

The INCOSE Institute for Technical Leadership



“A development program for active INCOSE members seeking to improve their leadership skills in an open, collaborative environment.”

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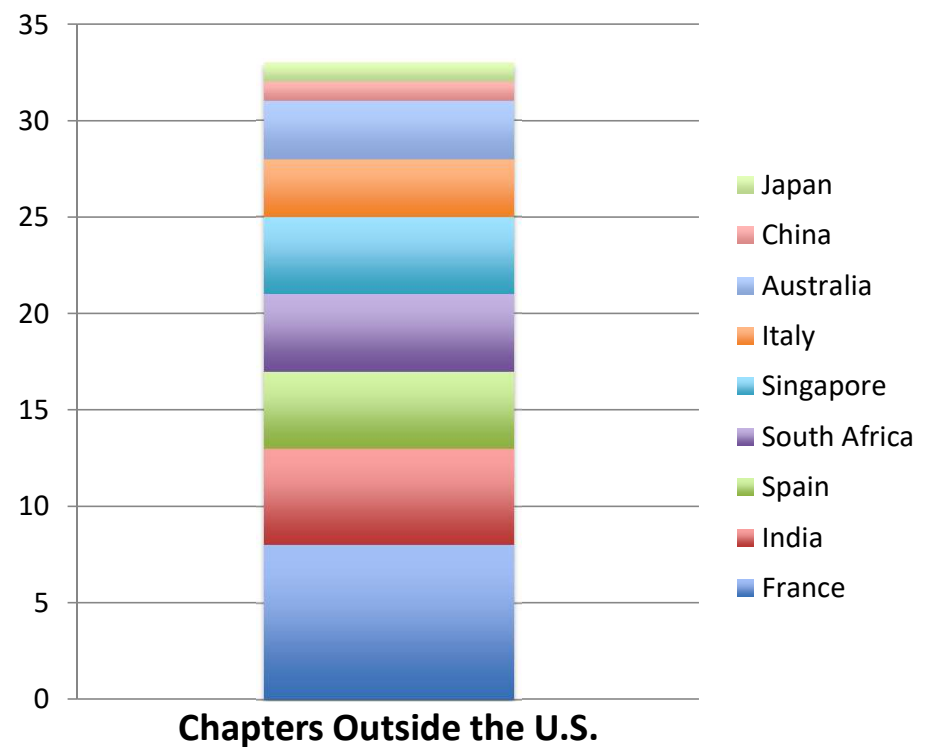
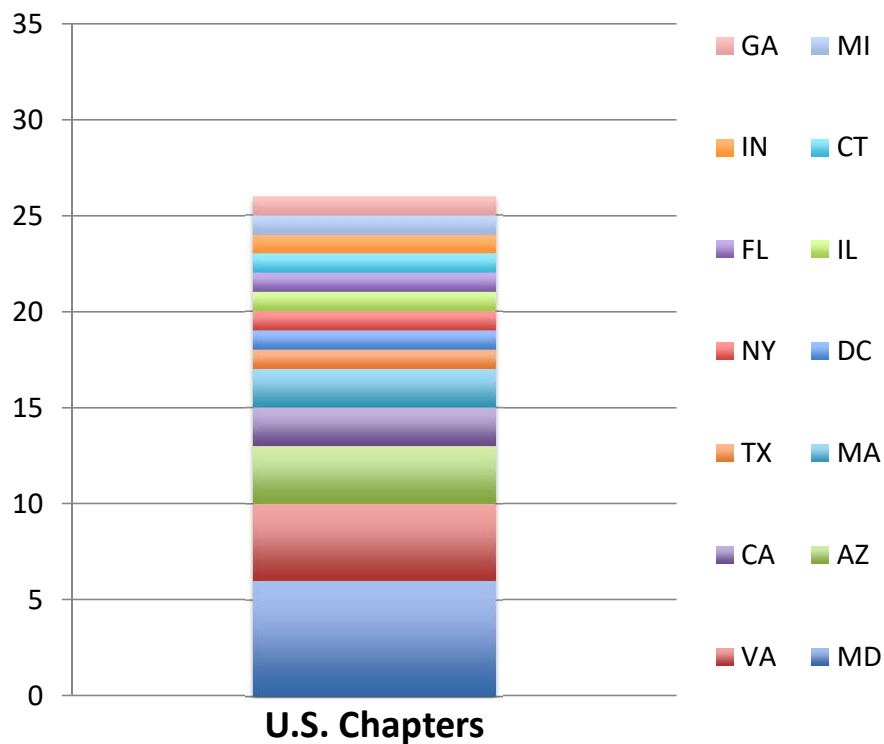
TLI Vision

- **INCOSE** has a growing pool of leaders to draw on and an enhanced international reputation for SE leadership
- **Individual members** become more capable leaders and join an international network of systems engineering leaders
- **Sponsoring organizations** obtain non-proprietary, tuition-free technical leadership training for future SE leaders



A Growing Network of Technical Leaders

59 members, 5 continents, 9 countries and 14 U.S. states!



