Master Certificate in Leading High Performance Technical Teams

Leadership & Executive Development

Texas A&M Engineering Experiment Station
Purpose

There is a significant rise in and importance of technical teams in driving strategy and execution. While over 90% of employees view teams as critical, only a mere 23% of them view their own team as effective.

The 40-hour Leading High Performance Technical Teams Master Certificate program offers unique insights into world-class research and best practices on how to build, engage, and inspire teams to drive results! Learn how to influence and communicate with a wide spectrum of technical and non-technical stakeholders and create a team culture where difficult issues, and problems are addressed effectively. Taught by industry veterans and experienced Texas A&M professors this program gives participants access to the latest scientific techniques and resources on how to transform a low or mediocre performing team into a high-performing one.

PARTICIPANTS WILL LEARN TO:

• Launch and lead technical teams that work together to drive results
• Regulate emotions and manage stress
• Shift leadership style as needed to drive team effectiveness
• Communicate effectively with team members
• Influence external teams without formal authority
• Manage interactions with external stakeholders

TARGET AUDIENCE

• Newly appointed managers or team leaders directing technical professionals.
• Experienced managers, who are looking for ways to be more effective and efficient.
• Engineers and other technical professionals aspiring to management and leadership positions

STRUCTURE

12-week program. 2 hours weekly of online faculty webinars paired with self-paced activities

PROCESS

Participants embark on a unique learning experience accessing TAMU’s many years of experience in developing technical teams and engineers:

• Evidence-based and scientific, utilizing world-class techniques in how leaders and teams are developed
• Experiential and immersive, using a wide array of engagement tools such as simulations, psychometric assessments, case studies, and team-based projects
• Social and peer-based, creating a rich learning environment that promotes connection, retention and subsequent application of lessons-learned and techniques in the workplace

CUSTOMIZATION

Contact us to discuss custom leadership training for your company, zoghi@tamu.edu.

DATES

January 12 - April 27, 2021
Live webinars will take place every Tuesday 3:30pm - 5:30pm CST

INVESTMENT

$3,950 per participant

WAYS TO SAVE!

• Early Bird Pricing! $3,450/per person registered before November 15
• Tell a Work Friend! 20% Discount for the 2nd person registered from the same company
Lisa Spence  
*Industry Professor*

Lisa Spence received a BS in Chemical Engineering from Arizona State University, and began work in the nuclear and then petrochemical industries, where she managed projects upgrading operating units from analog to digital instrumentation and control. She transitioned to NASA and began a 32 year career which included assignments as a Space Shuttle instructor, training systems and curriculum development lead for the International Space Station, science program training coordinator for the Shuttle-Mir program in Star City, Russia, training liaison to multiple international partner agencies, integration engineer for EVA training and development at the Neutral Buoyancy lab, and systems and operations integration engineer in the Constellation Program.

Her most recent role was as the Deputy Element Manager for Flight Analogs with NASA's Human Research Program at the Johnson Space Center, providing project leadership and management of multi-million dollar projects for human research conducted in a variety of spaceflight analog facilities. In this capacity, she managed the execution of simulated missions in the Human Exploration Research Analog at the Johnson Space Center, bed rest studies in Cologne, Germany, long duration isolation simulations in Moscow, Russia, and implementation of NASA human research conducted in the National Science Foundation stations in Antarctica.

Armin Pajand  
*Industry Professor*

Armin is senior leadership development consultant and coach with over 15 years of consulting and advisory experience with top institutions and Fortune 500 organizations in the US, Europe and Asia. Armin's experience spans over multiple industries including Higher Education, Energy, Financial Services, Health Care, Technology, Consumer, Utilities, Government and Non-for-Profit sectors. Armin has served as a change advisor and leadership consultant to organizations such as Rice University, Wells Fargo and Farmers Insurance Group. At Farmers Insurance Armin worked exclusively with Farmers’ board of directors and over 800 executives and high potentials across the country. He is a frequent speaker on brain science and leadership and teaches a course on “modern leadership” in the age of complexity at the University of California Irvine Continuing Education that is based on his and his colleagues' research on best in class leaders across the globe.

Dr. Ben Zoghi  
*Texas A&M Professor*

A member of the Texas A&M faculty for 30 years, Zoghi has distinguished himself as a teacher, researcher, and administrator, and has been honored for his teaching excellence by the College of Engineering and The Association of Former Students at Texas A&M. He has been the author and co-author of nine books, over 100 journal and conference papers, and has secured more than two dozen industry-funded projects.

Zoghi earned his Ph.D. in bioengineering/electrical engineering from Texas A&M, his Master of Science in electrical engineering from The Ohio State University and his Bachelor of Science in electrical engineering from Seattle University. Having trained in emotional intelligence for leadership development at Case Western Reserve University, he is accredited by the Hay Group, one of the world’s leaders in developing emotional intelligence competencies, and is also certified by Multi-Health Systems in the Emotional Quotient Inventory (EQ-i 2.0 and EQ 360) assessments.
Launching High Performing Teams (Week 1 – 4)

Through a rich learning experience that includes live online faculty presentations, case studies, small group discussions, simulations, and other exercises, you will learn how to bring your authentic leadership style to teams and communicate confidently. You will also learn skills in designing and launching a high performing team to set the conditions that maximize its chances of success.

