



CM2881 CAD Leadership 2012

Becoming an Extraordinary CAD

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Class Summary

- As those who work out know, the core is the center of the body that drives every other area. For CAD managers, the core is composed of the central perspectives and beliefs that drive them to action. The core motivates, outlines, circumscribes, defines, and restricts every decision, action, and outcome that they are involved in. Get the core right and you get more done, motivate more people (including yourself), and inspire and encourage others. Get it wrong and you may cripple your CAD efforts, derail your decision-making and tangle your team into knots.

Learning Objectives

At the end of this class, you will be able to:

- How to make the workplace a positive environment
- Embrace constant improvement as a way of life
- Discover 7 key Cores that move you toward extraordinary
- How to avoid 10 Failures that most CAD Managers make

The CAD Manager's Environment

CAD Management is “Middle Management”

- A boss over you and workers under you
- Your area of responsibility does not match your circle of authority
 - *You are responsible for putting in place processes, guidelines, standards and quality control. But you have to do this from outside the chain of command.*
 - *You are reaching into the workflow of others to define, modifying and manage their procedures.*
 - *You manage and oversee the technology that people use, but have little leverage over the people that actually use it.*

Challenges of CAD Management

- The Authority Challenge – you have none
- Constriction of Having No Control – cost, time, resources
- Ambiguity of your Duties – everyone thinks they know what you should do
- The Smartest Guy in the CAD Room – It's a shootout every day

Challenges of CAD Management

- A CAD Meltdown – small or large – you have to clean up others mistakes
- The Blame Game – it always seems to be your fault
- Change is Bad – no one wants to embrace any kind of change

The CAD Manager's Core

- A Six Pack - Plus One



A Six Pack + One

- Planning
 - Organizing
 - Leading
 - Coordinating
 - Controlling
 - Staffing
- +
- Motivating

Core Functions...

The Extraordinary Center

1 - Planning

- Plan on Planning
- Plan for the Best
- Prep for the Worst

2 - Organizing

- Your Standards
- Your Server
- Your Support Files
- Your Archives

3 - Leading

- 5 T's
 - Tools - the tools you choose to use
 - Talent - the people who use the tools
 - Technology – the approach to using the tools and talent
 - Training – the glue that makes it all work
 - Time – the magic ingredient

4 - Coordinating

- Project Workflow
- Software Roll-outs
- Hardware Refresh

5 - Controlling

- Measure what needs to be controlled
- Control is balanced with Freedom
- Performance of People
- Performance of Technology
- Performance of Systems and Standards

6 - Staffing

- Working with those you cannot control
- Set up screening processes for new hires
- Become part of the interview process
- Get involved in staff evaluations

+ Plus - Motivating

- Intrinsic Motivation – for yourself
- Extrinsic Motivation – for others
 - Build Teams
 - Ask spot Questions
 - Give Rewards
 - Buy them lunch
 - Give people credit
 - Talk about the big picture
 - Tell people WHY

Core Perspectives.... Becoming Extraordinary

It's a Career – Not a Job

- Average CAD Managers see CAD Management as a collection of job functions that need to be completed on a daily basis.
- Extraordinary CAD Managers see CAD Management as a career to continually create and grow into.

Constant Improvement is a Way of Life

- Average CAD Managers survive on past innovation and occasional improvements.
- Extraordinary CAD Managers constantly look for ways to improve on all areas of CAD production.

CAD Managers Serve Others, not Control Them

- Average CAD Managers want users to do just what they are told and they squelch creativity.
- Extraordinary CAD Managers provide a target and allow users to define how they get there.

People are Pivotal to Progress

- Average CAD Managers use people to get things done. They tell them exactly what must be done and how to do it, one step at a time.
- Extraordinary CAD Managers know that energized employees work harder and go beyond the task list they are provided.

Change is to be Embraced and Managed, not Avoided

- Average CAD Managers see change as annoying, a duty and demanded by others.
- Extraordinary CAD Managers see change as an inevitable and positive part of CAD.

CAD Technology offers Empowerment, and Enables design

- Average CAD Managers run CAD just like IT. They see themselves as provisioners (they keep the power on)
- Extraordinary CAD Managers run CAD as a Design Tool. They see themselves as enablers (empowering others to get their work done)

Procedures and Standards are a means to an end, not written in stone

- Average CAD Managers becomes inflexible in the application of standards and refuse to update it
- Extraordinary CAD Managers know that nothing is so perfect that it should never be changed, or so inflexible that it can never bend

Work is Fun, no Toil, but you have to Work at it

- Average CAD Managers buy into the notion that work is only a means to a paycheck
- Extraordinary CAD Managers see work as something that should be inherently enjoyable

Core Failures – Avoiding the Setbacks (Top Ten Failures of a CAD Managers)

1. Failing to define the target – your standards are not good enough

- Old
- Outdated
- Inflexible
- Too vague
- Not expansive enough

2. Failing to watch over the process

- The application of your standards
- Failing to define CAD Quality Assurance methods

3. Failing to care about Quality

- Failing to continue caring
- Letting your focus wander

4. Failing to keep learning new things

- Failing to train yourself
- Not Continuing to learn

5. Failing to experiment

- Not valuing “play time”
- Not fiddling with new tech tools

6. Failing to pay attention to your career

- Forgetting about your next step
- Not planning out your future

7. Failing to save money

- Squandering company funds on bad tech
- Not squeezing every penny out of what you have now
- Not looking for ways to make money

8. Failing to listen to complaints

- People complain – do you listen?
- If you listen – do you do something about it?

9. Failing to listen to good ideas from others

- Like you are the only one who has a good idea...
- Not listening to those in other departments
- Not listening to those who may not even use CAD

10. Failing to pass on your knowledge

- The biggest failure of all
- Keeping it all to yourself
- Thinking that knowledge is power
- Failing to see the power in giving to others

