



30th Annual INCOSE International Symposium Virtual Event 20-22 July 2020



Experiments in Leading through Influence: *Reflections from a Group of Emerging Technical Leaders*

**INCOSE Institute for Technical Leadership (TLI)
Cohort 4**

Experiments in Leading through Influence



This paper tells the stories of 17 technical leaders from 7 countries (and 9 time zones) learning together in Cohort 4 of the INCOSE Institute for Technical Leadership



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Louis-Emmanuel Romana (*Airbus, France*), Bradley Spencer (*Nova Systems, Australia*),
Lauren Stolzar (*Grubhub, NY, USA*), Luca Stringhetti (*SKA Organization, UK*), Ming-Wah Tham (*Thales, Singapore*)

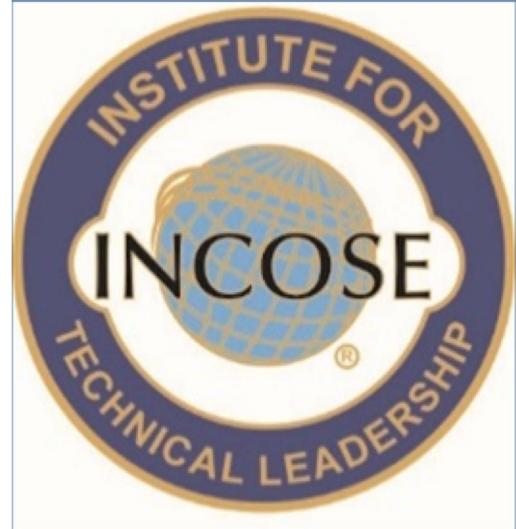
INCOSE Institute for Technical Leadership (TLI)



Chris Browne, CSEP

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

<https://www.incose.org/about-incose/tli>



A special thanks to our TLI Coaches:

