Developing Your Technical Leadership Skills

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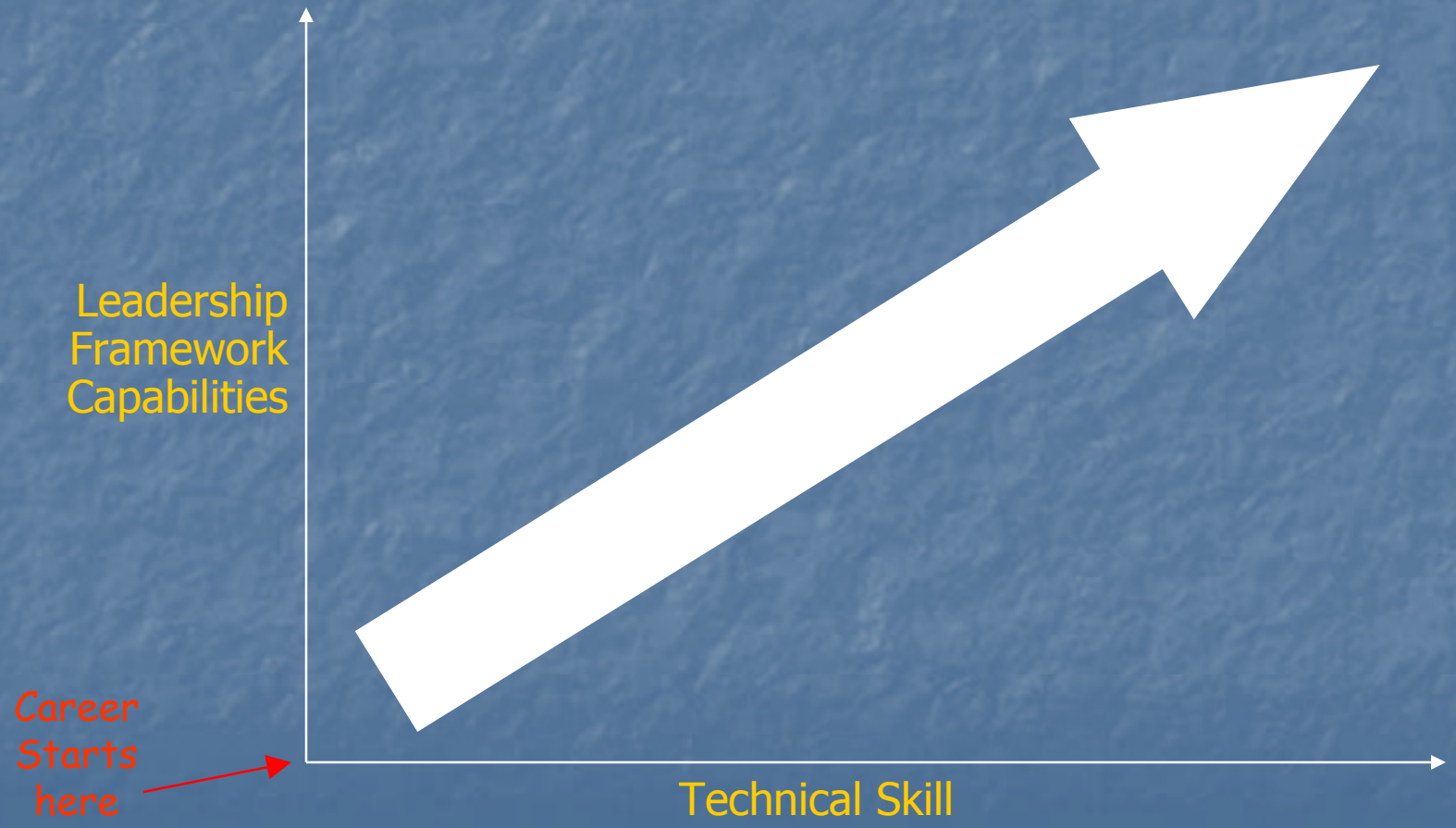
If your actions inspire others
to dream more,
learn more,
do more and
become more,
you are a leader.

--John Quincy Adams

Are leaders born, or are they made?

