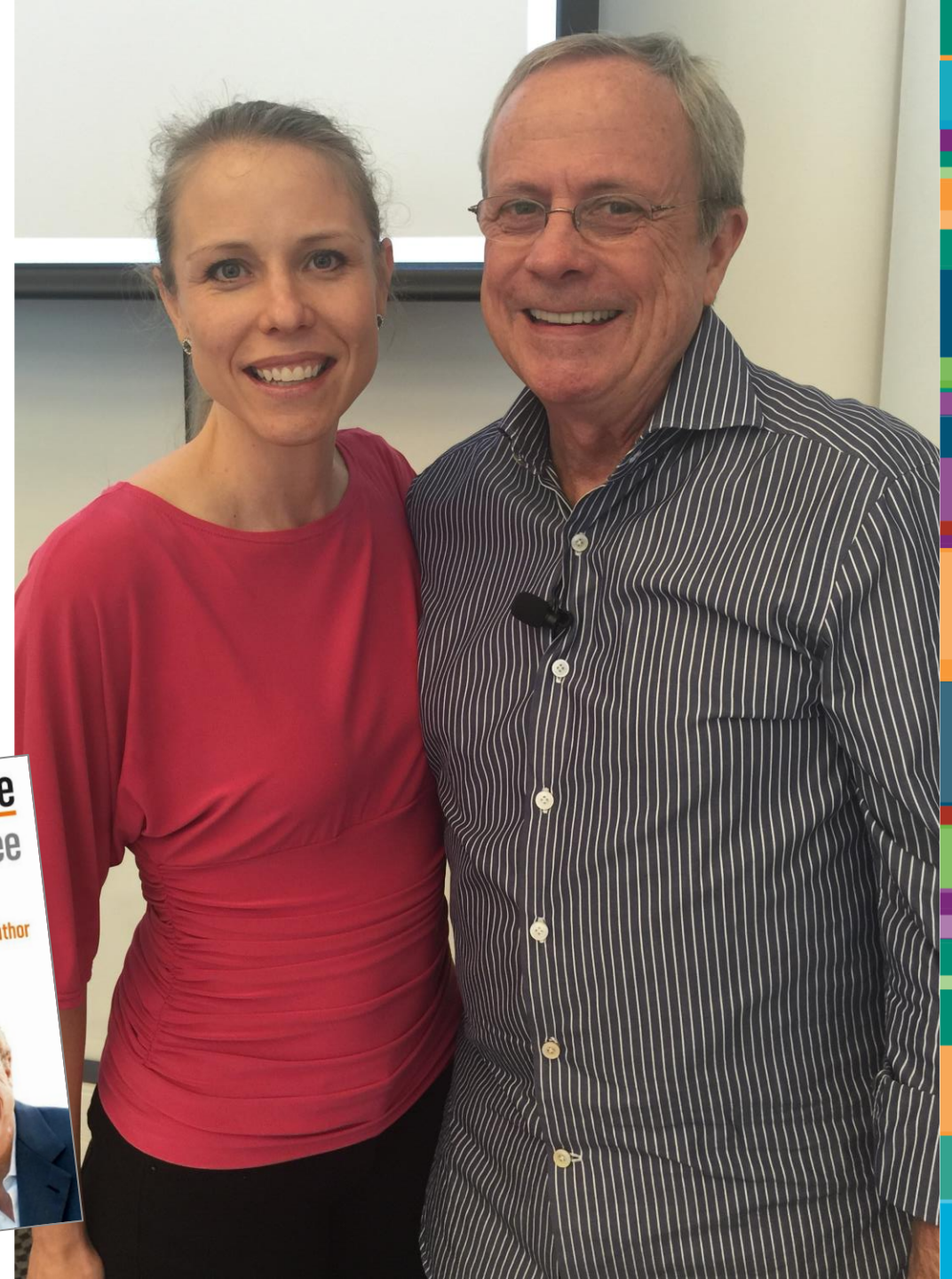
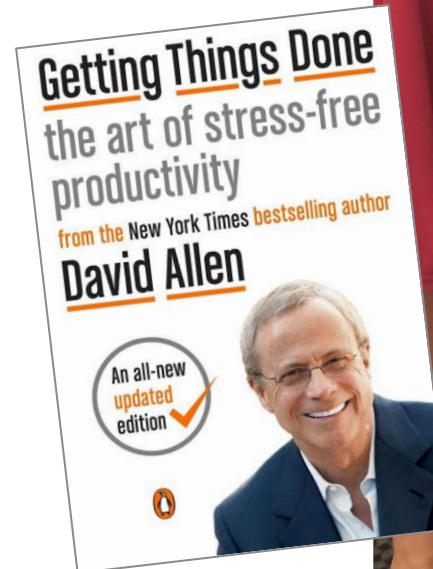
STEP 5

