Leading Technical Professionals and Teams

In Person Sample Schedule

Day 1: Understanding and Motivating Technical Talent

- **Motivating and rewarding technical professionals:** Explore effective strategies for motivating technical staff who may prioritize professional growth and intellectual challenges over traditional financial rewards. Learn how to align opportunities and reward with their unique aspirations.
- **Managerial self-evaluation:** Evaluate your leadership style, identify areas for improvement, and align your management approach with the needs of technical professionals.
- **Supporting exceptional talent:** Focus on specialized management techniques for highly skilled professionals and PhDs who may have specific needs or face challenges with communication and empathy. This session will equip you with strategies to harness their strengths while addressing interpersonal challenges.
- **Case studies, including Oppenheimer's management style at Los Alamos:** Analyze the leadership approach of J. Robert Oppenheimer during the Manhattan Project. Understand how his management style facilitated groundbreaking scientific achievements and what modern leaders can learn from his methods.

Day 2: Leading Complex, Global Teams

- **Managing productivity and innovation:** Learn how to structure team process and technical work for agility and to reduce unproductive rework following principles of work design. Identify how to more closely link customer value to the work being done, and shed unnecessary process and workarounds.
- **Designing team responsibilities:** Frame what kinds of innovation is desired, and how to communicate expectations for discovery and invention separate from delivery. Learn how to structure team roles and responsibilities effectively. Get exposure to the latest research on how engagement and energy vary with team and product structure choices. Identify how disruptive teams function.
- **Managing distributed team productivity:** Lead teams across different cultures and time zones. This session will cover best practices for communication, coordination, and fostering a collaborative environment in a global context.
- **Case studies, including Google's annual review process and Akamai's recruiting strategy:** Examine how Google's structured review process ensures the alignment of individual goals with organizational objectives, and how Akamai's innovative recruiting strategies attract and retain top technical talent.