



DEFENSE ACQUISITION UNIVERSITY

TLR 350 – Advanced Technical Leadership Course

150528

Course Learning/Performance Objectives followed by its enabling learning objectives on separate lines if specified.

1	<p>Given the systems lens technical leadership accountabilities, analyze your own personal leadership capabilities.</p> <p>Analyze your own personal leadership capabilities.</p> <p>Identify personal leadership strengths and opportunities</p>
2	<p>Provided with an overview of "self-awareness" and technical leadership success factors, determine how "self-awareness" impacts your ability to succeed as a technical leader.</p>
3	<p>Provided an overview of the types of personal values, operating philosophies, the competing values framework, and cultural values assess your own personal values and how they impact your approach to being a technical leader.</p> <p>Determine both the terminal and instrumental values most important to you as a technical leader.</p> <p>Considering your personal values and organization, determine which skills are your strengths and which need further development.</p>
4	<p>Provided an overview of the types of personal values, operating philosophies, the competing values framework, and cultural values assess your own personal values and how they impact your approach to being a technical leader.</p> <p>Assess how your values are reflected in your operating philosophy.</p> <p>Determine which skills in the competing values framework are most applicable in the organization in which you are a technical leader.</p> <p>Considering your personal values and organization, determine which skills are your strengths and which need further development.</p>
5	<p>Provided with an overview of "self-awareness" and technical leadership success factors, determine how "self-awareness" impacts your ability to succeed as a technical leader.</p> <p>Assess your tolerance for ambiguity.</p> <p>Assess your locus of control.</p> <p>Assess your goal orientation.</p> <p>Explain how you manage feedback.</p> <p>Assess your attitude(s) towards change.</p>
6	<p>Provided with an overview of system challenges (communication, cooperation, complexity), evaluate complex systems diagrams to identify the communications and cooperation issues that need to be overcome in order to effectively clarify system problems.</p> <p>Diagram a complex system.</p> <p>Identify issues that need to be addressed in a complex system.</p> <p>Infer what actions can be taken to clarify system problems.</p>
7	<p>Provided with a case of a complex technical problem, reflect on the complexity, ambiguity and uncertainty of contemporary development and technical leadership challenges.</p>
8	<p>Provided with an overview and examples of decision biases and creative performance, determine if/how decision bias has impacted your creative performance.</p> <p>Share examples where you have contributed in a climate of balanced Advocacy and Inquiry.</p>
9	<p>Provided with an overview and examples of decision biases and creative performance, determine if/how decision bias has impacted your creative performance.</p> <p>Through reflection, identify decision biases that you have observed or have experienced.</p> <p>Determine if/how decision bias has impacted your creative performance.</p>
10	<p>Given an overview of various management approaches (e.g. TQM, Six Sigma, Lean, Agile Methods, etc.) determine how they can be applied to your current organization and job.</p> <p>Analyze management approaches for applicability to your job.</p> <p>Describe how management approaches can be appropriately applied in your organization and to your job.</p>
11	<p>Provided with a set of project studies, determine the root causes and effects for project and system failures.</p> <p>Organize failures into logical categories to facilitate root cause analysis assessment.</p> <p>Determine the root causes for project and system failures.</p> <p>Explain why and how identified root causes led to project or systems success.</p> <p>Identify actions that can be applied to improve future project and system results.</p>



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12	Given your understanding of when disciplined development processes should be practiced versus when you, as a practitioner, know when to "cut corners", share examples and situations where "better was the enemy of good" and where "good wasn't good enough."
13	<p>Provided with an overview of "complexity", the behaviors of complex systems and examples of complex systems, provide examples (based on personal experience) of systems that demonstrate complex behavior and the challenges they pose.</p> <p>Explain challenges produced by complex systems.</p> <p>Recommend leadership approaches to address challenges of complex systems.</p>
14	<p>Identify issues which make projects and programs complex.</p> <p>Identify Key Areas that create complexity in a project or program.</p> <p>Identify approaches that can be used by leadership to minimize complexity.</p>
15	<p>Given leadership concepts and themes, determine which leadership concepts are most relevant to you for enhancing your technical leadership capabilities.</p> <p>Evaluate your technical leadership mindset to determine: what you value about your workplace; how you can drive change in your organization; and, the experiences you would like to have and the feedback you would like to receive on the job.</p> <p>Create detailed personal development objectives and plan.</p> <p>Determine which actions you will take in the short-term (next 10-14 days) to enhance your technical leadership capabilities.</p>
16	<p>Given an overview of motivation areas, determine how your ability to motivate impacts your ability to succeed as a technical leader.</p> <p>Recognize your strengths and weaknesses.</p> <p>Explain how you motivate yourself and others.</p>