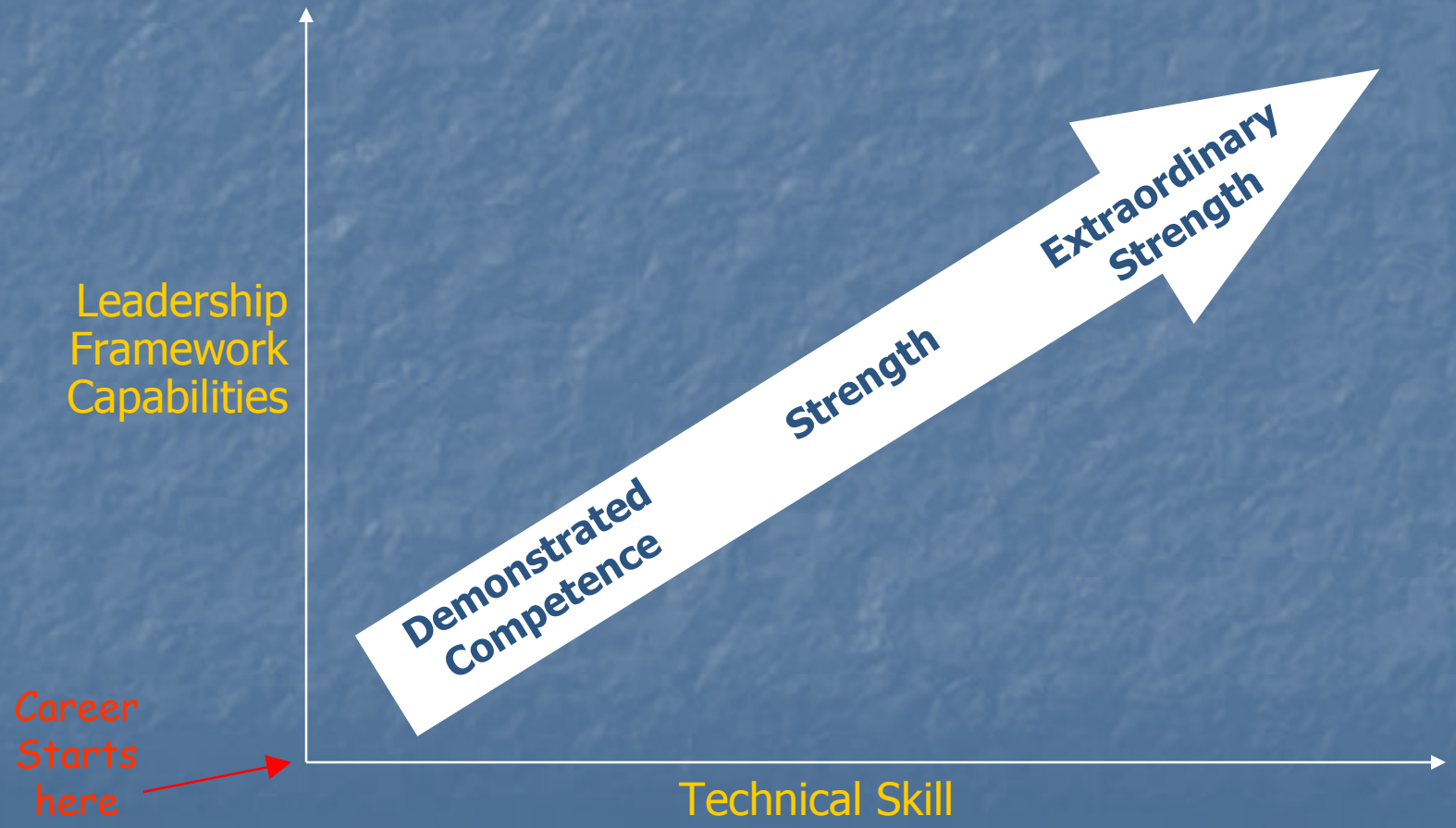
Irrelevant!

