



The Art & Science of Leadership

Change Management and Leading Innovation

The Importance of Understanding Yourself and Others

Georgia Tech College of Management

**Leadership Development Program
for Engineers, Technologists and Scientists**

ExperienceChange™ Computer Simulation

Negotiation Skills: Conflict Resolution and Influencing without Authority

Motivating Others and Performance Management

Improving Your Project Management Skills

ExperienceInnovation™ Computer Simulation (coming soon)

Strategy Development and Execution

EXECUTIVE SUMMARY

Leadership Development Program for Engineers, Technologists and Scientists

Georgia Tech is consistently ranked as one of the top 10 public universities in the country by *US News and World Report*. The Georgia Tech College of Management is uniquely qualified to provide cutting-edge leadership and management training for engineers, technologists and scientists who have the potential to become future senior executives.

The Leadership Development Program for Engineers, Technologists and Scientists is an eight-day executive education program offered in two 4-day modules. The next program dates are Monday-Thursday, April 30-May 3, 2007 (Module One) and June 4-7, 2007 (Module Two). The program is designed to help technical leaders increase business acumen and improve the management skills that lead to innovation and profitable growth. The topics for 2007 include:

- **Day 1:** Understanding Yourself and Others
- **Day 2:** Motivation and Performance Management
- **Day 3:** Leading High-Performance Teams
- **Day 4:** Strategy Development & Execution
- **Day 5:** Leadership and Change Management
- **Day 6:** ExperienceChange™ Simulation
- **Day 7:** Negotiation Skills and Influencing Others
- **Day 8:** Improving Project Management Skills

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

- Skill assessments and reviews
- Structured presentations and team exercises
- Computer simulations and action learning
- Guest speakers on industry best practices
- Customized case studies



This executive development program is held in Georgia Tech's Huang Executive Education Center which offers state-of-the-art teaching and learning classrooms. The Center is located in Georgia Tech's Technology Square campus in Midtown Atlanta.

Day One: Leadership—Understanding Yourself and Others

8:30-Noon

Leadership—Understanding Yourself and Others: The Myers-Briggs Type Indicator

Bill Jeffries, Adjunct Professor, Georgia Tech College of Management



The purpose of the Myers-Briggs Type Indicator (MBTI) personality inventory is to make the theory of psychological types described by C. G. Jung understandable and useful in people’s personal and professional lives. Professional MBTI facilitator Bill Jeffries, in his very unique style, will bring to life how seemingly random variations in behavior are actually orderly and consistent with basic differences in the way individuals prefer to use their perception and judgment. According to the MBTI founders, “Perception involves all the ways of becoming aware of things, people, happenings or ideas. Judgment involves all the ways of coming to conclusions about what

has been perceived. If people differ systematically in what they perceive and in how they reach conclusions, then it is only reasonable for them to differ correspondingly in their interests, reactions, values, motivations and skills.” Break: 10:00-10:15

Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-3:30 PM

Myers-Briggs Type Indicator: Exploring Individual and Group Profiles

Bill Jeffries, Adjunct Professor, Georgia Tech College of Management

The afternoon session will continue the discussion of the basic preferences of each of the four dichotomies specified in Jung’s theory. This includes the identification and description of the 16 distinctive personality types that result from the interactions among the preferences. Bill Jeffries will use the individual MBTI profiles to develop a class profile and lead a discussion of how both individual and group profiles impact the organization’s communications, teamwork and effectiveness. The goal of knowing more about personality type is to understand and appreciate differences between people. As all types are equal, there is no best type. Participants will develop a better understanding of how the MBTI profiles can help managers access the benefits of diversity and cross-cultural differences. Break: 2:15-2:30

Team Activity

Changing Leadership Styles Based on MBTI

Participants break into teams based on MBTI dichotomies to discuss and report out how leadership styles can change based on understanding MBTI. Break: 3:15-3:30

3:30-4:30 PM

Myers-Briggs Type Indicator: Exploring Individual and Group Profiles (Continued)

Day Two: Motivation and Performance Management

8:30-Noon

Motivating Effectively

Professor Luis Martins, Georgia Tech College of Management



Motivating smart individuals to give their best in their roles is a key task facing leaders in knowledge-intensive businesses. This session will focus on developing an understanding of the fundamental bases of employee motivation, and of the key leadership tasks that are necessary to produce and sustain employee motivation. Through individual and group analyses of motivation situations described in videos, vignettes, and short cases, participants will learn to diagnose factors affecting motivation, and to design interventions to remedy motivation problems. Key content areas include: (1) Key issues in motivating professionals, (2) Psychological underpinnings of employee motivation, (3) Proven motivation techniques, (4) Motivation through the design of organizational systems, and (5) Tailoring motivation techniques and systems to the nature of work. Break: 10:00-10:15

Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-3:30 PM

Performance Management

Professor Charles Parsons, Georgia Tech College of Management



The afternoon session will focus on management approaches and systems to enable and encourage high performance. Performance management is a particular challenge in leading engineers, technologists, and scientists, as their roles and work are complex, specialized, and mission-critical to organizations. This session will discuss approaches to addressing this challenge through the design and administration of performance management systems. Key content areas include: (1) Identifying performance criteria, (2) Designing assessment and control systems, (3) Performance appraisal and rewards, and (4) Providing feedback and employee development. The session will use a variety of instructional techniques, including cases, analysis of best practices, and class discussion of key performance management issues. Break: 2:15-2:30

Team Activity

Team Projects: Case study selected based on participant interests and profiles

Program participants meet in teams to develop recommended solutions for critical business issues identified in a timely case study focusing on performance management. Break: 3:15-3:30

3:30-4:30 PM

Performance Management (Continued)

Day Three: Managing High Performance Teams

8:30-Noon

Managing High Performance Teams: Part I

Professor Dennis Nagao, Georgia Tech College of Management



The morning session will focus on proven techniques for designing teams for performance and exploring the concepts of framing, lenses, “sight”, managing and nurturing, and aligning individuals, teams and organizations. Key content areas include: (1) How our “sight” develops and understanding perspective; (2) Why are teams popular with some and considered overrated by others?; (3) Exploring team models including team assets and liabilities; (4) Improving team processes and productivity; (5) Recognizing and managing team diversity; and (6) The Parker Team

Player Styles. Break: 10:00-10:15

Team Activity

Carter Racing Exercise: Participants break into teams and are given assignments that will challenge their newly learned team skills. GT men’s basketball coach, Paul Hewitt, will be invited as a guest speaker on teamwork.

Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-3:30 PM

Managing High Performance Teams: Part II

Professor Dennis Nagao, Georgia Tech College of Management

The afternoon session will focus on proven techniques for building better and higher performing teams. Program participants will learn first hand that team success depends on both technical and social skills. Key content areas include: (1) How do you measure team success?; (2) How can I use technology to facilitate team performance?; (3) Aligning organizational systems such as training, evaluation, rewards and information; (4) The process model of team effectiveness; (5) The characteristics of an effective team; and (6) Guidelines for effective team processes and using the Aston-Blair Case Study to demonstrate best practices in managing team boundaries.

Break: 2:15-2:30

Team Activity

Team Projects: Case study selected based on participant interests and profiles

Program participants meet in teams to develop recommended solutions for critical business issues identified in a timely case study. Break: 3:15-3:30

3:30-4:30 PM

Managing High Performance Teams (Continued)

Day Four: Strategy Development and Execution

8:30-Noon

Strategy Development and Execution

Professor Nate Bennett, Georgia Tech College of Management



The morning session will focus on establishing a solid understanding of the fundamentals of strategic planning. Program participants will develop a deep understanding of the complexity of strategic planning and how this complexity is compounded by the realities of a rapidly changing environment. Key content areas include: (1) Optimizing the strategic planning process; (2) Analyzing internal and external resources and capabilities; (3) Strategic planning frameworks and tools; (4) Overview of the SWOT Analysis model and process; and (5) The impact of strategy on innovation and organizational change. Break: 10:00-10:15

Team Activity

SWOT Analysis or Force Field Exercise: Program participants both as individuals and in small teams develop a SWOT (Strengths-Weaknesses-Opportunities-Threats) or a Force Field analysis for their company, division, or department.

Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-3:30 PM

Strategy Development and Execution

Professor Nate Bennett, Georgia Tech College of Management

The afternoon session will validate that it's the quality of the strategy that separates the winners from the losers. Professor Bennett will provide an in-depth look at proven techniques that a company uses to gain and sustain competitive advantage. Key content areas include: (1) Strategy implementation and structure that eliminate functional silos; (2) Proven techniques for communicating a strategy including strategy maps; (3) Evaluation of the impact of competitors and other external forces on business strategy; (4) Review of industry best practices for strategy implementation; and (5) Moving beyond linear thinking to results-oriented leadership.

