

## ADVANCED TECHNICAL LEADERSHIP CERTIFICATE PROGRAM



**Module One: Impact Leadership**

**Module Two: Leading Effectively in a Technical Environment**

**Module Three: Change Management in a Technical Environment**

**Module Four: Mentoring in a Technical Environment**

**Module Five: Result Oriented Leadership**

**Module Six: Leading Virtually**

**Module Seven: Contributing as a Strategic Leader**

**Module Eight: Leading for Success Across Global Cultures**

**Module One: Impact Leadership  
WebEx Course Syllabus**

<b>Learning Outcomes</b>	<p>At the end of the module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Identify personal career orientation, personality-driven behaviors on-the-job, and current Stage of Contribution</li> <li>• Leverage an Individual Development Plan as a guide for continued personal development as a leader, through effective goal setting</li> <li>• Leverage Confidence and Influencing Styles in order to more effectively build a professional brand as a technical leader</li> <li>• Utilize personalized feedback provided through an executive coach in order to turn feedback into change on the job.</li> </ul>
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<b>Content</b>	<b>Activities and Outcomes</b>
<b>Pre-Work: Can Include:</b>	<p>Four Stages of Contribution Self-Assessment            The Confidence Indicator Self-Assessment            The Career Orientation Self-Assessment            The Influencing Styles Self-Assessment            360-degree Assessment</p>

<b>Module Overview</b>	
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• An introduction to the module, agenda review, learning objectives</li> </ul>
<b>Leadership Equation</b>	<ul style="list-style-type: none"> <li>• The Leadership Equation as model for effective leadership</li> <li>• Effective leadership = Attributes x Results</li> <li>• Define Attributes</li> </ul>

	<ul style="list-style-type: none"> <li>• Define Results</li> </ul>
<b>TOP Model</b>	<ul style="list-style-type: none"> <li>• TOP as a framework for effective leadership</li> <li>• T= attributes</li> <li>• O=what your company needs and the results you'll get</li> <li>• P=your drivers at work</li> <li>• We will address these three components in course</li> <li>• Pre-work self assessments will give you information about each of the TOP components</li> </ul>
<b>Introduce IDP</b>	<ul style="list-style-type: none"> <li>• Personal development plan through goal setting</li> </ul>
<b>Confidence Indicator</b>	<ul style="list-style-type: none"> <li>• Importance of confidence as overarching attribute in leadership</li> <li>• Three types of Confidence</li> <li>• Confidence Indicator pattern and themes</li> <li>• Ideas to build confidence in three areas</li> </ul>
<b>Influencing Styles</b>	<ul style="list-style-type: none"> <li>• Define the different influencing styles</li> <li>• What is your style? Review your self-assessment</li> </ul>
<b>Application and Wrap-Up</b>	<ul style="list-style-type: none"> <li>• Personal reflection, application, and action steps</li> </ul>
<b>Executive Coaching option</b>	

**Module Two: Leading Effectively in a Technical Environment  
WebEx Course Syllabus**

<b>Learning Outcomes</b>	<p>At the end of the module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand how the environment they create for their team can directly impact the bottom line</li> <li>• Utilize a set of Mobilizing Skills that will leverage effective communication</li> <li>• Use strategies for handling critical management situations that impact ROI</li> <li>• Leverage processes for measuring, transferring, and reinforcing changed leadership behaviors on the job</li> <li>• Create action plans for tracking the effectiveness of communicating key messages and for creating alignment</li> </ul>
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<b>Content</b>	<b>Activities and Outcomes</b>
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<b>Pre-Work: Can Include:</b>	No pre-work suggested
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<b>Module Overview</b>	
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• An introduction to the module, agenda review, learning objectives</li> </ul>
<b>Best Leader Attributes</b>	<ul style="list-style-type: none"> <li>• Applying the attributes to leading the team</li> </ul>
<b>Team Career Bests</b>	<ul style="list-style-type: none"> <li>• Using the TOP Model to get the team to Career Bests</li> </ul>
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>• Capacity Building VS. Fixed Capacity for effective leadership</li> </ul>
<b>Mindset Principles and Management Strategy Principles</b>	<ul style="list-style-type: none"> <li>• Believe People Can Learn</li> <li>• Expect Effective Effort</li> </ul>