Professional Potential Chart



Professional Potential Chart

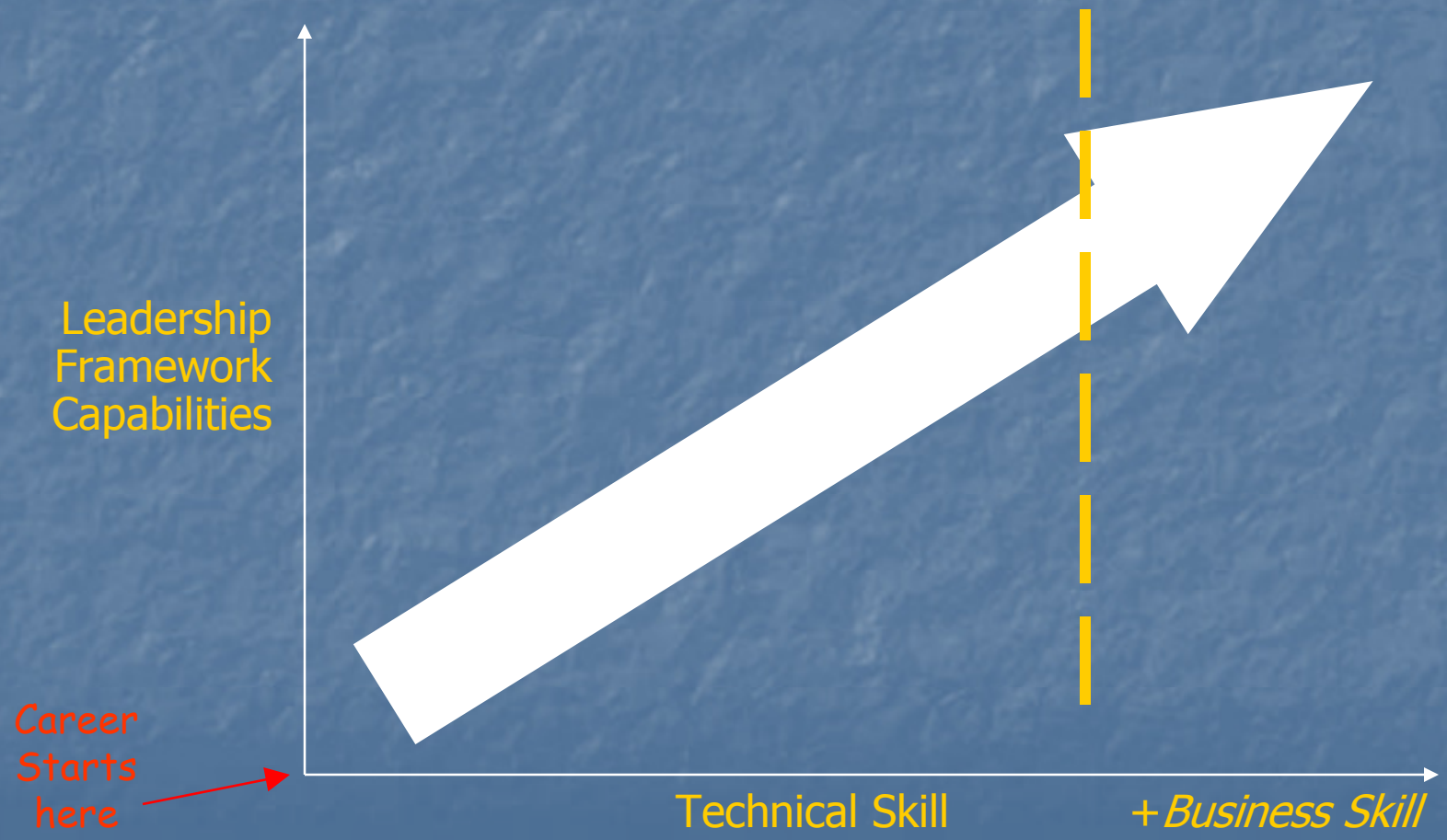
Assessing Your Capabilities



Assessing Your Capabilities
Example: Depth of Technical Expertise

- **Demonstrated Competence**
  Is recognized *in the business unit* for innovative technical advancements (or for adapting methods and usage) in area(s) of expertise
- **Strength**
  Is recognized *above the immediate business unit* for innovative technical advancements (or for adapting methods and usage) in area(s) of expertise
- **Extraordinary Strength**
  Is recognized *in the industry or company for leading* innovative technical advancements (or for adapting methods and usage) in area(s) of expertise

