



Frequently Asked Questions about the INCOSE Technical Leadership Institute

January 2024



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 17-21 JUNE 2024 (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	Breakout Team Reflection Shared Model Building

REPRESENTATIVE Q3 WORKSHOP 13-17 JANUARY 2025 (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 Shared Model Building as Sense-Making Breakout Team Instructions	Breakout Teams	Breakout Team Reflection Collaboration and Shared Exploration 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 outcomes, if schedule does not receive add additional team steering to discuss
Alexander Chang	Maintaining schedule in final and not too going to be noticeably manual and prone to error risk of being cancelled or delayed to reduce my workload	Signify concise team members around a schedule and overall goal of the effort	Team members and process to differentiate between responsibilities in a team environment and to ensure that everyone is contributing and not oversteering the team's direction	It is clear that anyone in a team with the skill set has used at all. Some have gone back to using tools and methods for solving. Some have completely changed the way of managing the schedule within the team. Some have used additional approach and personally provide more understanding with respect of the priority tasks.	Yes, Experiment was conducted within an intended process, coverage and well participants that understood and enjoying the nature of the learning and testing.	Continue. First other opportunities for the team, look perhaps in settings or working groups and structures, or the direction
PJ Parra-John	Learn change need to be able to respond to an event, learning to be better working with others	The experiment was to see how well the team could work together to solve a problem	The experiment was to see how well the team could work together to solve a problem	On time with acceptable quality submission and clear improvement in displayed confidence throughout the process	Yes, Experiment was conducted within an intended process, coverage and well participants that understood and enjoying the nature of the learning and testing.	Continue. First other opportunities for the team, look perhaps in settings or working groups and structures, or the direction

Technical Leadership of Virtual and Remotely Distributed Teams

Authors: Francesco Dazzi, Chenchen Tang, Eren Özkaya, Mark McJohn, Steve McCreary, Alex Wang, and Leo Zilber

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 10 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
- Time investment in the TLI beyond the initial two-year experience is at the discretion of the individual as they participate in topical engagements and projects based upon their interests and objectives
- 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
- Presented posters entitled “A Systems View of Career Development for Systems Engineering Leadership” and “Future Trends Influencing Technical Leaders and Technical Leadership” at IS 2023
- 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**