## ENGAGE

Simply do

Use your trusted system to make action decisions with confidence and clarity.

Five clear steps that apply order to chaos.





Manage the characters in your head



# Mom guilt



If you are invited into a room you deserve to be there



# The profound weight of your words

*A task on my calendar can be a life-changing, crucible moment for the person I'm talking to*



# If you have power, give it away

*The glow of shining the light on others is sweeter (and brighter)*

*Widen the winner's circle*



# The Power of Regret

*Foundation regrets –*

*Do The work*

*Boldness regrets –*

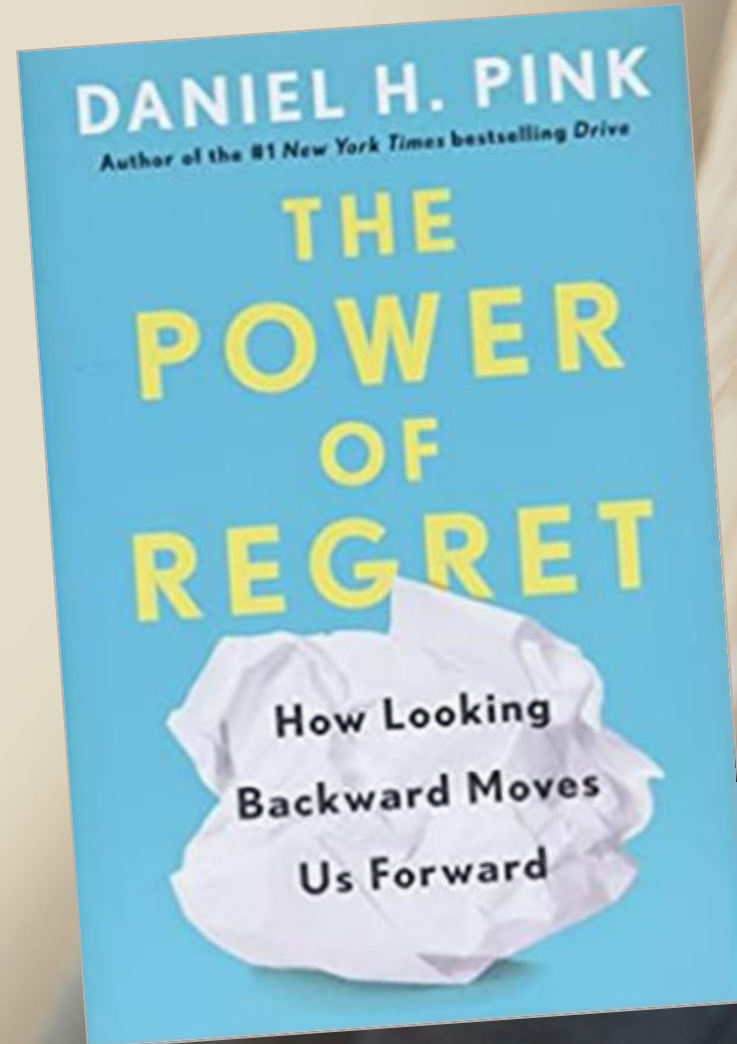
*Take the chance*

*Moral Regrets –*

*Do the right thing*

*Connection regrets –*

*Reach out*



# Ikigai (reason for being)

Core Values  
Authenticity  
Connection





“It is not the critic who counts: not the person who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the person who is actually **in the arena**, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends themselves in a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if they fail, **at least they fail while daring greatly**, so that their place shall never be with those cold and timid souls who knew neither victory nor defeat.”

—Theodore Roosevelt  
Speech at the Sorbonne, Paris, April 23, 1910



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