WEEK 1

TOPICS
- Driving Vision & Purpose
- Leading from Inside-Out
- Optimizing the Power of Teamwork

HIGHLIGHTS
Kick-off the program with an overview of Texas A&M's Transformational Leadership approach. Leverage your unique leadership style to paint a compelling picture of the vision and strategy that motivates others to action. A sound purpose and inspiring vision for a team fuel commitment and unify efforts.

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Dr. Ben Zoghi
Armin Pajand

WEEK 2

TOPICS
- Communicating Authentically
- Gaining Trust & Support of Others
- Building Collaborative Relationships

HIGHLIGHTS
Teams are built on trust - trust in their leader as well as in each other. Learn how to build credibility and trust, even when there are differences in opinions, points of view, or approaches. Become an authentic leader as you lead from the inside-out and outside-in to empower, motivate, and develop team members.

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WEEK 3

TOPICS
- Launching High-Performing Teams
- Establishing a Shared Mindset
- Valuing Differences

HIGHLIGHTS
High performance teams start with a great launch. Develop the foundations of a high performance team by establishing clear goals, norms, and a team charter that establishes an identity and aligns team members with a collaborative mindset. Make yours the team that everyone wants to be a part of.

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WEEK 4

TOPICS
- Fostering Open, Honest and Complete Communication
- Establishing Receptivity to Candidly Improving Team Processes
- Surfacing Significant Issues Sensitively

HIGHLIGHTS
Leadership is a communicative activity which requires a broad range of skills to ensure open, honest, multi-directional messages are transmitted, understood, and acted on. Develop your communication skills, and enable your team members to confidently share key information, concerns and ideas. Create an inspiring vision that aligns your team internally as well as with the broader organization.

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Leading High Performing Teams (Week 5 – 8)

As digital technology opens up new channels of communication, especially due to the COVID-19 pandemic, in this phase of your learning journey you will be introduced to the concept of emotional intelligence and the importance of establishing constructive collaboration, psychological safety, and trust in teams. You will learn direct and indirect influencing strategies, designed to help you navigate the political landscape of your organization.

WEEK 5

TOPICS
• Becoming an Emotionally Intelligent Leader
• Managing Stress
• Nurturing Relationships

HIGHLIGHTS
Develop a deeper understanding of your own emotional intelligence, including how to perceive and manage emotions in self and others. Learn how effective leaders use EI to make positive impacts on teamwork in areas such as conflict resolution, decision making, and change management. Become the emotionally intelligent leader that motivates others to achieve high performance goals.

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WEEK 6

TOPICS
• Creating a Positive Team Culture
• Transforming a Team from Average to a High-Performance
• Managing Team Dysfunctions Early

HIGHLIGHTS
Extending EI to your team creates a committed and passionate atmosphere, conducive to the psychological safety and trust needed for constructive teamwork. Recognize the team behaviors that foster success, and avoid those that lead to team dysfunctions.

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WEEK 7

TOPICS
• Influencing Stakeholders to Accomplish Team Goals
• Building Broad-Based Relationships and Support
• Drawing Upon Multiple Relationships

HIGHLIGHTS
Effective leadership requires influencing a myriad of stakeholders across multiple functions and disciplines. Develop a proactive approach to shaping stakeholder expectations, align diverse interests, and drive success - even if you don't have direct authority over all stakeholders.

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WEEK 8

TOPICS
• Extending the Sphere of Influence
• Aligning Team with the Work of Other Teams
• Managing Interdependencies

HIGHLIGHTS
Your team does not operate in a vacuum, but through a network of interdependencies. Break down silos and establish collaborative relationships with other teams and external stakeholders. Locate your team within the organization, establish goals and priorities that map to the larger network, and ensure your team has access to information and key resources to maximize your team's success.

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Sustaining High Performance Teams (Week 9 – 12)

In this series of interactive sessions, you will learn how to avoid the occurrence of a team derailment. You will be exposed to a variety of topics such as decision making, managing conflict, delivering feedback and team evaluation.

**WEEK 9**

**TOPICS**
- Making Sound Decisions
- Seeking Input from Pertinent Sources
- Driving Team Consensus

**HIGHLIGHTS**

Develop suitable measures to guide your team's performance and outcomes. Use techniques to proactively make high quality decisions in a timely manner. Determine how and when to leverage your team members to successfully solve complex problems and make decisions.

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**WEEK 10**

**TOPICS**
- Delivering Feedback that Matters
- Enhancing Team’s Capacity to Receive Feedback

**HIGHLIGHTS**

Feedback, delivered honestly and properly drives performance. Learn how to deliver effective feedback in a team environment while avoiding common mistakes. Create a climate in which all team members, yourself included, deliver and accept feedback that facilitates achieving team goals.

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**WEEK 11**

**TOPICS**
- Stepping Up to Conflict
- Tackling Difficult Issues
- Minimizing the Downside of Conflict

**HIGHLIGHTS**

Effective leaders manage conflict to maximize constructive outcomes while minimizing negative aspects. Establish team norms that enable team members to resolve conflict, generate creative solutions, and preserve relationships within the team.

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**WEEK 12**

**TOPICS**
- Learning By Doing and Reflecting
- Presenting Learning and Reflections

**HIGHLIGHTS**

Receive feedback on your team action learning projects. Take time to reflect on your learning journey, as an individual and as a team. Celebrate the completion of this journey, as you prepare to lead your teams to new levels of success!

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