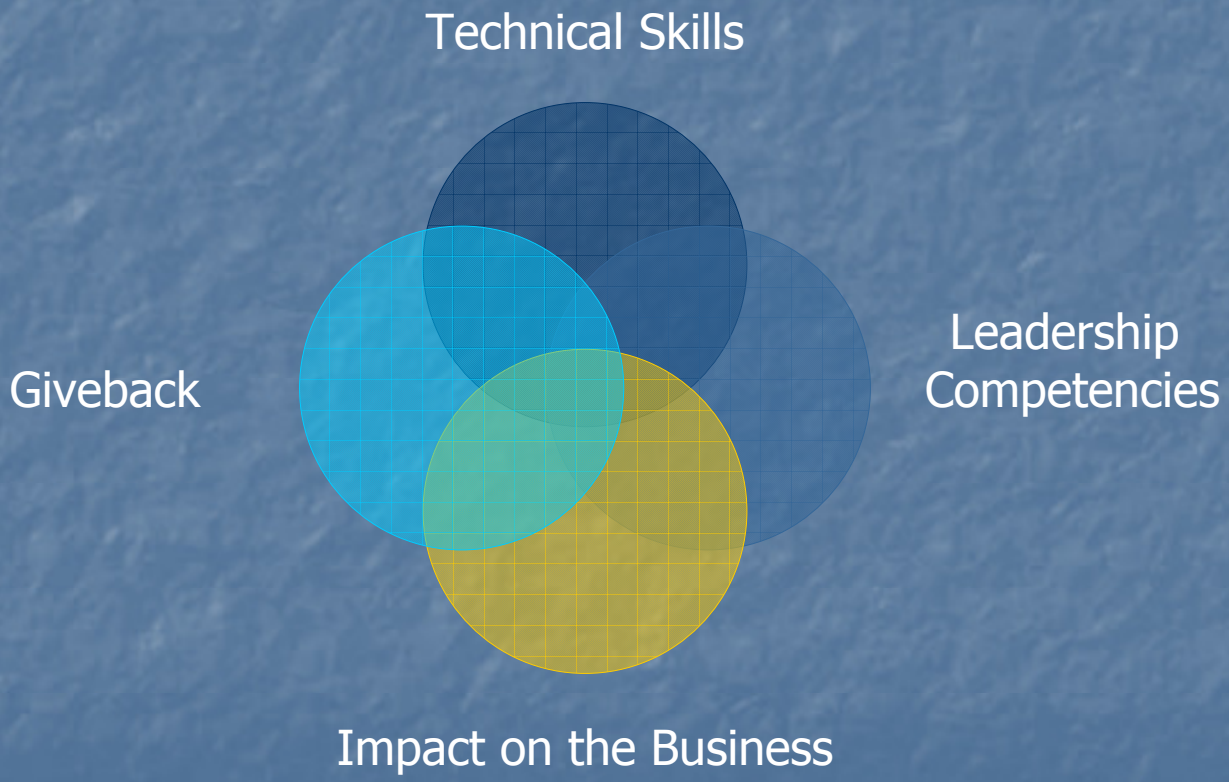
Professional+ Potential Chart



Why Leadership?

- Recognition
- Personal satisfaction
- Opens doors
- Variety of assignments & opportunities
- Challenges
- Advancement & Career growth
- ***Take Control of Your Career***

Professional Leadership Framework



Source: IBM Worldwide IT Architect and IT Specialist Senior Certification Nomination Guide

Leadership Competencies

- Result of IBM study 1996-2004
- 10 core characteristics or behaviors that produce outstanding performance in a given job, role, organization, or culture
- Differentiate between the best and average leaders

Leadership Competencies
Client Partnering

Leaders who exhibit this competency create enduring client relationships based on trust, credibility and relevance.

Leadership Competencies
Embracing Challenge

Leaders who exhibit this competency find complex and challenging situations energizing and get others enthused and focused on the core issues in complex situations.

Leadership Competencies
Earning Trust

Leaders who exhibit this competency develop mutual trust with people inside and outside of their company based on respect, integrity, positive regard and an appreciation of the uniqueness of every person.

