Review of Best Practices for Technical Leadership Development

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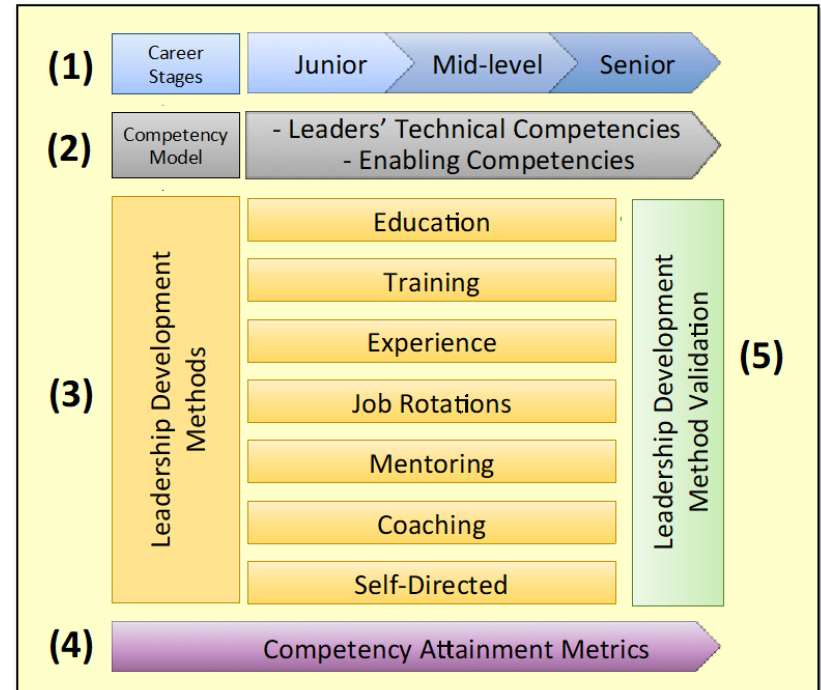School of Systems and Enterprises

Review of Best Practices for Technical Leadership Development from Organizational Benchmarking

Context

- ✈ Part of SERC Technical Leadership Research Topic
- ✈ Co-sponsored by DAU and DASD(SE)
  - Developed a technical leadership development framework
  - Defined three career levels
  - Vetted a set of 24 competencies

Conducted a set of organizational benchmarking visits

Methodology

- ✈ Identified organizations with "best-in-class" reputations for technical leadership development

- ✈ Conducted benchmarking visits with each

- ✈ Interviewed one or more SME managers familiar with the organization's approach to technical leadership development

- ✈ Structured, competency based interview protocol

- ✈ Open-ended discussion

Organizations

- U.S. Navy Quality Management
- ONR
- U.S. Navy Strategic Systems Program
- NAVSEA
- Sandia
- Raytheon Missile Systems

- NASA Marshall Space Flight Center
- DAU Southeast Region
- U.S. Army ARDEC
- Lockheed-Martin
- Gulfstream
- Accenture
- Missile Defense Agency

Caveats

- ✈ Not a human subject study, so no personal data were collected

- ✈ Observations by/opinions of SMEs at organizational level within agency/company

- ✈ Not for attribution at any level

- ✈ Results were incorporated in the TLDF study

Synopsis of Best Practices Found

- Local tailoring

- Emerging leader ownership of process execution

- Evidence based metrics

- HR/line organization/project organization collaborated as equal partners

- Other observations:

  - Starts before first day of work

  - Continuous across career stages

  - All used many methods to impart competencies

Local Tailoring

✈ Tailored geographically

✈ Tailored organizationally

# Emerging Leader Ownership of Process Execution

✈ Tools are provided to emerging leaders to track and manage their own competency attainment

✈ Workshops and group meetings to cement progress and maintain commitment

Metrics from Evidence Based Competency Achievements

- ✈ Competency attainment plotted on spider/radar charts by participant

- ✈ Evidence from tangible achievements noted
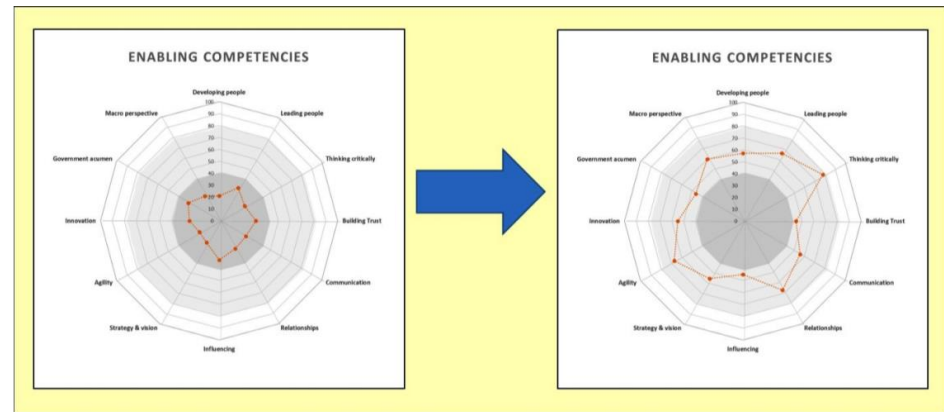
- ✈ 360° Feedback provides quality assessment of claim

- ✈ Process separate from performance assessment and is **not** used to make salary decisions

HR/Line/Project Collaboration

★ Support for leadership development is from executive leadership level

★ HR, functional management, and project management all provide support and encouragement as a team

★ In some cases, these three entities collaborate in assigning emerging leaders to developmental positions

Additional Features

- Application of multiple development methods

- Continuous development across career stages

- Starts before day one
  - "Making the offer sticky"

Acknowledgments

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Dr. Wilson Felder, PI
Dr. Steve Yang, Co-PI
Dr. Katherine Duliba
Dr. Mike Pennotti
Jeffrey Mo

References

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