

Engineering Leadership for Emerging Leaders

“Leadership skills to accelerate your development and impact”

Offered by the premier Gordon-MIT Engineering Leadership Program, this five-day course is designed to equip you with the skills and perspectives needed to lead yourself and others in today’s engineering and technology environments. You will improve your leadership skills by learning from the latest breakthroughs in the practice of leadership within a program that draws on a variety of teaching methods, especially hands-on learning. Like the practice of leadership itself, this program will be high-contact, high-energy, and consequential.

The transition to becoming an engineering leader is one of the most promising, yet challenging experiences that engineering professionals can face. The promise comes from becoming a new kind of professional; one who can mobilize sometimes-conflicting individuals around a shared vision, solve problems through “real” teamwork, and motivate people to deliver their best results. The challenge comes from learning to work in an entirely new way; from relying solely on oneself to deliver *individual* results to leading others to deliver *collective* results. Herein lies the nature of the delicate relationship between leadership and followership.

During our five-day program, you will:

- Enhance your understanding of the nature of leadership and followership
- Build a foundation of teaming skills
- Develop and deliver an inspiring and shared vision
- Discover new ways to lead and motivate others in technical environments
- Gain support for your ideas in environments characterized by conflicting stakeholder needs
- Learn to manage conflicts through negotiations and constructive dialogues

Who should attend:

This course is designed for engineering, science, and technology professionals with less than 15 years of experience who are leading others for the first time, or aspiring to do so. Those who attend usually include: engineers, research scientists, managers, project or product managers, directors, crew chiefs, members of technical staffs, and technical leads.

Computer Requirements:

Laptops/devices with word processing capability are recommended. Advance materials may be sent by email or posted to the MIT Stellar system; please expect an email from the course directors with information about how to access these materials.

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July 27-31 2020 | MIT Campus

Program Schedule

Day One, July 27 — Fundamentals of Leadership for Engineering Professionals

8:30 AM – 9:45 AM: Introduction to program instructors, participants, and learning goals. (Niño and Rahaman)

9:45 AM – 10:00 AM: Break

10:00 AM – 11:30 AM: Fundamentals of engineering leadership: Overview of perspectives on management and leadership and implications for early career professionals. (Niño)

11:30 AM – 12:30 PM: Lunch

12:30 PM – 3:30 PM: Creating a team vision: Review and practice methods for creating a shared team vision. Review "Communicating a Vision" assignment. (Niño)

3:30 PM – 3:45 PM: Break

3:45 PM – 4:15 PM: Introduce group project: Discuss how program participants will form groups to address topics of special interest.

4:15 PM – 5:15 PM: Learning from reflection: Participants review, assess, and document day's key learning. (Niño)

6:00 PM – 8:00 PM: Special Networking Event (light buffet will be provided)

Day Two, July 28 – Stakeholder Leadership in a Global Environment

8:30 AM – 9:45 AM: Achieving collective support in multi-stakeholder environments: Discerning and prioritizing diverse stakeholder needs; Reconciling differences and presenting a unifying vision; Achieving buy-in and support for complex projects and programs. (Magarian)

9:45 AM – 10:00 AM: Break

10:00 AM – 11:30 AM: Achieving collective support in multi-stakeholder environments. (Magarian, cont.)

11:30 AM – 12:30 PM: Lunch

12:30 PM – 2:30 PM: Leading in a multicultural environment.

2:30 PM – 2:45 PM: Break

2:45 PM – 3:15 PM: Reflection: Participants review, assess, and document day's key learning.

3:15 PM – 6:30 PM: Form special interest groups and begin working on group projects.

Day Three, July 29 — Building Teams and Positive Relationships

8:30 AM – 10:00 AM: Creating a motivating environment: Building team drive to act in support of mission, goals, and technical execution. (Martinez)

10:00 AM – 10:15 AM: Break

10:15 AM – 11:30 PM: Feedback and constructive conflict: Explore how to build a culture where communicating feedback can enable excellence and personal growth. (Niño)

11:30 AM – 1:00 PM Lunch and guest speaker

1:00 PM – 2:45 PM: Building teams: Discuss strategies for building strong relationships within teams. (Feiler)

2:45 PM – 3:00 PM: Break

3:00 PM – 3:30 PM: Reflection: Participants review, assess, and document day's key learning.

3:30 PM – 6:30 PM: Groups work on projects and final presentations.

Day Four, July 30 — Leading Oneself and Managing Conflict

8:30 AM – 10:00 AM: Making an Impact: How to be effective as an engineering leader. (Rahaman)

10:00 AM – 10:15 AM: Break

10:15 AM – 12:00 PM: Managing conflict and negotiations: Evaluating your personal conflict management styles and practice negotiation skills. (Niño)

12:00 PM – 1:00 PM: Lunch

1:00 PM – 2:45 PM: Leadership Alignment - Values, Vision and Mission

2:45 PM – 3:00 PM: Break

3:00 PM – 3:30 PM: Reflection: Participants review, assess, and document day's key learning.

3:30 PM – 6:30 PM: Groups work on projects and final presentations.

Day Five, July 31 — Final Presentations

8:30 AM – 10:00 AM: Special topics presentations: Groups will deliver their final presentations on engineering leadership topics of special interest.

10:00 AM – 10:15 AM: Break

10:15 AM – 12:00 PM: Special topics presentations (cont.)

12:00 PM – 1:00 PM: Course reflection: Participants reflect on week's activities, assess program, and receive program certificates.

Adjourn