<b>Mobilizing Skills</b>	<ul style="list-style-type: none"> <li>• Provide Constructive Feedback</li> </ul>
<b>The Four Stages Model and Contribution Levels</b>	<ul style="list-style-type: none"> <li>• Introduction of Contribution Levels</li> <li>• Team Assessment of the 4 Stages</li> </ul>
<b>Mobilizing Skills</b>	<ul style="list-style-type: none"> <li>• Using Mobilizing Skills to drive team communication</li> <li>• Ask for Input</li> <li>• Use Listening Skills</li> <li>• Focus on Specifics</li> <li>• Reinforce Effective Effort</li> </ul>
<b>Coaching Performance Coaching Performance Problems</b>	<ul style="list-style-type: none"> <li>• Introduce action-step strategy for coaching performance and performance problems</li> <li>• Case Study</li> </ul>
<b>Application and Wrap-Up</b>	<ul style="list-style-type: none"> <li>• Personal reflection, application, and action steps</li> </ul>

**Module 3: Change Management in a Technical Environment  
WebEx Course Syllabus**

<b>Learning Outcomes</b>	<p>At the end of the module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Utilize a process for assessing current and functional performance against strategic organizational goals to determine alignment, gaps and continuous improvement opportunities</li> <li>• Develop a change plan targeting change goals, activities, resources, barriers, and risk</li> <li>• Utilize effective decision-making strategies in order to lead teams to consensus and guide discussions supporting necessary change</li> </ul>
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<b>Content</b>	<b>Activities and Outcomes</b>
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<b>Pre-Work: Can Include:</b>	No pre-work suggested
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<b>Module Overview</b>	
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• An introduction to the module, agenda review, learning objectives</li> </ul>
<b>Harvard Business Case</b>	<ul style="list-style-type: none"> <li>• Utilizing Harvard Business Case on Change to analyze cause and effects of change</li> </ul>
<b>Types of Change Managing Change vs. Leading Change</b>	<ul style="list-style-type: none"> <li>• Impacts of different types of change</li> <li>• Managing Change / Leading Change</li> </ul>
<b>Organizational Change: Leveraging Strategic Change</b>	<ul style="list-style-type: none"> <li>• Impacts of Organizational Change</li> <li>• Organizational Gap Analysis</li> </ul>
<b>Individual Change: Leveraging Change for Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• Impacts of Individual Change</li> <li>• Team Gap Analysis</li> </ul>
<b>Comfort Zone: Establishing a Capacity-</b>	<ul style="list-style-type: none"> <li>• Establishing a capacity building</li> </ul>

<b>Building Environment</b>	environment for change
<b>Leveraging Personal Authority</b>	<ul style="list-style-type: none"> <li>• Risk / Readiness Analysis</li> <li>• Levels of personal authority</li> </ul>
<b>Leading Change Action Step Strategy</b>	<ul style="list-style-type: none"> <li>• Introduce action step strategy for conducting change conversations and gaining commitment to change</li> <li>• Case Study exercise</li> <li>• Triad Practice with coaching / feedback</li> </ul>
<b>Application and wrap-up</b>	<ul style="list-style-type: none"> <li>• Personal reflection, application, and action steps</li> </ul>

**Module Four: Mentoring in a Technical Environment  
WebEx Course Syllabus**

<b>Learning Outcomes</b>	<p>At the end of the module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Clearly leverage the definition of development within the framework of organizational culture and expectations</li> <li>• Use skills and techniques designed to support a healthy, interactive mentor/mentee relationship</li> <li>• Provide behavioral feedback</li> </ul>
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<b>Content</b>	<b>Activities and Outcomes</b>
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<b>Pre-Work: Can Include:</b>	Mentor Self-Assessment
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<b>Module Overview</b>	
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• An introduction to the module, agenda review, learning objectives</li> </ul>
<b>Why Mentoring?</b>	<ul style="list-style-type: none"> <li>• The importance of mentoring as a technical leader</li> <li>• Mentoring within the context of the Four Stages Model</li> <li>• Mentoring and Capacity Building</li> <li>• Your mentoring experience</li> </ul>
<b>The Mentoring Relationship</b>	<ul style="list-style-type: none"> <li>• Tips for your role as mentor</li> <li>• Measuring mentoring success (Four- step process to ensure success within the mentoring relationship: Agree on scope, Determine Targets, Identify Resources, Measure Outcomes)</li> <li>• Case Study exercise</li> </ul>
<b>What can you bring to the Mentoring Relationship?</b>	<ul style="list-style-type: none"> <li>• Debrief of Mentoring Self-Assessment</li> <li>• Part I – Review of comfort level with 12 qualities of a mentoring</li> </ul>

