



# Frequently Asked Questions about the INCOSE Technical Leadership Institute

January 2023



# What differentiates the Technical Leadership Institute from other leadership programs?

- Two-year structured component of the experience is **ever-evolving**
- **Adapt** based upon what each multi-domain, multi-organization, multinational cohort brings
- Create a shared journey where we are **“learning together”**
- Apply **probe-sense-respond** to learn in the complex endeavor of technical leadership
- Develop **experiential learning** stimulated by curriculum fed by individual efforts and cohort synthesis
- **Complements** but does not replace, MBA programs, corporate leadership development, or management training

## REPRESENTATIVE KICKOFF WORKSHOP 19-23 JUNE 2023 (15 HOURS)

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
TLI Introduction and Workshop Kickoff Self-Aware Leader Leading through Influence Breakout Team Instructions	Breakout Teams	Breakout Team Reflection Complexity and Uncertainty Storytelling and Active Listening Breakout Team Instructions	Breakout Teams	Introduction to Mentoring Shared Model Building

## REPRESENTATIVE Q3 WORKSHOP 15-19 JANUARY 2024 (15 HOURS)

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Interpreting Your 360-Degree Feedback Your Learning Journey – Chapter 2 Understanding Cognitive Biases	Breakout Teams	Breakout Team Reflection Diversity, Equity, and Inclusion Why is Cynefin Relevant? Breakout Team Instructions	Breakout Teams	Breakout Team Reflection Shared Model Building as Sense-Making Your Learning Journey Continued

**Personal Journeys**

**Key Characteristics**

**Shared Model**

Team Member Name	Why did you choose this experiment?	What was the experiment trying to achieve?	What were some of the experiment details?	What were the Results?	Did it still feel safe after the experiment (Yes/No/Other - Details)?	What will you do following this? (Continue, Stop, Other?)
Andrew Murrell	New assignment as Leader of a Larger team raised questions on limitations of personal experience	Improve team engagement to solve more ideal solutions	Half suggesting my own solution at the start of a problem and solicit Team Feedback before presenting ideas	I felt I had less control, however the team was more empowered on ownership. Tasks did begin to slip	Other, did not receive a boolean solution, conclusion ongoing	Continue to monitor the outcome, if schedule does not receive add additional team steering to discuss
Alexander Chang	Mentoring activities in Real world are going to be incredibly manual and prone to error most of which control needed to reduce my workload	Signify core team members around a schedule and overall goal of the effort	Team members and owners to differentiate between responsibilities and to ensure that the team is working together and not just working in parallel	It is difficult to manage a team with the skill set needed as an AI. Some have gone back to using tools and methods for managing teams have completely changed the way of managing the virtual world and the entire system. Have seen additional approach and personally provide more understanding with respect of the project goals.	Yes, Experiment was conducted within an experimental environment and participants were comfortable and enjoying the full of learning and testing.	Continue. First other opportunities for the team, look perhaps in writing up the existing process and structure, as the reaction
PJ Parra-John	The experiment took a safe way for me to receive feedback and group learning opportunities in a structured and well understood format.	Learn change need to improve team working and better meeting and delivery	The experiment was designed to provide a safe environment for team members to share their experiences and learn from each other in a structured and well understood format.	On time with acceptable quality submission and clear improvement in displayed confidence throughout the process	Yes, Experiment was conducted within an experimental environment and participants were comfortable and enjoying the full of learning and testing.	Continue. First other opportunities for the team, look perhaps in writing up the existing process and structure, as the reaction

**Technical Leadership of Virtual and Remotely Distributed Teams**

Francisco Diaz  
Cherish (Megan) Avery-Obayemi  
Elena Gallego  
Thais Gungor  
W. Patrick Kemp  
Larkwood Martin Spore  
Alexandra M. Johnson  
Mark McJohn  
The Aerospace Corporation  
Sean McCoy  
Tara Technologies, Inc.  
Allen Wright  
Tara Corporation  
Michele Antonica, Inc.  
Alex Zimm  
BAE Systems Inc.

**More Contributions —→ More Benefits!**



# How much will participation in the INCOSE Technical Leadership Institute cost?

There are **no required costs** for participation in the Technical Leadership Institute

- The Institute charges **no tuition**. Coaches donate their time and workshop materials are provided free of charge
- All Cohort 9 workshops will be delivered virtually, so **no travel costs** will be required
- Additional collaboration utilizes remote collaboration tools at **no cost** to the participants

Participants are **encouraged** to participate in at least one IS or IW during the initial two-year experience to meet with their TLI colleagues and broaden their connections across INCOSE

- Participation in IS/IW requires normal member registration fees and travel and living costs to the venue when participating in person



# How much time is required for participation in the Technical Leadership Institute?

- Participants are required to participate in approximately **40 hours of scheduled online activities in year one** and **20 hours in year two**
- Participants are also expected to invest additional time working on **individual and team projects** throughout the initial two-year experience
  - Time spent on projects is scheduled at the discretion of the participants
  - The more time and energy participants invest in projects, the more benefit they derive
  - Actual time invested varies from a few hours per week to several hours per month
- Participants are encouraged to participate in **one IS or IW** during the initial two-year experience
- Participants are expected to put what they learn into practice full time, in their jobs, in their professional activities, and in their private lives.  
**Leadership is best learned through practice!**



# What should participants in the INCOSE Technical Leadership Institute expect to learn?

- Topics covered during workshops include becoming a self-aware leader, leading in the presence of complexity and uncertainty, visioning, leading through influence, leveraging and being a mentor, seeking and responding to feedback, understanding cognitive biases, intercultural communications, storytelling, active listening, etc.
- While modules such as these are addressed, the Technical Leadership Institute is **not a training program**. Participants primarily learn through a series of experiences designed to stretch them as leaders and encourage exploration, observation, and reflection in the process.
- Throughout the program, participants are provided with opportunities to discuss their observations and learning not only with coaches but also with others in their own cohort and in other cohorts. Learning from this global network of emerging leaders is perhaps the greatest benefit of participation and has given rise to the Institute tagline **Learning Together**.



# What contributions have members of the Technical Leadership Institute made to date?

- Built a Technical Leadership Model and presented it at IS 2016
- Conducted a technical leadership model “World Café” discussion at IS 2016
- Conducted a panel discussion on Leadership and Management at IS 2017
- Conducted a workshop on Intercultural Communications at IW 2018
- Presented a paper entitled “Experiments in Leading through Influence: Reflections from a Group of Emerging Technical Leaders” at IS 2020
- Presented a paper entitled “Technical Leadership of Virtual and Remotely Distributed Teams” at IS 2021
- Presented a paper entitled “Collaborative Systems Thinking Culture: A Path to Success for Complex Projects” at IS 2022
- Created proficiency level descriptions for the Professional Category in the INCOSE Competency Framework
- Developed a sustainable model for the Technical Leadership Institute
- **Assumed leadership positions on the INCOSE Board of Directors; at technical, sector, and chapter levels; and within their organizations**