Leadership Competencies
Enabling Performance and Growth

Leaders who exhibit this competency anticipate and remove obstacles that interfere with people's ability to deliver value to the client in pursuit of business growth.

Leadership Competencies
Developing People and Communities

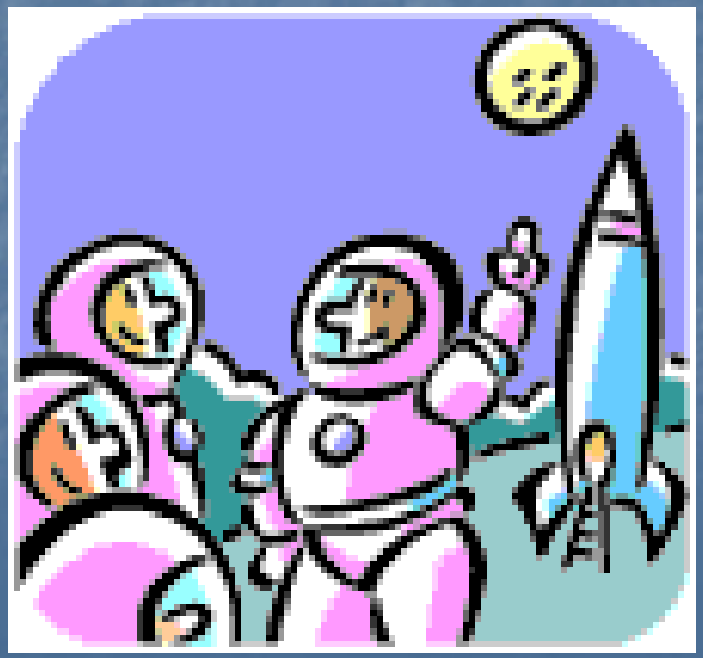
Leaders who exhibit this competency commit significant time and effort to develop themselves and other individuals, teams, and communities in their company to better serve their clients and the world.

Leadership Competencies
Passion for the Business

Leaders who exhibit this competency are passionate about their company's capabilities and opportunities for impacting it's clients and the world, and deeply believe in the quality and breadth of the company's capabilities

Leadership Competencies
Strategic Risk Taking

Leaders who exhibit this competency constantly scan the environment for growth potential and pursue these opportunities tenaciously, even in the face of significant risk and despite resistance.



Leadership Competencies
Informed Judgment

Leaders who exhibit this competency make timely decisions by balancing the need for action with the need for a fact-based perspective that optimizes use of data, intuition and expertise.

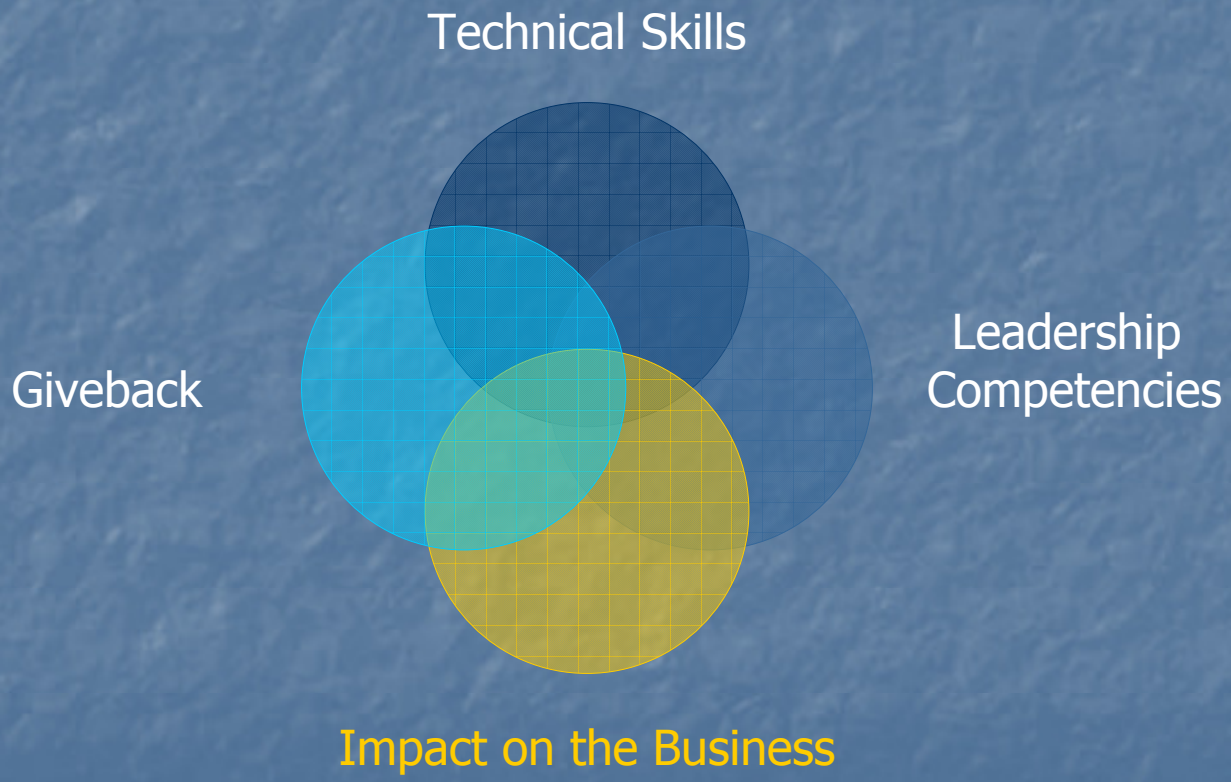
Leadership Competencies
Thinking Horizontally

