

Course Overview & Modules



“Intrepreneurship: Effectiveness in a Technical Organization”

Technical professionals (including engineers) are becoming more important as business drivers-- especially in technology based businesses. Today-- more than ever before-- engineers, scientists and technical professionals have the opportunity to develop new markets, products, and businesses.

These opportunities require that these technical professionals be "broadband"; i.e. have a breadth of skills that include non-technical skills. In particular there is a need to understand people and how they work. Unfortunately, most engineers are never trained in these non-technical skills, and often fail when they should have succeeded.

This course is designed to address this problem. It includes best practices and is based on work that has identified the behaviors and knowledge of the most effective people in large technical organizations. Participants will gain an understanding of how people really work together, what motivates them, and how "people" skills can significantly improve one's efficiency and effectiveness.

Objectives: What You Will Learn

Participants will get an overview of the different skills necessary to be effective in a large technical organization, including:

- How to “make things happen”
- How to build and maintain relationships, both internal and external to the company
- How to assemble and motivate a team
- How to manage and lead a group
- How to deliver and communicate results
- How to make and document decisions
- How to assess risks and identify business opportunities
- How to clearly communicate a task so you get what you want
- The fatal flaws that kill projects
- Roadmap for a successful project
- How to sell and market an idea or a product
- How to benchmark for effectiveness and efficiency

Topics Covered

- People--Motivation and Hiring
- Corporate Culture
- Benchmarking
- Decision making

- Opportunity Recognition
- Market Assessment
- Sales and Marketing
- Relationship Management
- Rules of Money
- Effectiveness in a technical organization
- Teams and effective team leaders
- Project Management
- Leadership
- Empowerment
- Accountability
- Risk assessment
- Strong Contracting

Course Modules and Tools

1. Opportunity Recognition and Market Assessment

Learn the roadmap for starting and running a business or project. Techniques for assessing a market and comparing opportunities from the Venture Capital community. Tools to apply these techniques and proceed with a business idea.

2. Risk Analysis

A technique for assessing and benchmarking the risk of a new project or business opportunity. Find out where and why to get help. Evaluate which projects NOT to do.

3. Attribute Assessment Analysis

A technique for evaluating the benefits of an opportunity, and for communicating the resulting decision to get buy-in.

4. Decision Making

An evaluation of how people and organizations make decisions. Evaluating the different styles. Understanding and managing the emotional component of decisions.

5. Corporate Culture

Evaluation of Corporate cultures of different companies, and how they align with the operating model. Evaluation of your company's culture.

6. Strong Contracting

A technique for clarifying expectations to avoid unnecessary work, upset customers (internal and external) and long sales cycles. Reduce your work load significantly. Concept of Memo of Understanding and its power.

7. Problem Questions

Powerful technique to uncover the "real issues" in almost any situation. In sales it is instrumental to qualify and close. In business, it is necessary to find the real issues behind a market or opportunity, or behind a personnel or management issue.

8. Fatal Flaw Analysis

A technique for determining "things-gone-wrong/right", and transforming that knowledge into corporate culture. Examples applied to leadership, communication, presentations, sales process, project management, etc.

9. Motivation

Review of fundamentals of motivational psychology. Psychic contract concept. Discovery of difficulties of motivation, and some things that work in your culture.

10. Team and people issues

Characteristics of a successful person. How to detect and assemble a winning team. Learn your own personal culture issues. Learn your own personality strengths and weaknesses.

11. Sales and Marketing

Review of the fundamentals of a selling situation, and the rules for effective sales. Role playing of real selling situations. Learn to ask, not tell, listen not talk.

12. Relationship Management

The best practices for relationship management. The concept of strokes. Learn personality differences and how to address them. Ok-not OK concepts. Neural Linguistic Programming.

13. Leadership

Discovery of benchmarks for good leadership. Development of principles of empowerment, accountability and good delegation.

14. Money

Introduction to the rules on money. Understanding how businesses make decisions, and the stages of investment in a new business or product opportunity. Benchmark to best practices.

15. Project Management

Principles of good project management, including standards for communication, reviews, audits. Importance of measurables, and standards for good measurables. Importance and standards for good project plans, sign-off, and buy-in.

16. Make it happen - Intrepreneurship

What is "Intrepreneurship". Difference to Entrepreneurship (highly studied). Special issues for affecting results in an existing organization. Rules.

17. Effectiveness

The Four Cornerstones of Competence - a model for personal effectiveness. Learn that most training is "informational" rather than "affecting results". How to know the difference. Benchmarks for effective people. Benchmarks for effective organizations. Checklist for your own effectiveness.

Course Format

The material is presented in a manner to facilitate the process of learning, from the initial phase of understanding (knowing) a concept, to the advanced phase of applying it. Much interaction is

encouraged. Participants have an opportunity to discuss and practice specific techniques, strategize their own specific situations and participate in role-playing exercises that simulate realistic communication and selling situations. Course materials (300+ page book) containing lecture notes as well as reference material are provided for each participant.

Instructor

To deliver this course effectively, the instructor must have credibility, which is developed through extensive professional experiences. In addition, the instructor needs to be able to demonstrate the tools and techniques that are being taught in real time, i.e., role playing participants' situations in the moment. This takes a very unique set of training skills.

The instructor for this course, Les Gray, has an incredible background of experience in the technical environment as well as the ability to effectively utilize the training tools and techniques in dynamic situations in front of the classroom. In addition to training in corporate situations, Les has also worked in conjunction with the Ocean Engineering department at MIT where he taught this content for several years to MIT undergraduates as well as corporate executives under the sponsorship of the Sea Grant Program. He has been both a renowned scientist, as well as the founder of a multinational corporation.

Comments from Past Participants:

This course has been offered as on-site training for organizations as well as through public sessions in conjunction with MIT for 8+ years. It has been delivered to over 1000 participants and has shown a proven track record of success. Following are some comments from past participants:

- *“Very engaging and stimulating!”*
- *“Excellent class for both business and private (personal) ventures.”*
- *“This course will give me the tools to support development of relationships with current and future customers (internally & externally). Additionally, these tools will help improve the ability of our organization to improve current and future business development opportunities.”*
- *“This course was excellent! I will recommend it to co-workers and management and think it should be presented to others at our organization. Thank you!”*
- *“This course helps you to take a step back from your job and examine things you would normally overlook. It reminds you that our jobs boil down to people interacting with each other and basic human needs.”*
- *“I would highly recommend this course for profit or non-profit organizations. Les has a strong, experienced understanding of the facets that make up a well-run “team”.*
- *“To understand how things occur in business and to turn around perceptions about your organization you need to understand “Intrepreneurship”.*