



# Frequently Asked Questions about the INCOSE Technical Leadership Institute

January 2026

# 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

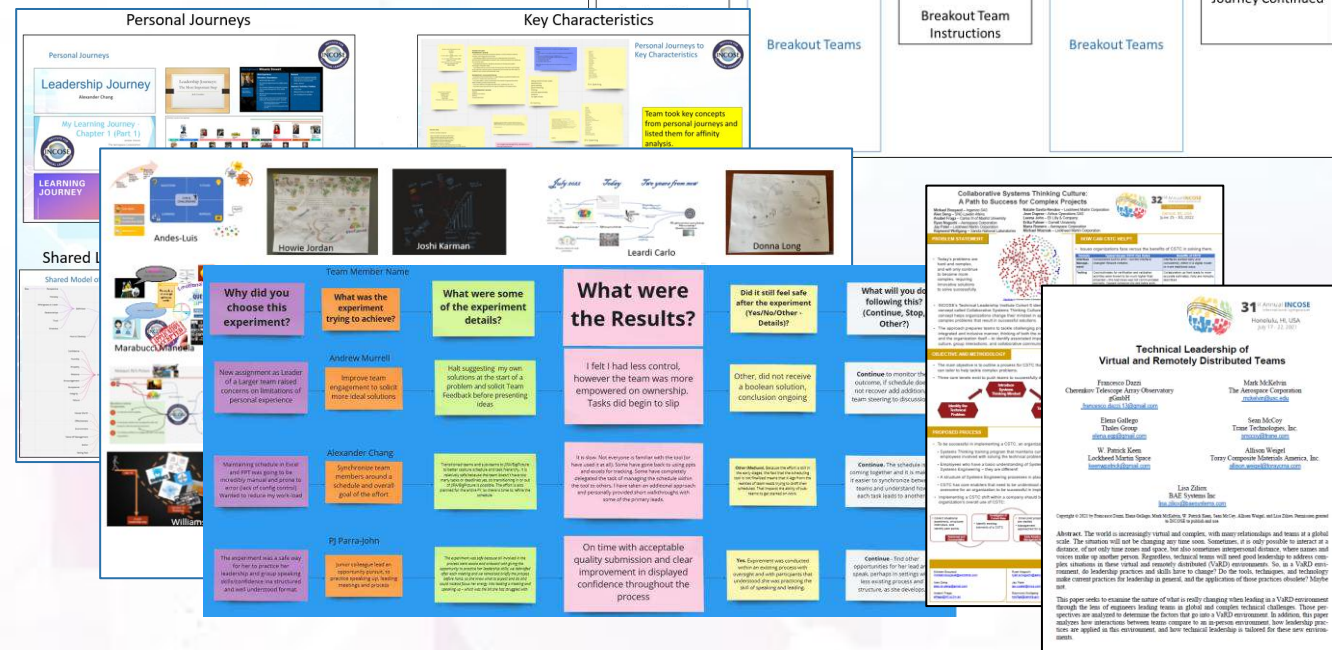
**More Contributions —→ More Benefits!**

## REPRESENTATIVE KICKOFF WORKSHOP 17-21 JUNE 2024 (15 HOURS)

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
TLII 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



The collage displays various workshop outputs and documents. Key elements include:

- Personal Journeys:** A section titled 'Leadership Journey' by Alexander Chang, showing a timeline of learning experiences.
- Key Characteristics:** A section titled 'Personal Journeys to Key Characteristics' showing a team's journey and key takeaways.
- Shared Model:** A section titled 'Shared Model' showing a team's shared model of leadership.
- Technical Leadership of Virtual and Remotely Distributed Teams:** A document titled 'Technical Leadership of Virtual and Remotely Distributed Teams' by Alexander Chang, detailing the challenges and solutions for leading virtual teams.
- Team Member Name:** A section titled 'Team Member Name' showing a team's shared model of leadership.
- Why did you choose this experiment?:** A section titled 'Why did you choose this experiment?' showing a team's shared model of leadership.
- What were some of the experiment details?:** A section titled 'What were some of the experiment details?' showing a team's shared model of leadership.
- What were the Results?:** A section titled 'What were the Results?' showing a team's shared model of leadership.
- Did it still feel safe after the experiment (Yes/No/Other - Details?):** A section titled 'Did it still feel safe after the experiment (Yes/No/Other - Details?)' showing a team's shared model of leadership.
- What will you do following this? (Continue, Stop, Other?):** A section titled 'What will you do following this? (Continue, Stop, Other?)' showing a team's shared model of leadership.



# 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** with coaches donating their time and workshop materials provided free of charge
- All Cohort 12 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 initial two-year experience, 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
- Presented poster entitled “Leading in Uncertainty: A Framework to Improve Performance” 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**