Break: 2:15-2:30

Team Activity

Team Projects: Case study selected based on participant interests and profiles

Program participants meet in teams to develop recommended solutions for critical business issues identified in a timely case study. Break: 3:15-3:30

3:30-4:30 PM

Strategy Development and Execution (Continued)

Day Five: Leadership and Change Management

8:30-Noon

The Art and Science of Leadership

Professor David Herold, Georgia Tech College of Management



The morning session focuses on understanding the good, the bad, and the ugly aspects of leadership. Professor Herold will facilitate innovative discussions on effective leadership techniques and how leadership can be shaped, learned, nurtured, coached and modeled. Key content areas include: (1) What do we mean by leadership in your organization's current environment and culture? (2) Who really manages the chaos in your organization? (3) The difference between managing and leading and why both are important; (4) Best practices in succession planning, talent management, and the retention of technical talent; and (5) The most common reasons for "executive derailment." Break: 10:00-10:15

Team Activity

Defining Leadership: Program participants view three movie clips of world-renowned leaders. Each team presents their views of leadership qualities and traits, and how the leadership traits relate to your organization's environment and culture.

Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-3:30 PM

Leading Change and Change Management Best Practices

The afternoon session focuses on proven techniques to create positive change at all levels of the organization and the importance of the individual's change leadership style. Participants will develop a better understanding of the business drivers of change and how to build the groundwork for a major change initiative. Key content areas include: (1) Assessing both individual and organizational readiness for change; (2) Understanding the intersection of leadership roles and change management; (3) Review of the stages in planning, communicating and implementing a major change initiative; (4) Understanding the different change roles; and (5) Cascading change through an organization. Break: 2:15-2:30

Team Activity

Case Study: Best Practices in Leading Change

A case study that best fits the needs of the participants will be chosen as a small team exercise that explores one company's approach to leading innovation and change. Break: 3:15-3:30

3:30-4:30 PM

Leading Change and Change Management Best Practices (Continued)

Day Six: ExperienceChange™ Computer Simulation

8:30-Noon

ExperienceChange™ Computer Simulation

Professor Luis Martins, Georgia Tech College of Management

Many Fortune 500 companies use *ExperienceChange™* to kick off major technology or organizational changes. The simulation allows program participants to build on the new change management knowledge and skills acquired during day five of the program and test these new skills in a dynamic team environment. Participants appreciate the opportunity to work in teams and share their real-world experiences with their colleagues or executives from other companies. Each team, as change consultants hired by a fictional company, will be required to plan and implement a strategic shift necessary to save the company. With limited time and budget each team must quickly identify the issues, create a change plan, and implement the plan in the face of company-wide resistance. The teams will experience firsthand the dynamics of managing an important project in an environment of rapid change, uncertainty and high risk.



Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-4:30 PM

ExperienceChange™ Computer Simulation (Continued)

The goal of the afternoon session is to utilize the *ExperienceChange™* simulation to demonstrate the power of teamwork and flexible leadership styles. This session will help the program participants reduce the risk of project failure by putting teams through a realistic major change initiative. *ExperienceChange™* also gives executives and managers the opportunity to improve decision-making and communication skills without risking their reputations. By the end of the day, participants will be able to: (1) Identify the forces for and against change, (2) Use a best practices model to plan for change, (3) Implement change with confidence; and (4) Deal with the inevitable surprises that accompany change. Each team receives a report identifying ways that they could have improved their change plan and its implementation.



4:00-4:30 PM

Simulation Team Results and Debrief

Professors Herold and Martins present the team results and provide their observations regarding the teams that successfully completed the simulation and the teams that did not succeed. The professors compare the results in relationship to proven methods for planning, communicating and implementing a major change initiative.

Day Seven: Negotiation Skills and Influencing without Authority

8:30-Noon

Negotiation Skills and Influencing Others: Part I

Professor Christina Shalley, Georgia Tech College of Management



The morning session will focus on proven methods for improving influencing skills which are a core leadership competency. Effective influencers get valued resources, maintain and build relationships, gain people's trust, and effectively implement major change initiatives. Key content areas include: (1) How information is presented is often as important as the content of the message; (2) Understanding the major decision making styles; (3) The principles of influence that are universal across cultures; (4) Answers to the key questions that are critical to change initiative; and (5) Establishing credibility through expertise and relationships. Break: 10:00-10:15

Team Activity

The Ugli Orange Case: The program participants are provided two different scenarios and then meet in pairs to complete the exercise. The objective is to learn new techniques in influencing others and innovative problem-solving.

Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-3:30 PM

Negotiation Skills and Influencing without Authority: Part II

The afternoon session will focus on the "dual concerns" model for conflict management where an individual has an equal concern for their own outcome and the other person's outcome. This model is useful to analyze individual preferences for particular strategies and to diagnose the likely level of conflict that will occur. Key content areas include: (1) Effectiveness of different styles depending on conditions; (2) Conflict management techniques including avoiding, accommodating, competing, compromising, and collaborating; (3) Proven tools to prevent miscommunication and how to best align messages with communication channels; (4) Techniques for dealing with difficult people; and (5) Understanding the connections between personality types, cross-cultural issues, and managing diversity relating to negotiations and influencing others without authority. Break: 2:15-2:30

Team Activity

Case Study: Best Practices in Influencing without Authority

A case study that best fits the needs of the participants will be chosen as a small team exercise that explores one company's approach to improving influencing skills. Break: 3:15-3:30

3:15-4:30 PM

Negotiation Skills and Influencing without Authority (Continued)

Day Eight: Improving Project Management Skills

8:30-Noon

Overview of Project Management

Professor Stylianos Kavadias, Georgia Tech College of Management



The objective of the morning session is to establish a solid understanding of project management (PM) fundamentals. Program participants will learn: (1) The importance of effective project management; (2) Frameworks for planning and executing projects that are on target, on time, and on budget; (3) Proven methods for determining, communicating and monitoring project scope; (4) Techniques for prioritizing projects, tasks and schedules; and (5) Understanding the PMBOK approach to project management as presented by the Project Management Institute and the process for earning PMI certification. Break: 10:00-10:15

Team Activity

Customized Case Study: Participants are asked to define the project scope for a procurement situation and determine schedules using a network diagram. Participants will be given time to read the case in advance and will gather in teams of 4-5 people to answer key questions for in-class discussion.

Noon-1:00 PM

Lunch and Networking: Georgia Tech Hotel Executive Dining Room

1:00-4:30

Best Practices in Project Planning and Control

The afternoon session will focus on establishing a solid understanding of proven techniques for planning, scheduling, and controlling organizational resources dedicated to a project. Key content areas include: (1) Operational issues that affect project success; (2) Introduction of the Critical Path Method (CPM) technique and how it relates to time management; (3) Defining a problem, a cause and a solution, and understanding the differences; and (4) Understanding the basic concepts of scope management (initiation, planning, change control); time management (activity definition, sequencing, schedule development); and cost management (resource planning, cost estimating and budgeting). Break: 2:15-2:30

Team Activity

The Dragonfly Company Case Study: Participants are asked to define the project scope for a procurement situation and determine schedules using a network diagram. Participants will be given time to read the case in advance and will gather in teams of 4-5 people to answer key questions for in-class discussion. Break: 3:15-3:30

FACULTY PROFILES



Nathan Bennett, Ph.D.

Nate Bennett joined the Georgia Tech College of Management as Associate Dean in the fall of 1999. In the spring of 2003, he was named Senior Associate Dean with responsibility for executive education, corporate and career development, and graduate alumni relations. Bennett came to Georgia Tech from the E.J. Ourso College of Business at Louisiana State University where he had been a faculty member since 1989. While at LSU, he served as Chair of the William W. and Catherine M. Rucks Department of Management and was Associate Dean for Academic Programs. He received both a Bachelor's degree in Sociology in 1983 and a Master's degree in Applied Social Research from Tulane University. He earned his Ph.D. in Management from Georgia Tech.



David Herold, Ph.D.

David Herold is Area Coordinator of 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.



William C. Jeffries, Certified MBTI Instructor

Bill Jeffries is an international consultant and master teacher in human and organizational behavior. He has been a soldier, scholar, university professor, business leader, and personal coach for prominent leaders around the world. His undergraduate studies at the United States Military Academy at West Point were in engineering and management. His graduate work at Duke University was in language, literature and values. Bill is currently the CEO of Executive Strategies International where he leads a diverse team of consultants with interdisciplinary backgrounds who bring global perspectives to the workplace of the future. Bill specializes in organizational change and using MBTI individual and group profiles to better understand yourself and others.

FACULTY PROFILES



Stylianos Kavadias, Ph.D.

Stylianos (Stelios) Kavadias is an Assistant Professor of Operations Management at the Georgia Tech College of Management. He is a popular instructor in the subjects of project management, performance measurements, and resource allocation in the project management and R&D processes. Dr. Kavadias' research has been awarded second prize in the George B. Dantzig Best Dissertation Competition organized by the INFORMS organization, and has presented his work at conferences all across the world. Professor Kavadias is a popular executive education instructor in the areas of project management, new product development, and innovation management. He earned his Ph.D. in Management from INSEAD (France).



Luis Martins, Ph.D.

