



Navigating the Future & Managing Your Career

What You Won't Learn in School

by

Sid Fuchs

President & CEO, OAO Technology Solutions, Inc.

LSU

LOUISIANA STATE UNIVERSITY

Key Messages

- **To optimize your career – awareness is key**
 - Technical or Management? It doesn't matter
 - Success *and* failure are required to improve
- **With your engineering degree and experience, you are already ahead of the curve**
 - You have a “license to learn”
- **As engineers, we tend to forget the “people” variable**
 - If you do, you will pay the price

My Background

■ Since 1980:

- **LSU Student – Mechanical Engineering**
- **CIA - Ops Officer, Analyst, Engineer, Manager**
- **Director of Sales/Consulting – DEC, Oracle, Rational Software**
- **Business Unit President – Northrop Grumman**
 - **\$1.2B unit with 5,000 people worldwide**
- **CEO – OAO Technology Solutions**
 - **Global IT company in over 200 locations worldwide**
- **Two Political Appointments**
 - **Plus Corporate Boards, Charities, Consulting, Teaching**
- **Family – Married 21 years; 3 teenage boys**

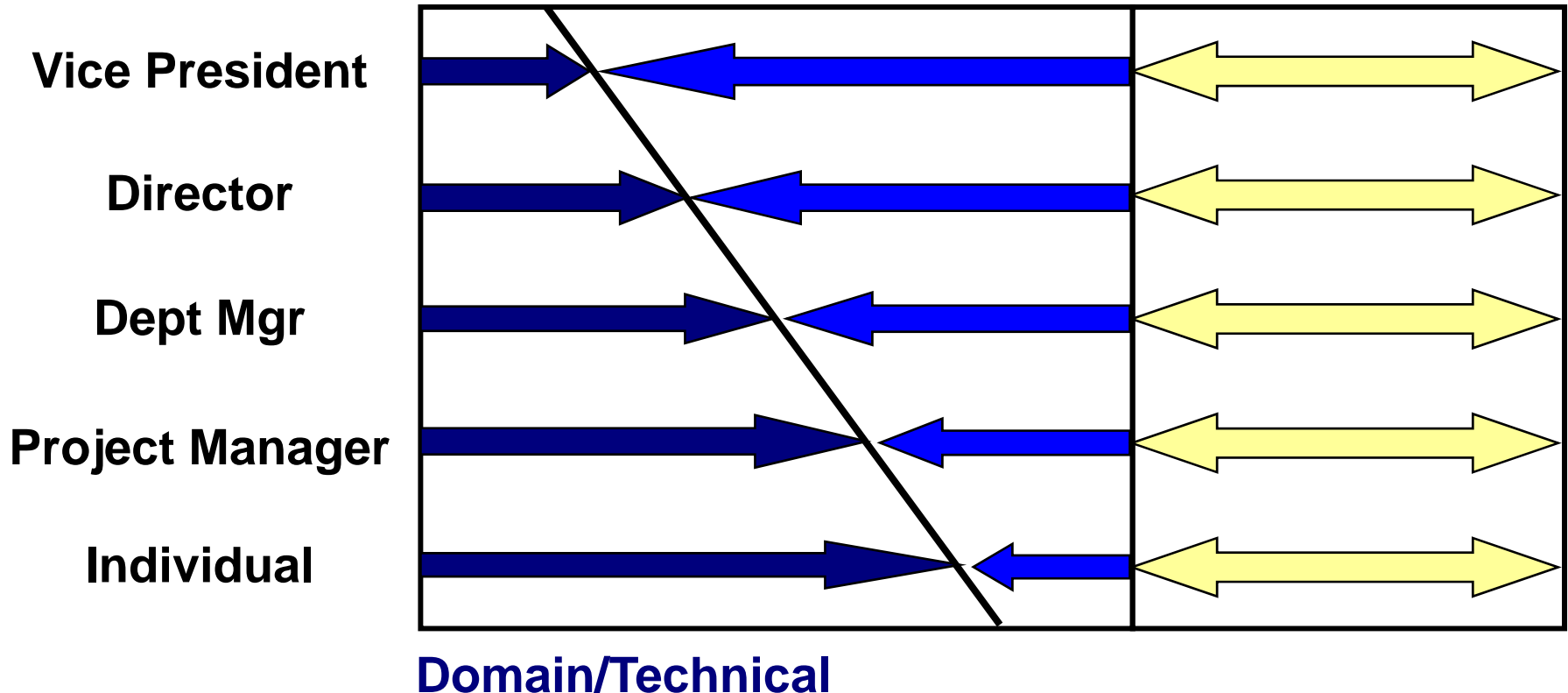
Topics

- 1. How do responsibilities change over your career?**
- 2. What do companies really look for in employees?**
- 3. Key Relationships**
- 4. Leadership Style and Core Values**
- 5. Traps to Avoid**
- 6. What are the key “soft” skills that you must have**
- 7. Overcoming your strengths**
- 8. What I’ve Learned**
- 9. Recommended Reading**
- 10. Your Questions**