Leaders who exhibit this competency think creatively and across boundaries, consider the end-to-end client experience and make connections across the various parts of their company, it's partners and it's suppliers to create innovative solutions that deliver value to the client.

Leadership Competencies
Collaborative Influence

Leaders who exhibit this competency actively create and promote cross-boundary integration and collaboration to do the right thing for their company and its clients -- regardless of formal authority.

Professional Leadership Framework



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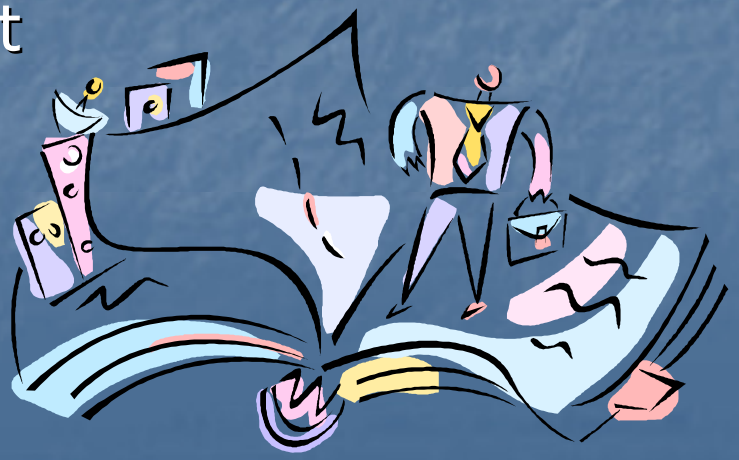
Impact on the Business
Project Leadership

Outstanding technical leaders have…

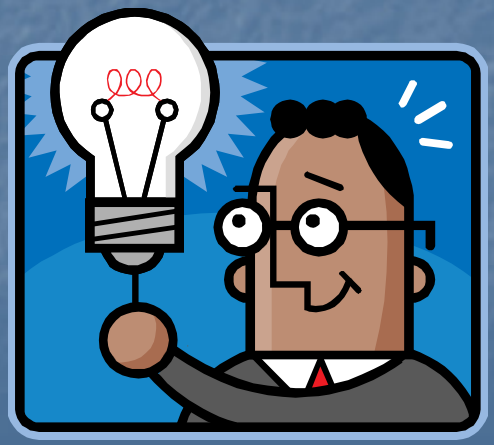
- Demonstrated experience in managing projects of varying scope to successful completion
- Mastered fundamentals of project management
- Strength: Demonstrated technical leadership in projects with significant financial impact, risk or complexity affecting multiple customers or organizations



Impact on the Business
Breakthough Thinking – Creative or Complex Technical Solutions

Outstanding technical leaders...

