



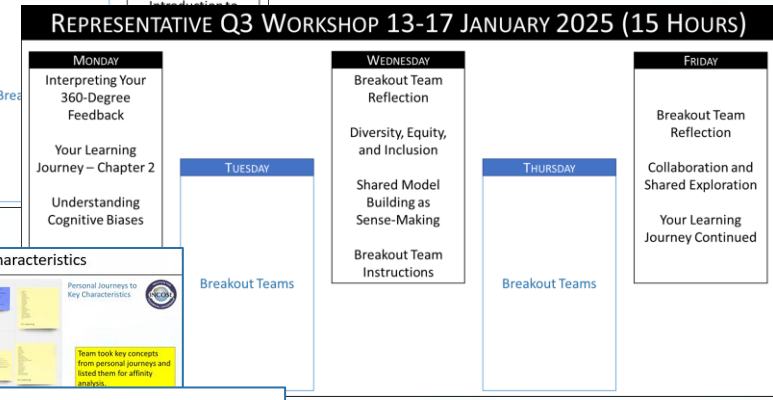
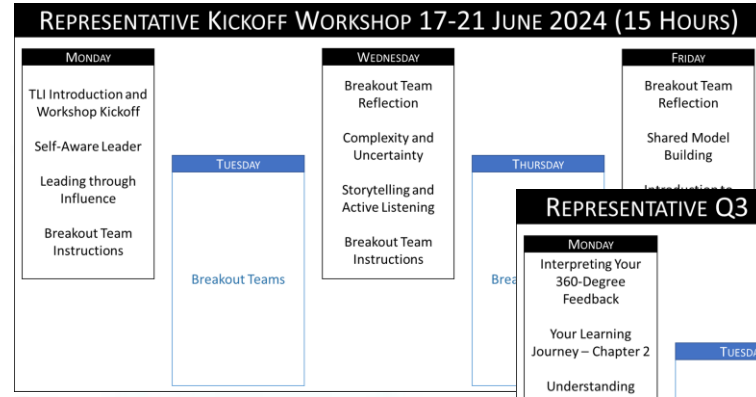
Frequently Asked Questions about the INCOSE Technical Leadership Institute

January 2025



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



Personal Journeys

Leadership Journey
Alexander Chang

My Learning Journey, Chapter 1 (Part 1)

LEARNING JOURNEY

Shared Model

Key Characteristics

Personal Journeys to Key Characteristics

Team took key concepts from personal journeys and used them for affinity analysis.

Breakout Teams

Team Member Name

<p>Why did you choose this experiment?</p> <p>Marabouo Linares</p> <p>New assignment as Leader of a Larger team raised questions on limitations of personal experience</p>	<p>What was the experiment trying to achieve?</p> <p>Andrew Murrell</p> <p>Improve team engagement to submit more ideal solutions</p>	<p>What were some of the experiment details?</p> <p>Alexander Chang</p> <p>Significance team members around a schedule and overall goal of the effort</p>	<p>What were the Results?</p> <p>PJ Parra John</p> <p>On time with acceptable quality submission and clear improvement in displayed confidence throughout the process</p>	<p>Did it still feel safe after the experiment (Yes/No/Other - Details)?</p> <p>Leardi Carlo</p> <p>Other, did not receive a boolean solution, conclusion ongoing</p>	<p>What will you do following this? (Continue, Stop, Other?)</p> <p>Donna Long</p> <p>Continue to monitor the outcomes, if schedule does not receive add additional team learning to discuss</p>
---	--	--	--	--	---

Collaborative Systems Thinking Culture: A Path to Success for Complex Projects

32

31

Technical Leadership of Virtual and Remotely Distributed Teams

Francesco Dazzi
Cherish (Tanager) Arroyo-Osorio
Elena Gallego
Thais Gony
W. Patrick Kim
Luis David Marín-Sigüenza

Mark McKeon
The Aerospace Corporation
Sean McCoy
Tetra Technologies, Inc.
Allen Wright
Terra Cosmology Strategic Sciences, Inc.
Luis Zúñiga
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** with coaches donating their time and workshop materials provided free of charge
- All Cohort 11 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**