Evolve and Reinvent Yourself

Leadership/Business/Mgmt

Values



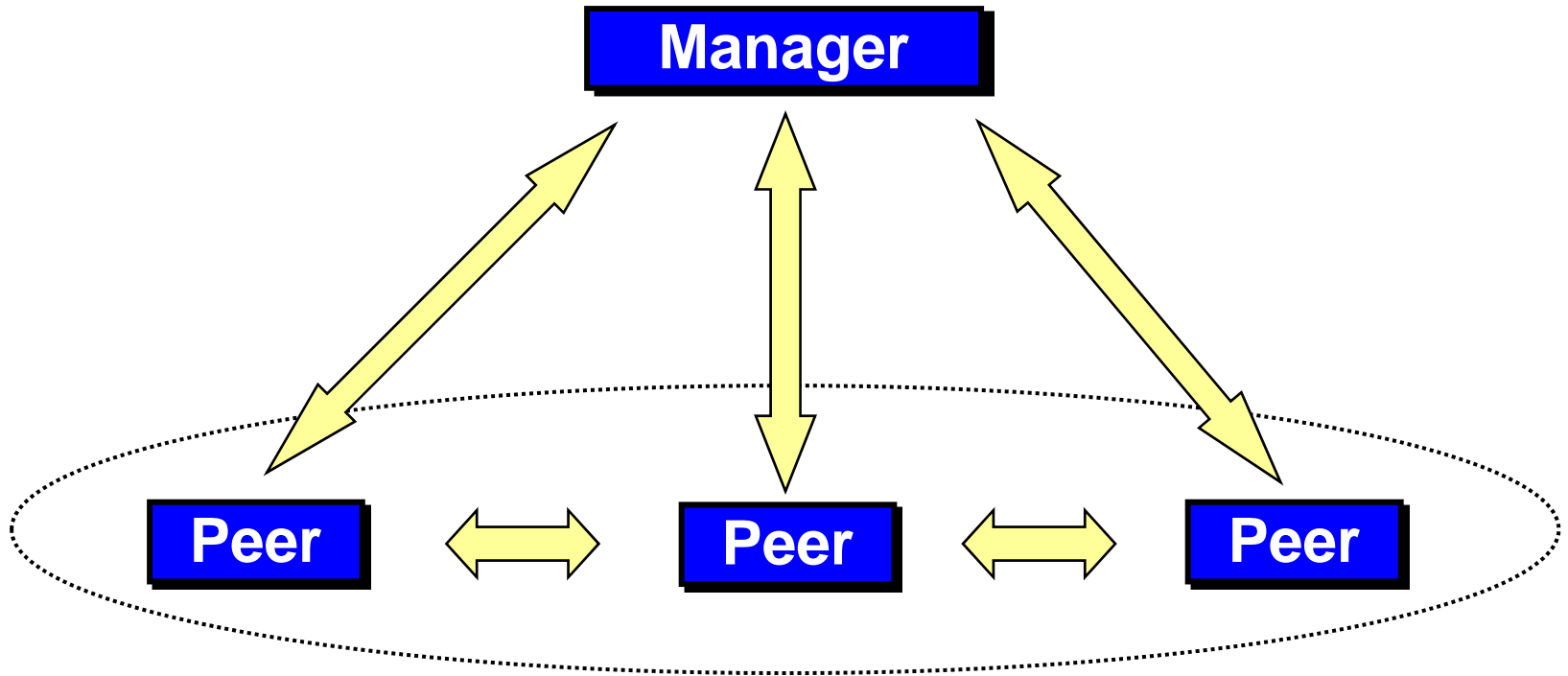
As you move up the career ladder, you must pick up new skills and shift your focus

What Companies Look For in all Employees

Exhibits Core Beliefs And Values	High	Need to help, Maybe move to job with a better fit	Easy decision: Keep and promote!
	Low	Easy decision: exit!	Need to help; If not effective, exit
		Low	High

Ability to Achieve Objectives and Goals

Which Relationships are Most Important?