	<p>relationship</p> <ul style="list-style-type: none"> <li>• Part II – Review of characteristics of a mentoring relationship</li> <li>• Scenario Examples</li> <li>• Activity: Creating your Mentor Business Card: Your strengths, strengths you want to gain, hopes, fears, concerns about the mentoring relationship.</li> </ul>
<b>Leveraging your Mentoring Relationship</b>	<ul style="list-style-type: none"> <li>• The 8 Cultural Variables (Communication, Time and Time Consciousness, Acceptance of Change, Authority, Harmony vs. Confrontation, Decision-making, Appearance, Relationships)</li> <li>• The Mentor’s Mindset</li> <li>• Maintaining the Mentor’s Mindset</li> </ul>
<b>Mentoring Best Practices</b>	<ul style="list-style-type: none"> <li>• Summary Activity</li> </ul>
<b>Application and Wrap-Up</b>	<ul style="list-style-type: none"> <li>• Personal reflection, application, and action steps</li> </ul>

**Module Five: Result Oriented Leadership  
WebEx Course Syllabus**

<b>Learning Outcomes</b>	<p>At the end of the module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Clearly articulate a vision for his/her area of responsibility and communicate in a concise, compelling way</li> <li>• Utilize a process for determining actionable steps to bring the vision to life in tangible ways</li> </ul>
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<b>Content</b>	<b>Activities and Outcomes</b>
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<b>Pre-Work: Can Include:</b>	<ul style="list-style-type: none"> <li>• Identify top three business objectives for the year</li> </ul>
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<b>Module Overview</b>	
<b>Setting the Direction: Three Top Business Goals</b>	<ul style="list-style-type: none"> <li>• Identify top three business goals that team/individual need to accomplish.</li> <li>• Establish Priorities</li> <li>• Set Metrics/expected outcomes</li> </ul>
<b>Using the SMART model to get results</b>	<ul style="list-style-type: none"> <li>• Setting SMART Goals (Specific, Measurable, Attainable, Realistic, Time Bound)</li> </ul>
<b>The Leadership Strategy</b>	<ul style="list-style-type: none"> <li>• Reinforcing the Capacity Building Environment</li> <li>• Mobilizing People</li> <li>• Using the TOP Model concept to get results for your team</li> </ul>
<b>Individual Goal Setting</b>	<ul style="list-style-type: none"> <li>• Setting Goals within the Four Stages context</li> <li>• Focusing on Strengths and Opportunities</li> <li>• Aligning for personal Career Best experiences</li> </ul>
<b>Building Credibility</b>	<ul style="list-style-type: none"> <li>• Guideposts for building personal credibility</li> </ul>
	<ul style="list-style-type: none"> <li>• Action step strategy for gaining</li> </ul>

<b>Gaining Commitment to Strategic Goals</b>	commitment to strategic goals <ul style="list-style-type: none"><li>• Case Study exercise</li></ul>
<b>Application and Wrap-Up</b>	<ul style="list-style-type: none"><li>• Personal reflection, application, and action steps</li></ul>

**Module Six: Leading Virtually**  
**WebEx Course Syllabus**

<b>Learning Outcomes</b>	<p>At the end of the module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Apply techniques to continue the development of virtual relationships through effective planning, collaboration and use of technology</li> <li>• Identify how the “differences” engendered through distance, cultural, and functional factors can be leveraged to ensure collaboration</li> </ul>
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<b>Content</b>	<b>Activities and Outcomes</b>
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<b>Pre-Work: Can Include:</b>	No pre-work is suggested for this module.
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<b>Module Overview</b>	
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• An introduction to the module, agenda review, learning objectives</li> </ul>
<b>Challenges of Virtual Management</b>	<ul style="list-style-type: none"> <li>• Challenges of managing virtually and the impact on achieving goals and setting direction</li> </ul>
<b>Virtual Management Techniques</b>	<ul style="list-style-type: none"> <li>• One on One Communications</li> <li>• Group Communications</li> <li>• Cultural Communications</li> <li>• Communicating through Technology</li> <li>• Communicating for Feedback</li> </ul>
<b>Communication Styles within a Virtual Environment</b>	<ul style="list-style-type: none"> <li>• Different communication styles (Leader-Centered and Team-Centered)and impact on virtual management</li> <li>• Communicating up and down virtually - Influencing internal resources</li> </ul>

<b>Communication Planner</b>	<ul style="list-style-type: none"><li>• Analysis of personal communication style</li><li>• Developing effective messages using Novations Grid method</li></ul>
<b>Strategy for Managing Virtually</b>	<ul style="list-style-type: none"><li>• Action step strategy for communicating and managing virtually</li><li>• Case Study exercise</li></ul>
<b>Application and Wrap-Up</b>	<ul style="list-style-type: none"><li>• Personal reflection, application, and action steps</li></ul>

