Managing Technical Professionals and Organizations

“'The strength of this program lies in the evidence-based experience of the instructor and his engaging ability to articulate hard-won lessons in management of technical professionals.’”

— Otto Gustafson, Control Room Supervisor, Entergy Corporation

Program Details
Technical professionals’ goals and incentives are often different from those of other employees, and so are the management challenges that arise. Drawing on the wealth of research and industry experience of faculty and leading practitioners, Managing Technical Professionals and Organizations explores proven, practical, and innovative strategies for maximizing the contribution of technical professionals. This intensive program focuses on the management and motivation of technical professionals in the innovative organization, and in particular: How creative individual contributors work together on risky projects, processing information under conditions of uncertainty; How to address critical problems and issues dealing with staff professionals and members of project teams, including cross-functional teams; How to work effectively with prima donnas and independent spirits.

Learning Experience
Organizations that are designed and managed for doing the same things well repetitively, as in manufacturing and operations, are not particularly appropriate for doing something well once, as in R&D. Running a technical organization presents a unique set of management problems. How do you motivate and reward technical professionals to maximize their performance and creativity? How do you create an organizational structure that will contribute to success, not inhibit it? How do you deal with creative individual contributors, project teams, and innovative professionals? How do you build and sustain high motivation and vitality while preventing complacency? How do you utilize “marshaling” events for building more collaborative, innovative activities? And how do you move information and technology effectively across organizational structures?

This unique two-day program focuses on issues critical to the effective management of technical professionals and cross-functional teams. Its principles and strategies can be applied in any organization where research, development, engineering, or computer-related technology developments need to take place in a timely, effective, and successful manner.

Takeaways
Participants will learn principles and strategies of crucial importance to any organization where R&D, engineering, and/or computer-related technologies lie at the core of the business. Upon completing this program, participants will gain a thorough understanding of the following subjects:

• Managing risk taking and uncertainty in technical projects
• Managing and motivating your technical professionals
• Developing effective reward and incentive systems for technical professionals
• Creating a highly motivating work environment
• Managing and leading creative individual contributors
• Maximizing the technical productivity and vitality of teams
• Leading and managing more effectively across organizational structures
• Leading system change within established corporate cultures
• Transferring technology and information flows between and within organizations
• Organizing for innovative product development
• Managing the tensions among development efforts and cost/schedule pressures

October 19–20, 2015
March 16–17, 2016
July 19–20, 2016
Cambridge, Massachusetts, U.S.
$3,300 (excluding accommodations)
Please visit our website for the most current information.
# Managing Technical Professionals and Organizations

**Sample Program Schedule**

(subject to change)

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
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<tbody>
<tr>
<td>• 8:00 AM–9:00 AM: Registration and Continental Breakfast</td>
<td>• 8:00 AM–8:30 AM: Continental Breakfast</td>
</tr>
<tr>
<td>• 9:00 AM–12:15 PM: Making Technical Organizations Work: Technology Transfer and Effective Reward Systems</td>
<td>• 8:30 AM–12:00 PM: Managing Performance and Productivity in Technical Organizations</td>
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<tr>
<td>• 12:15 PM–1:15 PM: Luncheon</td>
<td>• 12:00 PM–1:00 PM: Luncheon</td>
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<tr>
<td>• 1:15 PM–5:00 PM: Structuring the Technical Organization, High Technology Clusters</td>
<td>• 1:00 PM–3:45 PM: Sustaining Innovation and High Performance</td>
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<tr>
<td>• 5:00 PM–6:00 PM: Reception</td>
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**Participants**

This program has been strategically designed for executives who manage technical professionals. Past participants have included:

- CIOs
- Chief technologists
- Directors of R&D and engineering
- Engineering and manufacturing VPs
- Corporate strategists
- Head scientists
- Project managers
- Systems information managers
- Product development managers
- Experienced individual contributors and staff professionals
- Other key members of technical leadership and management

**Program Faculty**

Please note that faculty are subject to change and not all faculty teach in each session of the program.

**Ralph Katz** is a Senior Lecturer at MIT Sloan and a Professor of Innovation and Entrepreneurship Management at Northeastern University’s College of Business. He has conducted numerous workshops and seminars on innovation and R&D management topics.

“Outstanding program attended by leaders from around the world. Very informative and directly applicable to the problems I am confronting today.”

—Chad R. Lewandowski
Manager
KAPL
Read this review and others online.

“The best educational experience one can attend. The quality of the instructor and the learning material is second to none.”

—David S.
Past Participant
Read this review and others online.

**Contact Information**

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