A team of all-stars doesn't necessarily result in an all-star team



Leadership and Culture

How Leadership & Culture Affect You

- **A healthy culture will**
 - **Create a strong team environment**
 - **Allow you to take risks, fail, and learn**
 - **Allow you to make the biggest contribution**
 - **Allow you to grow personally and professionally**
- **A good leader/boss will**
 - **Create a healthy culture**
 - **Mentor you, and allow you to fail and recover**
 - **Drive you to see where your limits are**
 - **Support you at all times**
 - **Get his/her success from your success**

Leadership Core Values

- Integrity, Trust, Ethics
- Invest in People
- Ambition for the team before themselves
- Commitment to Excellence and Results
- Leaders set the example
- Leaders make decisions and accept full responsibility
- Leaders support their people no matter what

True Leaders are very RARE

Leadership Traps to Avoid

■ Don't choose:

- status over results
- popularity over accountability
- certainty over clarity
- harmony over productive conflict
- invulnerability over trust
- safety over calculated risks
- presiding over leading
- being informed over being involved

To be Effective, You Must Have...

- **Intellectual Curiosity**
- **Ability to Commit and Execute**
- **Integrity and Values**
- **Ability to Build, Operate and Maintain a Network**
- **Ability to Manage Up, Down and Sideways**



Soft Skills & Overcoming Your Strengths

Important Soft Skills (1)

- Dress for the next job you want
- Its how you say it, not just what you say
- Don't (over) drink at business functions
- Be nice to everyone and remember names
- Be responsive
- Favor live communication over email
- Listen, Listen, Listen!
- Continually learn, especially in areas outside of your comfort zone

Important Soft Skills (2)

- **Take on more responsibility when you can**
- **Don't over-focus on compensation**
- **Be well rounded, not just an expert**
- **Don't be overtly ambitious**
- **Be loyal to your company and your people**
- **Every company has issues – deal with it**
- **Be able to hear the bad news and not react**

Overcoming Your Strengths: Why Successful People Fail

Reason #1: Overlooking the importance of people

- Strategy: Build strong one-on-one relationships

Reason #2: Inability to function effectively in groups

- Strategy: Become an integral member of your team

Reason #3: Failure to focus on image and communication

- Strategy: Capitalize on the power of perception

Reason #4: Insensitivity to the reactions of others

- Strategy: Craft a winning personality

Overcoming Your Strengths: Why Successful People Fail

Reason #5: Difficulty working with authority

- Strategy: Learn how to manage up

Reason #6: Too broad or too narrow vision

- Strategy: Balance detail orientation with strategic thinking

Reason #7: Indifference to customer or client needs

- Strategy: Develop a “can do” attitude

Reason #8: Working in isolation

- Strategy: Network for success



What I've Learned

What I've Learned (1)

- Integrity, ethics and values are required
- Dominant skills change throughout your career
- Who you work for is critically important
- It's the network – who you know
- Brains alone won't do it
- Don't compete with your employees
- There is always someone smarter than you

What I've Learned (2)

- **Teamwork and collaboration are underrated**
- **What goes around comes around**
- **Get involved and give back**
- **Do what you say you are going to do**
- **Leadership matters, character counts, and all decisions have a positive or negative impact**
- **There is no right way to do a wrong thing**
- **Don't hide behind your credentials or position**

What I've Learned (3)

- Your reputation is powerful
- Take risks and lean forward
- Learn from your failures, and don't beat yourself up too much
- Balance is critical
- The higher you move up, the more you are being observed
- Life is not fair
- Good things happen to good people

Never Confuse Activity with Results

...And Finally

- Life is fun, so enjoy it and keep a balance
- Your LSU Mechanical Engineering education will be a powerful tool
- As you get older and become accomplished...
 - Give back to your alma mater, community, your friends and family
 - Never forget where you came from in life
- Don't sacrifice health for wealth
- Enjoy what you do, and do what you enjoy

Recommended Reading

- Jack Welch – *Jack: Straight from the Gut*
- Scott Eblin – *The Next Level*
- Noel Tichy – *The Leadership Engine*
- Jim Collins – *Good to Great*
- Lois Frankel – *Overcoming your Strengths*
- Steve Sample – *The Contrarian's Guide to Leadership*
- Larry Bossidy – *Execution; The Discipline of Getting Things Done*
- Daniel Goleman – *Primal Leadership: Realizing the Power of Emotional Intelligence*