Cohort 1

Formed: IS 2015; Inducted: IS 2017



SE Technical Leadership Model

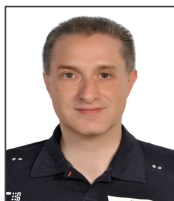
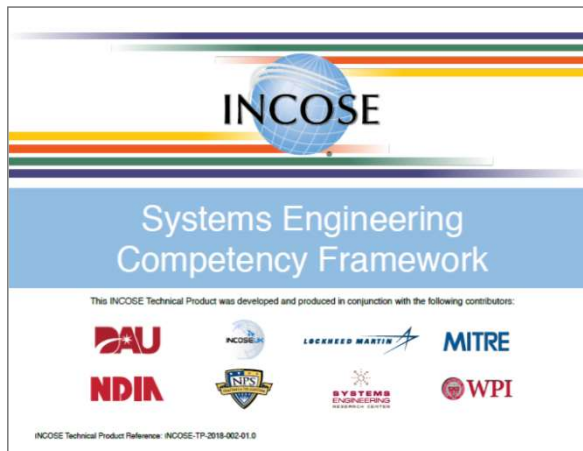
*Ref: Godfrey, "Building a Technical Leadership Model,"
Invited Paper, IS 2016*

- Hold the vision
- Think strategically
- Foster collaboration
- Communicate effectively
- Enable others to be successful
- Demonstrate emotional intelligence



Cohort 2

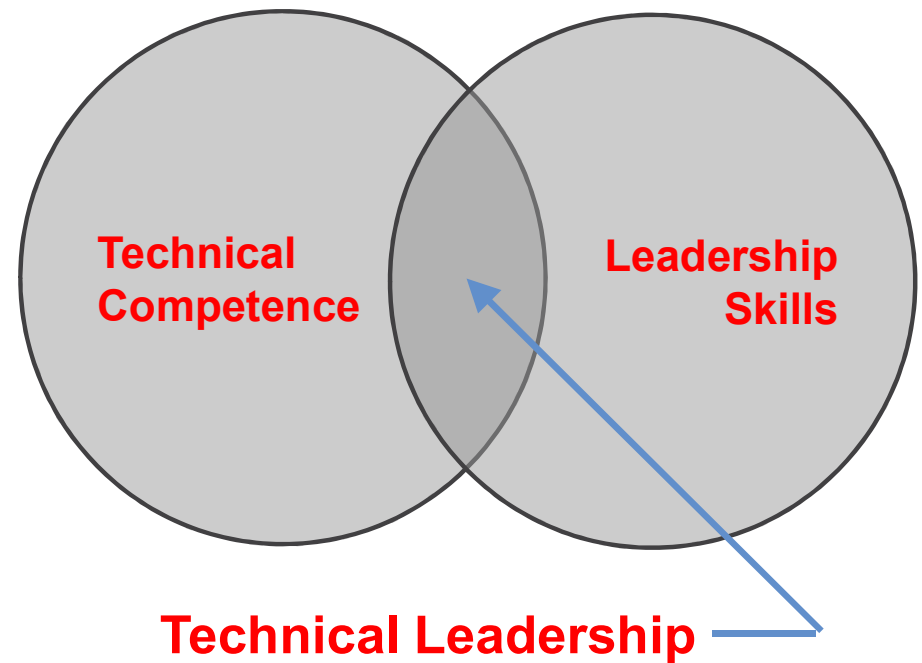
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PROFESSIONAL COMPETENCIES	
Core SE principles	Behavioral competencies well-established within the Human Resources (HR) domain. To facilitate alignment with existing HR frameworks, where practicable, competency definitions have been taken from well-established, internationally-recognized definitions rather than partial or complete re-invention by INCOSE.
Professional Competencies	<p>Communications The dynamic process of transmitting or exchanging information;</p> <p>Ethics and Professionalism The personal, organizational, and corporate standards of behavior expected of systems engineers;</p> <p>Technical Leadership The application of technical knowledge and experience in systems engineering together with appropriate professional competencies;</p> <p>Negotiation Dialogue between two or more parties intended to reach a beneficial outcome where difference exist between them;</p> <p>Team Dynamics The unconscious, psychological forces that influence the direction of a team's behavior and performance;</p>
Technical Competencies	
SE Management Competencies	<p>Facilitation The act of helping others to deal with a process, solve a problem, or reach a goal without getting directly getting involved;</p> <p>Emotional Intelligence The ability to monitor one's own and others' feelings and use this information to guide thinking and action;</p>
Integrating Competencies	<p>Coaching and Mentoring Development approaches based on the use of one-to-one conversations to enhance an individual's skills, knowledge or work performance.</p>

Cohort 3

Formed: IS 2017...



Cohort 4

Formed: IS 2018...



Experiments in Leading through Influence

Five Types of Power

- **Physical power** is the self-evidently primitive and, unfortunately, often ultimate power, as expressed in fighting and in war.
- **Resource power** is that which derives from one person having a resource that the other wants or needs – usually but not always money.
- **Positional power** is an authority awarded to a person by the organisation.
- **Expert power** is that which derives because you have knowledge or a skill that is needed.
- **Personal power** is that which derives from the personality of an individual.