



Leading Technical Professionals—Understanding the Challenge

Defining Key Performance Measurements

Trip-wires in Managing Technical Professionals

Georgia Tech College of Management

Leading Technical Professionals

2-Day Workshop: Monday and Tuesday; October 15-16, 2007

Leading Technical Professionals—Developmental Action Plans

Leading Communities of Practice

Defining the Role of Influence and Leading without Authority

Developing Leadership Frameworks

Coaching and Facilitating Technical Teams

EXECUTIVE SUMMARY

Thank you for your interest in Georgia Tech's **Leading Technical Professionals** two-day executive education workshop. This document provides details on the program content, professor profiles, and the registration process.

Staying ahead of the competition today requires managers to get the best from their people. Nowhere is this truer than in organizations that rely on technical professionals: engineers, scientists, and IT professionals. While they differ in the specific nature of their work, technical professionals share certain characteristics and experiences that make leading them a particular challenge. At Georgia Tech, with an international reputation in technical fields, we have a breadth of experience in understanding and training technical professionals. In this workshop, participants will examine their own leadership approaches and develop the perspectives and competencies needed for the challenge of leading technical professionals. The program content includes:

- **Day One Agenda: Leading Technical Professionals—Understanding the Challenge**
 - **Professors:** Dr. David Herold and Dr. Luis Martins, Georgia Tech College of Management
 - **Morning Topic:** Understanding Technical Professionals
 - **Afternoon Topic:** Authority vs. Influence in Managing Technical Professionals
 - **Classroom Activity:** Small team exercise or short case study
- **Day Two Agenda: Leading Technical Professionals—Developmental Action Planning**
 - **Professors:** Dr. David Herold and Dr. Luis Martins, Georgia Tech College of Management
 - **Morning Topic:** Leadership Action Planning
 - **Afternoon Topic:** Leading Technical Teams
 - **Classroom Activity:** Leadership self-assessments and a team leadership exercise

The GT professors are master teachers who can translate their research and consulting experiences into practical management tools. Teaching methodologies include:

- Structured multi-media presentations
- Small group discussions and reports
- Active learning exercises

There are four easy ways to register for this workshop:

1. Call 404.894.8700 or 1.800.815.7662
2. Register online at www.execinfo.org
3. Send an email to laura.day@mgt.gatech.edu
4. Complete the registration form on page six and fax it to Georgia Tech at 404.894.5603



Georgia Tech's Huang Executive Education Center offers state-of-the-art executive education classrooms at the Technology Square campus in Midtown Atlanta. You can take a virtual tour at www.execinfo.org.

Leading Technical Professionals—Understanding the Challenge

8:00-8:30 AM

Arrival and Continental Breakfast

Georgia Tech College of Management, Midtown Atlanta Campus, Classroom 313

8:30-Noon

Understanding Technical Professionals

Professor Emeritus David Herold, Georgia Tech College of Management



The morning session focuses on understanding the characteristics of technical professionals that must be taken into account in leading them. Workshop participants will develop a better understanding of the motivational and social psychological underpinnings of the challenges in leading technical professionals. Key content areas include: (1) Understanding the characteristics that distinguish technical professionals; (2) Defining key performance areas in assessing technical performance; (3) Understanding what leaders have to work with in technical contexts; (4) Thinking about why people might follow you; and (5) Identifying the key challenges and trip-wires in managing technical professionals. Break: 10:00-10:15

Noon-1:00 PM

Lunch and Networking

Georgia Tech Hotel Executive Dining Room

1:00-4:30 PM

Authority vs. Influence in Managing Technical Professionals


Professor Luis Martins, Georgia Tech College of Management

The afternoon session will focus on influence as the key to effectively leading technical professionals. Participants will examine the role of influence in leadership and will develop frameworks for effectively influencing others. Key content areas include: (1) Understanding how leadership differs from and complements management; (2) Defining the role of power and influence in obtaining followers' support; (3) Understanding where leaders get their influence in a technical context; (4) Leading without authority; and (5) Leading communities of practice. Break: 2:15-2:30

Team Activity

In both the morning and afternoon sessions, participants will break into small teams to discuss short case studies on examples of effective or not-so-effective styles of leading technical professionals. The teams will answer key questions related to the case study and then report their decisions to the larger group.