Luis is an Associate Professor of Organizational Behavior for the Georgia Tech College of Management. He conducts research on diversity in organizations, work-family conflict, managerial cognition, and organizational transformation. His research has appeared in the *Academy of Management Journal*, *Academy of Management Review*, *Corporate Reputation Review*, and in several book chapters. His teaching interests include organizational behavior, organizational transformation, managing diversity, and cross-cultural issues. He is a popular executive education instructor and facilitates an innovative computer simulation called ExperienceChange™. Professor Martins earned his Ph.D. from the Leonard N. Stern School of Business, New York University.



Dennis Nagao, Ph.D.

Dennis Nagao is an Associate Professor of Organizational Behavior in the Georgia Tech College of Management. He is also the Faculty Director of the College's Executive Master of Science in the Management of Technology program. Professor Nagao's research interests include team performance and effectiveness, behavioral factors affecting change acceptance and implementation, behavioral decision theory, and mediated group performance. His research and articles have appeared in the *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Journal of Personality*, and *Social Psychology* among others. Professor Nagao received his Ph.D. the University of Illinois at Urbana-Champaign.

FACULTY PROFILES



Charles Parsons, Ph.D.

Chuck Parsons is a Professor of Organizational Behavior for the Georgia Tech College of Management. He is the Faculty Director of the Undergraduate Program and a popular instructor in the areas of human resource management, performance and employee feedback, motivation, and employee interviewing. Chuck also plays a key role in expanding international program opportunities for Georgia Tech students by developing innovative partnerships with universities in Singapore and other strategic international locations. He has taught in numerous executive education workshops and programs in the areas of leadership, project management and human resource management. Professor Parsons received his Ph.D. from the University of Illinois at Urbana-Champaign.



Christina Shalley, Ph.D.

Christina Shalley is a Professor of Organizational Behavior and Human Resource Management in the Georgia Tech College of Management. She received both her Ph.D. in Business Administration and her M.A. in Labor and Industrial Relations from the University of Illinois at Urbana-Champaign. Chris teaches courses in Negotiation and Conflict Resolution, Research Methods, and Human Resource Management. She has won several teaching awards including Outstanding Undergraduate Teacher at the University of Arizona and Business Teacher of the Year at the University of Arizona. Chris teaches executive education programs in the areas of negotiation skills, conflict resolution, and influencing others.



Daniel Stotz, MS in Management (Staff)

Dan Stotz is the Director of Executive Programs for the Business School at Georgia Tech. He is responsible for developing public and custom executive education programs that meet the executive development needs of major corporations. His major executive education clients include GE Energy, GE Healthcare, Boys and Girls Clubs of America, Coca-Cola Enterprises, EarthLink, Piedmont Healthcare, and Waffle House. In addition to founding an innovative Leadership Institute that provides training for non-profit executives, Dan is a popular speaker in the areas of email marketing and customer relationship management (CRM). Before joining Georgia Tech, Dan was the Manager of Marketing Communications for the University of Michigan Executive Education Center. He earned his Master of Science in Management from Colorado State University.



Application and Registration Form

As indicated below, I want to register for Georgia Tech's **Leadership Development Program for Engineers, Technologists and Scientists**. I understand that this is an 8-day program offered in two 4-day modules. Module One is scheduled for April 30-May 3, 2007 (Monday-Thursday) and Module Two is scheduled for June 4-7, 2007 (Monday-Thursday). The program topics include:

- Leadership: Understanding Yourself & Others
- The Art and Science of Leadership
- Best Practices in Change Management
- ExperienceChange™ Simulation
- Performance Management & HR 101
- Improving Your Project Management Skills
- Motivation and Understanding Organizational Behavior
- Negotiation Skills: Conflict Resolution & Influencing without Authority
- Managing High-Performance Teams
- Strategy Development and Execution

Yes, I am interested in registering for Georgia Tech's Leadership Development Program for Engineers, Technologists and Scientists.

Name and Job Title: _____

Company: _____

Company Address: _____

City/State/Zip: _____

Phone: _____ Email: _____

Job Responsibilities: _____

Program Applicant:

The undersigned understands the commitment required to complete the Leadership Development Program and acknowledges that if accepted the applicant will receive a **Georgia Tech Certificate in Innovation Leadership** upon program completion.

Signature: _____ Date: _____

Registration Process:

You can register on-line at www.execinfo.org or by faxing this form to **404.894.5603**. You will receive a confirmation email message. The program fee is \$6,500. Companies sending three or more employees receive a 10% discount. To receive the discount, team members must register at the same time. For more information, please call the Georgia Tech Executive Education Center at 404.894.8700 or toll free at 1.800.815.7662.