- Give their peers and associates new insights about how their company and customers can be successful in the marketplace
- See new technological opportunities and market niches that are not obvious to others
- Strength: Thinks of new and creative ways to enhance and expand implementations of existing technology



Impact on the Business
Contribution to the Business

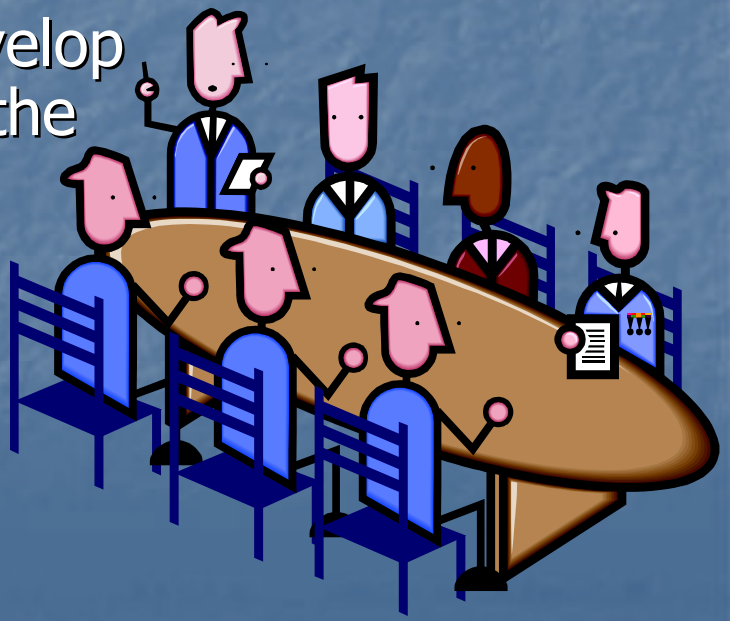
Outstanding technical leaders...

- Show expertise in understanding customer requirements, consistently producing solutions that result in high client satisfaction
- Are significant contributors to their unit's financial and quality goals.
- Strength: Effectively produces and leverages intellectual capital and /or other reusable assets

Impact on the Business
Impact on Strategic Technical Direction

Outstanding technical leaders...

- Influence technical decisions within their organizations and develop technical strategies
- Strength: Work with research, development, manufacturing to develop and integrate new technology into the delivery process
- Extraordinary Strength: Serve as member of corporate technical committees, technology councils, industry advisory councils, etc.



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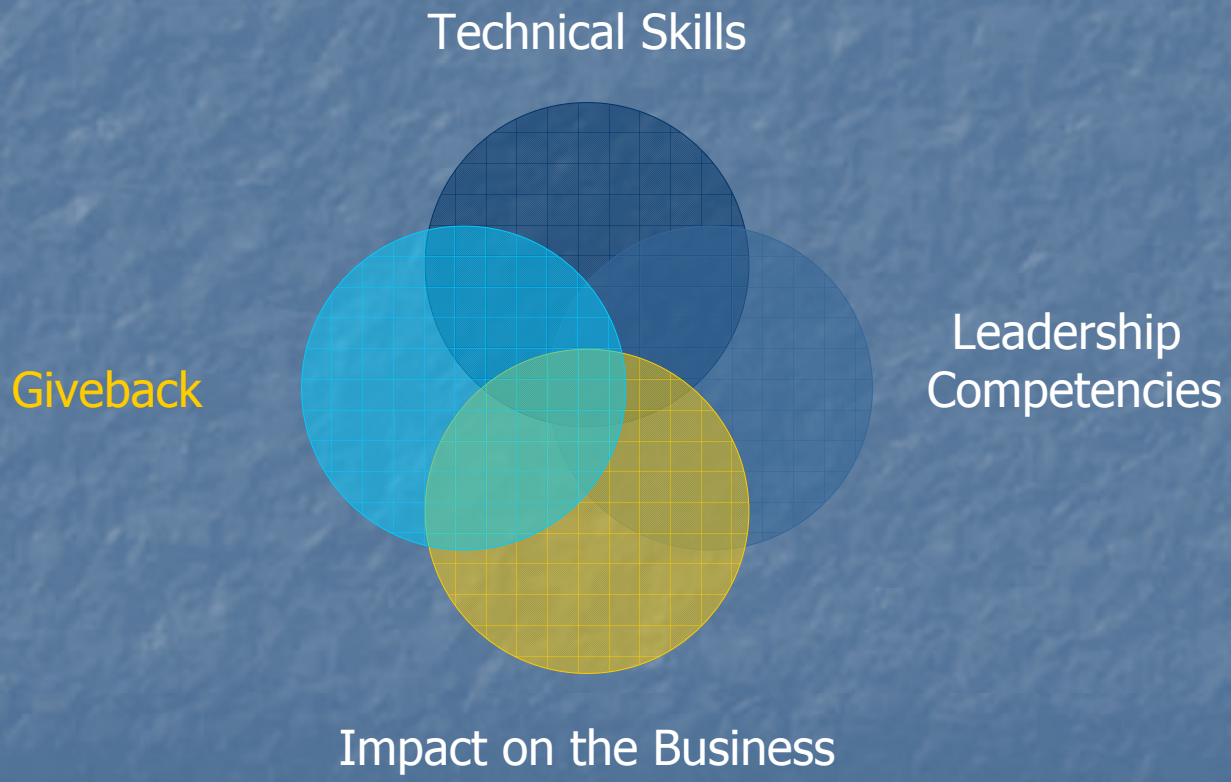

