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## ACTIVATING TECH LEADERS™

# GROWING GREAT TECH LEADERS INTO GREAT PEOPLE LEADERS

High functioning teams create and execute successful strategies in business. These teams are built by tech leaders who collaborate effectively, manage conflict productively, communicate well with others, and skillfully navigate organizational dynamics. Because we come from science and tech backgrounds, we understand that most tech leaders have a keen ability to observe, measure, and analyze. It is also true that many need to better understand the organizational “rules of engagement” and how to work with people to obtain better results.

We activate tech leaders to manage people as well as they manage science and technology. We do this through a comprehensive program of interactive workshops and individual professional coaching developed specifically for tech leaders, with a focus on helping them apply these learnings to their daily management activities in a practical way. Through this novel year-long program, great tech leaders will grow into great people leaders.





## FOUNDATION MODULES

**Leadership Foundations:** Certain core leadership competencies tend to be underdeveloped in tech leaders, who can hit the ground running much more effectively if these are addressed early on in their management careers. The Foundations module addresses the importance of effectively managing people to achieve team objectives, and lays the groundwork for understanding how each core competency is important in increasing leadership competence and effectiveness.

**Motivating Tech Employees:** Employee engagement is critical for driving the commitment to excellence, but many leaders do not understand the critical elements involved in motivating their people. This module will explore effective tools and approaches that motivate employees to meet or exceed organization objectives and help participants have a better understanding of how to create a culture of excellence.

**Delegation:** When workload balance is out of control, a lack of effective delegation is frequently the culprit, and many early stage leaders do not realize how critical it is to delegate. This module outlines the major steps involved in effective delegation, including clear task assignment, holding others accountable, and providing feedback and evaluation. It also includes how to have difficult conversations when a direct report's performance does not meet expectations.

**Political Savvy and Influence:** Many tech leaders prefer to avoid organizational politics and don't understand how critical the role of political savvy both in getting work done and in getting ahead. This module helps to de-mystify concepts such as organizational culture, structure and organizational agility, so that participants understand why, and how, they can get more done through informal networks and cross-functional connections.

**Building Effective Teams:** Most organizations are highly reliant on an effective team structure, sometimes dynamically building and then rebuilding team interactions depending on task. This runs counter to what many tech leaders learned in school, where they operated more independently. This module will explore effective team creation, including common but difficult situations such as utilizing people who don't officially report to the tech leader, who don't know each other, or who are working remotely in other cities or countries.

**Managing Personality Differences:** Leading people requires an understanding of how personality differences affect communication and how they affect overall effectiveness. Participants will learn how to understand their own style, and the styles of others, so that they can leverage personality differences to motivate, manage conflict, and reduce stress.

**Effective Communication:** Many tech leaders underestimate the importance of good communication in getting work done through others. Participants will learn why effective communication is so important, why it is difficult, and how to do it better.

**Conflict and Collaboration:** Many leaders avoid difficult conversations, fearing that they will be time consuming or painful. This workshop offers a productive model for dealing with conflict. Participants will learn how to operate more effectively in moving through conflict to a win-win outcome and how to implement the seven steps of collaboration.

**Developing Direct Reports and Others:** Leaders who do not understand the importance of developing their people end up with followers who have trouble thinking strategically or creatively and cannot move up in management. This module will help participants learn coaching and mentoring tools that aid in the growth and development of their direct reports.

**Managing People Through Transitions:** To thrive is to embrace change, but change is often pushed back in favor of the familiar. This module will focus on articulating the methodologies and best practices for successfully leading technological and business change by understanding the human side of transition management.

## ADVANCED MODULES

**Measuring Leadership Effectiveness:** Highly effective leaders know their strengths and weaknesses through being open to assimilate feedback from others. This module guides participants through their own 360 assessments and helps them create a robust personal leadership development plan from which they can be coached and mentored.

**EI/SI Concepts and Theory:** Social and emotional intelligence is just as important to effective leadership as functional and technical expertise, and it is a learned skill for most people. This workshop will benchmark participants' skill levels in 26 competencies and coach them to be leaders that others want to follow.

**Using Emotions to Improve Personal Performance:** While most people regard their emotions as frequently inhibiting their performance, it is actually possible for emotions to improve one's performance. This workshop teaches participants to identify "performance derailers" that inhibit personal and professional success, how to "decode" the message beneath each major emotion, and the most productive actions to take in response. It is based on a revolutionary new scientific theory of human performance, known as the TENOR™ Method, developed by the Institute for Adaptive Mastery.

**Controlling Your Workload:** Everyone has trouble with out of control workloads from time to time, and some have trouble routinely. This module will deliver tips and tricks to balance the load, including learning to delegate, collaborate, work through systems, and create more effective processes, so that more time is spent in balance.

**Thinking Strategically:** Developing a strategic perspective is what separates average managers from top leaders. Participants will learn how to recognize the big picture, develop a shared vision, and align their organization around robust strategies that deliver results.



## SPECIAL TOPICS

**Hiring and Staffing:** Learning how to recruit, screen, select, and on board technical staff is critical to creating an expert team to deliver results. This module will explore the best practices for hiring and staffing a top-notch team.

**Team Development Powered by Better Practice™:** Getting your project or functional team up and running fast is critical for delivering results. Better Practice™ is a unified management and team performance model developed to build reliable and sustainable project team performance faster and easier. Its purpose is to help you and your team identify and objectify the things that matter together and manage them with grace and agility.

**Project Change Management:** Major technology projects often succeed or fail not just due to the technology itself, but because of effective change management. Participants will learn how to effectively manage sponsors and stakeholders, and how to ensure processes, work teams and communication are designed to support technology implementation.

**Diversity and Inclusion 101:** Diversity of experience, styles, and thinking enables tech leaders to develop creative solutions to customer problems, but it is often overlooked in the corporate environment. Participants will brainstorm methods for increasing corporate resilience and creativity by embracing and nurturing diversity up, down, and across their organizations.

**Fostering Creativity and Managing Innovation:** Managing innovation and fostering creativity are essential in the technology space if a company is to maintain its competitiveness in a global marketplace. This workshop will teach participants specific tools and methods that will help them foster a culture of innovation in their organization.

**Women and Leadership:** Women in technology companies often hit the glass ceiling at lower levels of leadership. This module will help women understand the differences between how men and women tend to think and talk, which is critical to effective and accurate communication that promotes rather than stalls their career. Women will learn how to embrace their authentic voice and integrate empathy and authority into their leadership style.

**Gender intelligence:** Despite the number of women in the workforce, corporate leadership models tend to be oriented toward men, resulting in an enormous waste of leadership potential. This module will explore the common behavioral and cultural differences between men and women that lead to fundamentally different solutions. Participants will learn how to create a robust hybrid culture that integrates the best of each.