Leading Technical Professionals—Developmental Action Planning

- 8:00-8:30 AM **Arrival and Continental Breakfast**
Georgia Tech College of Management, Midtown Atlanta Campus, Classroom 313
- 8:30-Noon **Leading Action Planning**
Professor Emeritus David Herold, Georgia Tech College of Management
The morning session will focus on understanding a range of leadership styles and discussing their effectiveness in specific situations. Participants will engage in self-assessment to understand their own repertoire of leadership styles; will discuss how their leadership styles may affect their performance in leading technical professionals; and will begin the process of developmental action planning. Key content areas include: (1) Developing leadership frameworks; (2) Engaging in leadership self-assessment; and (3) Beginning developmental action planning. Break: 10:00-10:15
- Team Activity Participants will complete a leadership self-assessment and discuss in small groups.
- Noon-1:00 PM **Lunch and Networking:** Georgia Tech Hotel Executive Dining Room
- 1:00-3:00 **Leading Technical Teams**
Professor Luis Martins, Georgia Tech College of Management
 Since a significant amount of work in technical contexts involves working in teams, the afternoon session will focus on leading teams of technical professionals. Through a combination of team exercises, short cases, and class discussion, participants will identify the major challenges in leading technical teams, and discuss how one can lead such teams effectively. Key content areas include: (1) Understanding and managing team processes; (2) Designing high-performance teams; (3) Handling conflict in teams; (4) Coaching and facilitating teams; and (5) Knowing when to intervene in self-managed teams. Break: 2:15-2:30
- 3:00-3:45 **Team Leadership Exercise**
Professor Martins will facilitate an innovative small group exercise on the unique aspects of leading technical teams.
- 3:45-4:30 **Leading Technical Teams (continued) and Program Wrap-up**

FACULTY & STAFF PROFILES



David Herold, Ph.D.

David Herold is Professor Emeritus in Organizational Behavior. He has published widely in the major psychology and management journals, contributed to books and presented numerous papers at professional meetings. His research interests include: behavioral problems in implementing new technologies, performance feedback in organizations, group performance, leadership and various aspects of workplace problems such as stress, alcohol and drugs. Dr. Herold is active as a management consultant, helping companies address a wide range of organizational and human resources issues. His areas of specialization include Executive Development, Organizational Design, Human Resources Systems, Leadership and Managing Organizational Change. He earned his Ph.D. from Yale University.



Luis Martins, Ph.D.

Professor Luis Martins is Area Coordinator of Organizational Behavior. He conducts research and consults on the role of managerial and group cognitive factors in performance, innovation, and change. His research has appeared in several top management journals and has been covered in major newspapers such as the *New York Times* and the *Chicago Tribune*. His teaching interests include innovation management, change management, leadership, and organizational behavior. He has won several teaching awards at the undergraduate, MBA, and Executive MBA levels; and has taught in executive development programs for GE, NASA, and the FBI Crime Labs. Luis earned his Ph.D. in Management from the Leonard N. Stern School of Business at New York University.



Daniel Stotz, M.S. in Management (Staff)

Dan Stotz is the Director of Executive Programs for the Business School at Georgia Tech. He plays the lead role in designing open-enrollment executive education programs and coordinating custom executive development programs. Dan's major custom clients include GE Energy, GE Healthcare, Boys and Girls Clubs of America, FBI Crime Lab Division, NASA, and the Waffle House Corporation. In addition to founding an innovative Leadership Institute that provides training for non-profit executives, Dan is a popular speaker in the areas of marketing and customer relationship management (CRM). Before joining Georgia Tech, Dan was the Manager of Marketing Communications for the University of Michigan Business School's Executive Education Center. He earned his Master of Science in Marketing Management from Colorado State University.

REGISTRATION FORM

The **Leading Technical Professionals** two-day workshop is scheduled for Monday and Tuesday, October 15-16, 2007. The workshop will be held at the Georgia Tech College of Management located in Midtown Atlanta, 800 West Peachtree Street NW.

The workshop price is \$1,900 (\$1,400 **early bird price** if you register and pay before July 31st) and includes Georgia Tech instructional fees, program binders and materials, case studies, book and simulation licensing fees (when applicable), lunch at the Georgia Tech Hotel executive dining room, morning and afternoon refreshments, parking, and Internet access. **Discounts are available to companies that send three or more employees to the same program.** Call Laura Day at 404.894.8700 for more details.

Note: Special discounts for small nonprofits are available through the Georgia Center for Nonprofits.

OPTION 1 **YES**, register me for the Leading Technical Professionals executive education workshop and send an invoice. **I will complete this form and fax it to Georgia Tech at 404.894.5603.**

Contact Name _____ Organization _____

Street Address _____ City _____ State _____ Zip _____

Position _____ Division/Dept _____

Phone _____ Fax _____ Email _____

OPTION 2 **YES**, I am interested in attending the Leading Technical Professionals executive education workshop. Please call me at _____ so I can provide credit card information.

OPTION 3 **YES**, I am interested and will go to the Georgia Tech College of Management's web site www.execinfo.org to register online.

For more information: If you have questions regarding program content or if you're interested in learning about available discounts, please contact Laura Day at 404.894.8700 or laura.day@mgt.gatech.edu. Program offerings, content, dates, and prices are subject to change.