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Giveback
Contributions to the Profession

Technical professionals set themselves apart through their giveback activities

- Instruction
  Entry and advanced training activity
- Mentoring
  Guiding other members of the profession and technical community to develop their professional skills
- Recruitment
  Identification and recruitment of highly technical potential employees
- Certification
  Becoming certified (technical and professional) and participation on certification boards
- Specialized Chair Assignments
  Curriculum development, re-engineering projects, strategy development projects, etc.
- Publications
  Active participation in forums, internal and external publications, tips, etc.
- Leader of Quality Assurance Reviews
  Analyze the technical risk of proposals and give guidance to the project team to prevent the project from getting in trouble

Continuing Skills Development

Continue to expand and enhance your technical *and* professional skills

Classroom

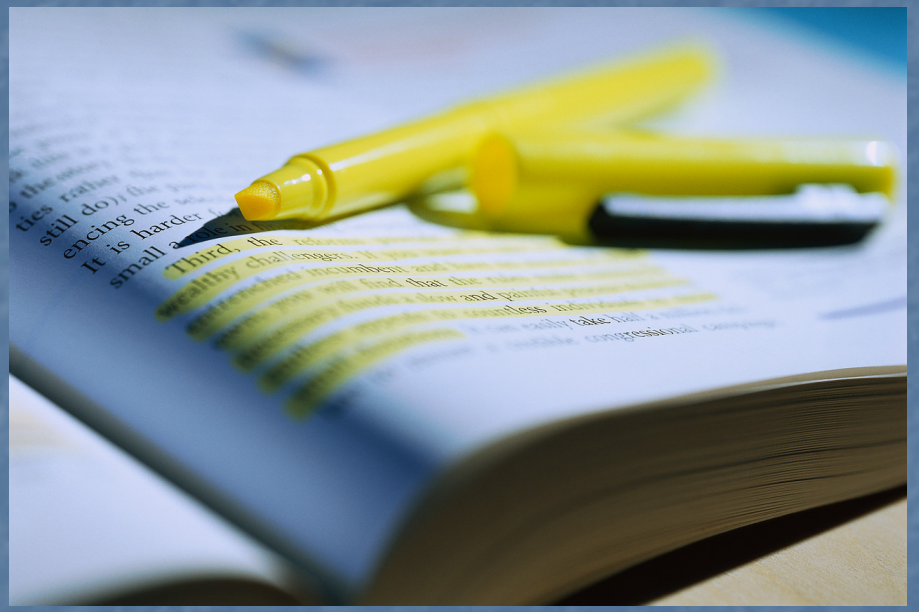
Online Training

Self-Study

Conferences

Residencies

Membership in Professional Organizations



lern, too Write

Learn to write!

It is key to your success as a technical professional

Be Visible

Be Empowered

Inspire