Module Seven: Contributing as a Strategic Leader  
WebEx Course Syllabus

<b>Learning Outcomes</b>	<p>At the end of the module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Clearly articulate functional/personal goals as they support organizational goals and daily activities</li> <li>• Identify the internal and external factors that impact success</li> <li>• Use a process for developing a strategic plan derived from established organizational goals and direction</li> <li>• Identify activities, resources, developmental next steps required in order to achieve his/her strategic plan.</li> </ul>
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<b>Content</b>	<b>Activities and Outcomes</b>
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<b>Pre-Work: Can Include:</b>	<ul style="list-style-type: none"> <li>• Internal Project based on defined business objectives.</li> </ul>
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<b>Module Overview</b>	
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• An introduction to the module, agenda review, learning objectives</li> </ul>
<b>Establishing Organizational Goals and Direction</b>	<ul style="list-style-type: none"> <li>• Influencing organizational direction and establishing strategic business objectives</li> <li>• Completion of the Organizational Profile Part 1</li> </ul>
<b>Communicating Organizational Goals and Direction</b>	<ul style="list-style-type: none"> <li>• Developing, communicating and implementing a strategy for achieving goals</li> <li>• Measuring performance results</li> <li>• Importance of establishing a feedback channel</li> </ul>

<p><b>Identifying Resources</b></p>	<ul style="list-style-type: none"> <li>• Analysis of strengths, opportunities and challenges for the team in achieving results</li> <li>• Completion of the Organization Profile Part 2</li> </ul>
<p><b>Individual Business Assessment</b></p>	<ul style="list-style-type: none"> <li>• Analysis of areas of alignment</li> <li>• Analysis of critical success factors</li> <li>• Potential adjustments to the strategy (plan)</li> </ul>
<p><b>Influencing Internal Resources</b></p>	<ul style="list-style-type: none"> <li>• Action step strategy for influencing internal resources</li> <li>• Case Study exercise</li> </ul>
<p><b>Application and Wrap-Up</b></p>	<ul style="list-style-type: none"> <li>• Personal reflection, application, and action steps</li> </ul>

**Module Eight: Leading for Success Across Global Cultures**  
**WebEx Course Syllabus**

<b>Learning Outcomes</b>	<p>At the end of the module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Explore perceptions about diverse cultures</li> <li>• Address the scope and key components of culture</li> <li>• Identify cultural filters and their impact on thoughts, behaviors and interactions</li> <li>• Explore cultural styles vs. stereotypes and judgment</li> <li>• Manage cultural differences (techniques and application practice)</li> </ul>
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<b>Content</b>	<b>Activities and Outcomes</b>
<b>Pre-Work: Can Include:</b>	<ul style="list-style-type: none"> <li>• Personal Cultural Assessment</li> </ul>

<b>Module Overview</b>	
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• An introduction to the module, agenda review, learning objectives</li> </ul>
<b>The Business Case for leading successfully across cultures</b>	<ul style="list-style-type: none"> <li>• The business case for working and leading across global cultures</li> <li>• Applying Stage 3 and 4 leadership behaviors across global cultures.</li> <li>• Understanding our own perceptions about cultures to lead an effective intercultural environment.</li> </ul>
<b>Perceptions about Diverse Cultures</b>	<ul style="list-style-type: none"> <li>• Define culture and the key components of culture: Relationships, Activities, Time, Environment</li> </ul>

	<ul style="list-style-type: none"> <li>• The intercultural challenges of leading in a global economy</li> <li>• Debrief of Personal Cultural Assessment results</li> </ul>
<b>Cultural Styles vs. Stereotypes and Judgment</b>	<ul style="list-style-type: none"> <li>• Identifying personal cultural filters and their impact on our thoughts and behaviors towards differences</li> <li>• Using the Tolerance Scale to explore our beliefs and ideas</li> <li>• Impact of biases and assumptions</li> </ul>
<b>Managing Intercultural Differences</b>	<ul style="list-style-type: none"> <li>• The Awareness Spectrum model</li> <li>• Using the model to manage intercultural communication</li> <li>• Applying the Awareness Spectrum to plan a strategy for your intercultural challenge</li> </ul>
<b>Leading in an Global Environment</b>	<ul style="list-style-type: none"> <li>• Setting vision and direction thru the Awareness Spectrum</li> <li>• Acting as a Change Agent to drive effective behaviors cross-culturally</li> <li>• Case Study exercise</li> </ul>
<b>Application and Wrap-Up</b>	<ul style="list-style-type: none"> <li>• Personal reflection, application, and action steps.</li> </ul>