

Soft-Train



*At Soft-Train
Technology Works*

Leadership Skills for IT Professionals (2 Days) ST00031

COURSE GOAL: To provide managers and potential managers the skills for working with technology-oriented personnel and understand their way of thinking in order to better facilitate teamwork in company projects.

PREREQUISITES: None

LEARNING OBJECTIVES:

Upon completion of this course the student will be able to:

- Understand the technology professional's methodology.
- Communicate effectively with technology professionals.
- Manage and lead technology professionals.

KEY TOPICS:

I. The Challenge of Geeks

- A. Geeks, Leadership, and Geek Leadership
- B. Geeks
- C. Who Are Geeks
- D. Why Geeks Matter
- E. The Innovation Imperative
- F. Geeks and Innovation
- G. Leadership
- H. Why Geek Leadership is Different
- I. Geeks Are Different
- J. Geekwork is Different
- K. Power is Useless With Geeks

II. The Context of Geek Leadership

- A. Leaders
- B. Geeks
- C. Geekwork
- D. The Tripartite Relationship
- E. The Organizational Environment
- F. The Sociopolitical and Economic Environment
- G. The Essential Geek
- H. Passion for Reason
- I. Problem Solution Mind Set
- J. Early Success
- K. Joy of Puzzles
- L. Curiosity
- M. Geeks Choose Machines
- N. Self-Expression = Communication
- O. Loyalty to Technology and Profession

III. Groups of Geeks

- A. Geek Work Culture
- B. Geek Subculture
- C. Ambivalence About Groups

- D. Attitudes Toward Procedures and Policies
- E. Geek World Culture
- F. Democracy At Work
- G. Meritocracy at Work
- H. Mania for Play and Pranks
- I. Machismo Everywhere

IV. The Nature of Geek Work

- A. Failure is Normal
- B. Ambiguity Rules
- C. Figuring Out What to Do Can Be Harder Than Doing It
- D. Geekwork is Organized by What You Don't Know
- E. Deep Concentration
- F. What is Work
- G. Subordinates Know More Than Managers
- H. My Work, Our Work
- I. The Problem with Problems
- J. Done is Hard To Do
- K. You Can't Control Creativity
- L. Estimates are Always Wrong

V. Performing Geekwork

- A. Technical Competence
- B. Personal Productivity
- C. Ability to Juggle
- D. Ability to Describe
- E. Ability to Forge Compromises
- F. Ability to Manage Client Relationships
- G. Ability to Manage Technical Teams
- H. Ability to Play Positive Politics
- I. Ability to Help Expand Client Relationships
- J. Ability to Work Through Others
- K. Ability to Manage Ambiguity
- L. Ability to Manage Time Horizons

VI. Content of Geek Leadership

- A. Nurturing Motivation
- B. Providing Internal Facilitation
- C. Furnishing External Representation
- D. Managing Ambiguity

VII. Providing Internal Facilitation

- A. Facilitation VS Control
- B. The Challenge of Facilitation
- C. Establishing and Maintaining Local Work Environment
- D. Creating Community and Culture
- E. Creating Safety for Ideas
- F. Creating Forums for Conflict and Search for Truth
- G. Supporting Conflict Resolution
- H. Valuing Achievement
- I. Defining Physical Space
- J. Being the Therapist
- K. Facilitating Tasks
- L. Allocating Resources
- M. Coordinating Schedules
- N. Coordinating Tasks
- O. Overcoming Obstacles
- P. Arranging Interventions
- Q. Streaming Information

VIII. Furnishing External Representation

- A. Functions of Representation
- B. Acquiring Information
- C. Establishing and Maintaining Alignment
- D. Obtaining Resources
- E. Managing Expectations
- F. Projecting Prominence
- G. Protecting Geeks
- H. Insulating Geeks
- I. Attracting Geeks
- J. Internal Relationships
- K. Peer Organizations
- L. Upward Relationships
- M. External Relationships
- N. Customers

O. Recruiting

IX. Managing Ambiguity

A. Ambiguity Organizes

Geekwork

B. The Hierarchy of Ambiguity

C. What is Environmental

Ambiguity

D. Making Sense of the

Environment

E. The Foundation of Geekwork

F. Defining Purpose

G. Establishing Identity

H. Finding Meaning

I. How the Foundation Supports

Geekwork

J. Supporting Motivation

X. Selecting and Organization

Geekwork

A. Projects

B. The Nature of Projects

C. Why Projectize

D. Processes

E. Team Structure

F. Task Process

G. Risk Management

XI. Uniting Geeks and Geekwork

A. Designing Project Roles

B. Structuring Project Roles

C. Example of Project Roles

D. Managing Assignments

E. Importance of Resource

Allocation

F. Building Effective Teams

G. Making Judgments

H. Defining Done

I. Delineating Quality

J. Rewarding Outstanding

Performance

K. Punishing Poor Performance