



The Leadership Edge

FROM TECHNOLOGIST TO CORPORATE LEADER

My Leadership Story:

This dynamic program begins with participants having the opportunity to understand the events that have shaped them as leaders, the heroes and mentors who have influenced their attitudes and beliefs, and their goals for their own leadership development. From these reflections, participants will write their Leadership Story.

EQ-Emotional Intelligence:

Intelligence (IQ), personality and emotional intelligence (EQ) are distinct qualities we all possess. Together they determine how we think and act. In technology based companies, there has been a history of assigning the greatest value to an individual's IQ. As organizations evolve and the use of matrix based teams has gained in popularity, the need for an individual's strong emotional intelligence (EQ) has become more and more critical. Self-awareness and control, empathy, social expertness, personal influence and mastery of vision have become the cornerstones of effective leadership. In this module you will explore the EQ framework and define the ways in which you can develop these aspects of your leadership style.

Vision as a Leadership Tool:

One of the greatest responsibilities of a leader is to provide vision for the team. This requires big picture thinking, the ability to establish direction, motivate and inspire, align people and effectively move an organization through change. Leadership and vision are not only critical at the executive level, but also at the departmental and team levels. In this portion of the session, you will be introduced to processes by which you can develop your team vision statements.

Strategic Thinking:

As a manager, it was your responsibility to execute on the tasks necessary to achieve strategic objectives. As a leader, your role is to utilize a strategic mindset to leverage opportunities for your team, division and the organization as a whole. In this session you will enhance your strategic thinking skills through the use of exercises and activities. In addition, you will gain a strategic perspective by understanding external factors and relationships that are key to the achievement of your goals.

Establishing Credibility:

One key aspect of leadership is the ability to build and sustain trust amongst the team. In this session participants will identify the key factors to building a foundation of trust, identify methods for rebuilding trust once it is lost, and learn how the leader may create an infrastructure to support trust.

The Freedom of Delegation:

Most engineers are short staffed, pressured to meet deadlines, and most often are working managers. This session explores the skills and attitudes necessary for maximizing the potential of your employees using the Situational Leadership Model. As a result, motivation soars, great ideas flourish, and managers work more confidently and efficiently.

Influence and Communication Skills:

A matrix based structure provides an organization with great leverage and efficiencies when the team leaders and members possess critical skills. In addition to strong planning, influence and communication skills are what enable a project leader to achieve more through shared resources in an environment where there are competing goals, dotted line reporting relationships and often times the need to influence without the given authority. In this module we will examine the five key challenges in a matrix structure, understand core communication strategies, learn how to negotiate for resources and work through conflicts.

Inspiring Innovation and Creativity:

Whether you are looking to fine tune an existing process or create a completely new approach to doing business, you count on the dynamic members of your team. As organizations move from the start up phase into a more system and structured orientation, often times a shift from leadership to management occurs. With this shift long term vision, creativity, and innovation are often time sacrificed. In this session participants will gain specific, easy to use tools for maintaining creativity on the team; not only for sustaining the morale of your employees, but also for the long-term viability of your organization.

Driving Positive Change:

Change is a constant in today's workplace. In this module, participants will gain an understanding of the 7 dynamics of change enabling them to assist their team in understanding, accepting, and supporting change.

Team Leadership:

The balance of both tasks and relationships are critical to developing a high performing team. In this session, participants will review the characteristics of a high performing team and the stages of team development, and gain a greater insight into the keys to successful team participation and shared leadership. Using the Tuckman model, participants will discuss and resolve the team challenges which are presented during times of organizational change, and when dealing with fewer or different team members.

Resolving Conflict:

No one enjoys conflict and yet it is a part of working in a fast paced and competitive work environment. Many people will avoid conflict, typically because they do not have the confidence and skills necessary to resolve conflict in a relationship building way. In this segment of the program, participants will use the Thomas-Kilmann Conflict Mode Instrument to identify their individual attitudes in regard to conflict. In addition, they will learn a five-step method for preventing conflict, and a powerful, yet simple, eight step process for resolving conflict. Understanding how to resolve conflict is the key to maintaining the balance between the task and the relationship aspects of teaming and the most critical skill for transitioning from "storming" to "norming".

Graduation:

A celebration of the successes and growth are shared by each of the participants as they are presented with their "From Technologist to Corporate Leader" graduation certificate. It is truly an exciting experience!