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Vignettes in Five Themes



Chris Browne, CSEP

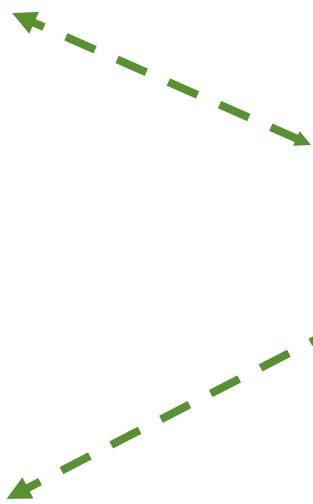
Building Technical
Leadership Awareness

Navigating the Tension
Between Power and Influence

Creating a Group of
Critical Friends

Developing Capacity Around
Transition and Change

Benchmarking Performance
for Shared Development

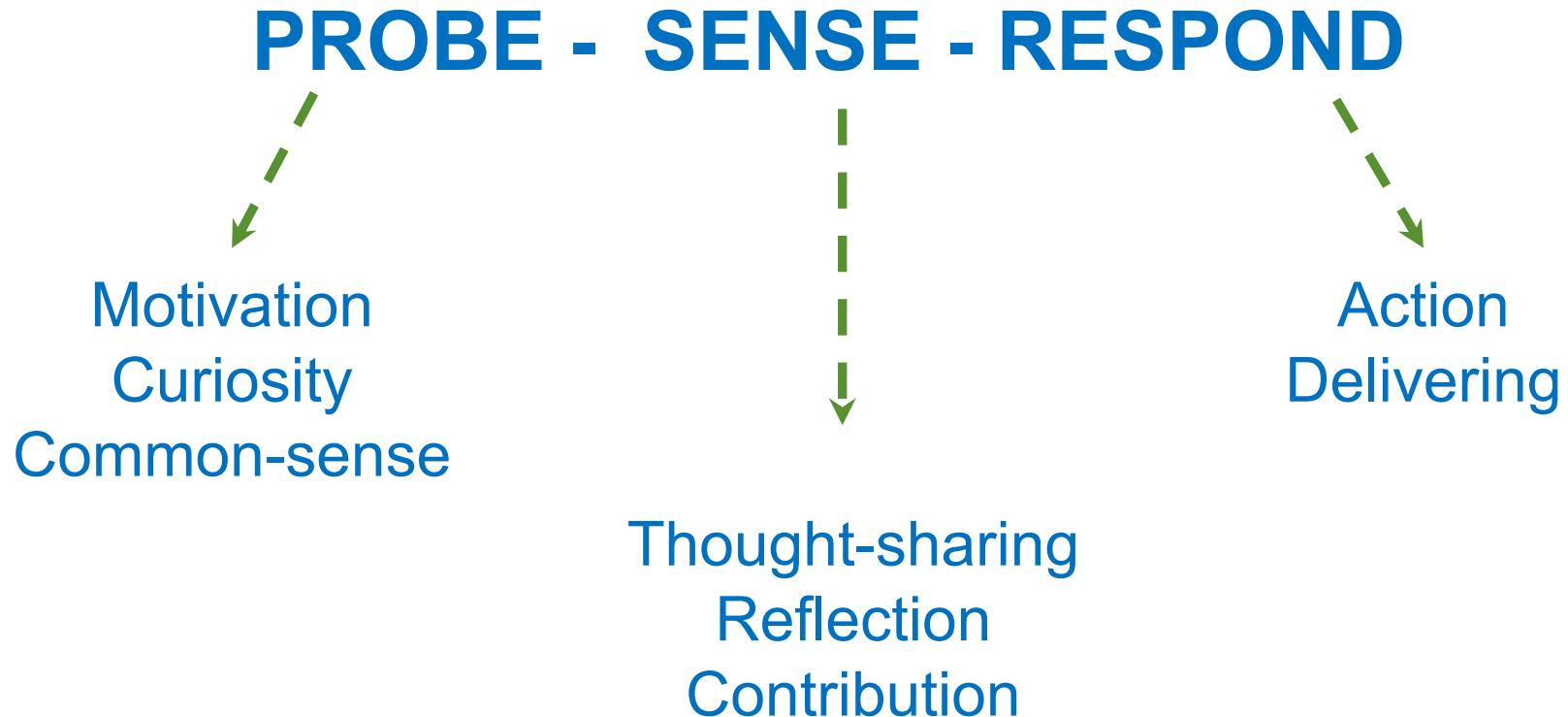


Our Take-away Message



Chris Browne, CSEP

Exploring the Complex Domain of the Cynefin Framework

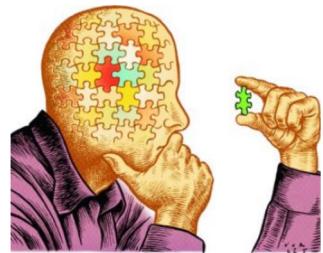


Building Technical Leadership Awareness



Myra Parsons Gross, ESEP

- **Develop Leadership Skills** through self-awareness, network of leaders, and understanding of the context for leadership and influence
- **Maintain awareness** of your leadership skill set, strengths and weaknesses, to facilitate growth as an effective leader
- **Strengthen your tool kit** to effectively influence others in the technical and non-technical domains
- **Value your own technical knowledge**, and build confidence in your own technical acumen
- **Assess your leadership style** and how others perceive you
- **Recognize diversity of thinking** and the importance of alternative leadership approaches



SELF AWARENESS



DIVERSITY

Navigating the Tension Between Power and Influence



David Fadeley, ESEP

- These reflections in **power, personality and influence**, highlight the importance of the technical leader operating in a probe-sense-respond paradigm
- Five types of power (physical, resource, positional, expert, personal) are the cornerstone of our experiments in leading through influence
- Personality types (e.g. DiSC profile of Dominance, Influence, Steadiness and Conscientiousness) of those we seek to influence need to be accommodated as well as an awareness of our own type
- In many cases, an amount of expert power can open a door to an opportunity to influence, but focusing on growing personal power is required to be effective and sustain the influence with key stakeholders



Appropriate Power & Personality Awareness → **Effective Influence**



Benchmarking Performance for Shared Development



Luca Stringhetti

The Leadership Practices Inventory (LPI) focuses on Five Practices of Exemplary Leadership:

- Modeling the Way,
- Inspiring a Shared Vision,
- Challenging the Process,
- Enabling Others to Act,
- Encouraging the Heart.



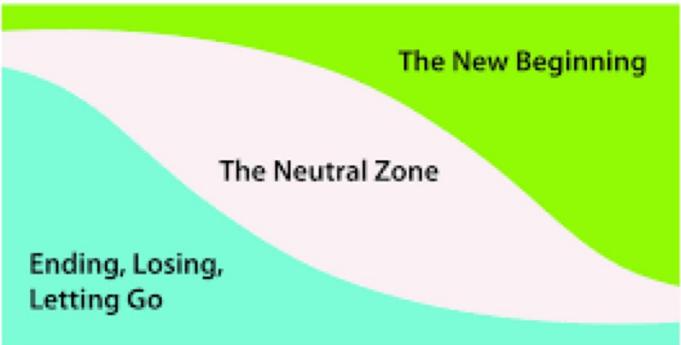
Developing Capacity Around Future Transition and Change



Al Meyer, CSEP

- Technical Leadership is not restricted to the acquisition of “hard” technical skills
- Tailoring communication to employees’ personality profiles
- Leadership skills useful in organization transition periods

- Small experiments with “**probe, sense, respond**” across the organization enable the team to focus around techniques that work
- The importance of constantly changing societal factors to the Technical Leader
- Difficulty of change when context and capability need is moving faster than the organization’s ability to adapt



Creating a Group of Critical Friends



Karl Geist, ESEP- Acq

- **Using networking opportunities** to create a “Group of Critical Friends” can be accomplished through life experiences, work experiences, learning experiences, diversity exposure, and decision making (Lessons Learned, both your and others)
- **Gaining perspective through discussions**, feedback, listening and acting as soundboards for classmates have made us trusted advisors with cultural and personality diversities
- **Performing purpose driven experimentation** using blend of tools and techniques to interpret the world around us while helping overcome human biases in our decision-making process
- **Exposing the importance of taking time to reflect** and think thus helping navigate obstacles in both home and work lives
- **Working with people across cultures** and languages as a global entity can present problems in understanding ideas or solutions because of cultural differences
- **Recognizing when a teammate may have a strength**, where another may have a weakness, allows our process to assign tasking to each of us to lead using our strengths and follow using our weaknesses



Lessons for Technical Leaders in a Global Setting



Chris Browne, CSEP

- Make time to participate
- Stay engaged outside of defined contact points
- Determine end goals and realistic plans to accomplish them
- Control our collective ambition
- **Probe:** Motivation, curiosity and common-sense
- **Sense:** Thought-sharing, reflection and contribution
- **Respond:** Acting and delivering

Reasonably expect to see the INCOSE TLI as a vehicle for influencing future SE leadership

Summary of our Experiments in Leading through Influence



Chris Browne, CSEP

Building Technical
Leadership Awareness

Navigating the Tension
Between Power and Influence

Creating a Group of
Critical Friends

Developing Capacity Around
Transition and Change

Benchmarking Performance
for Shared Development

*Requiring motivation, curiosity, common sense,
thought sharing, reflection, contribution, and action to deliver*



Questions?

