

Celebrus Coaching & Consulting

Best practices for helping technical professionals transition management /leadership

Most researchers agree that a major cause of managerial failure among scientists and engineers is poor interpersonal skills.

Thomas E. Clarke, Science and Technology Management Bibliography

- ◆ **Senior Management sets a standard that is congruent throughout the organization for how people will act toward each other.** People skills and relationships are primary in the selection process of candidates joining an organization. A set of criteria is developed for identifying technical individuals with people skills or the capacity to develop them.
- ◆ **Only those people with the appropriate people and managerial skills are promoted to managers.** Scientific skill plays a part in the decision to lead a technical team; however, it is not the primary consideration.
- ◆ **Have the employee with managerial/leadership potential develop and implement a comprehensive development plan with the hiring manager** that can leverage strengths and addresses opportunities for growth.
- ◆ **How to evaluate a training program. Develop a checklist. Is the training and development program:**
 1. Congruent with corporate messages, including mission, values, goals and objectives?
 2. Designed specifically to fit into the development plan of an individual and are supported by their manager?
 3. Does it contain specific after class assignments that are integrated into related to current work experiences? For instance, if managing meetings is taught, managers should be required to immediately apply those skills in their work environment by running a meeting.
 4. Does it contain specific case studies related to the practical challenges and hands on experiential activities that specifically relate to those faced by technical professionals within the work environment?
 5. Does it focus on the development of people skills and an understanding of business processes from a technical perspective?
 6. Is it designed to leverage existing skills of technical professionals, such as high skills of analysis, research and planning?
 7. Is a specific action plan for using the skills developed and implemented as part of the training program?
 8. Does it have a follow up to evaluate the impact of the program?
- ◆ **Evaluate progress to plan at least twice a year.**
- ◆ **Provide mentoring from successful managers.** Superior technical managers provide **mentoring for newer managers or high potential individuals.** They share their advice and expertise and can save a new manager significant time and effort..
- ◆ **Coaching Programs:** Provide one-on-one coaching programs for high potential leaders, as well as to help those who need managerial skill development quickly refine their skills to meet the standard. Coaching can often quickly address counterproductive behaviors that few managers have the skill or know-how to address before they become major issues.



Cay Villars is an executive coach, leadership trainer, and business consultant with over 25 years experience in marketing, sales and business development for high tech companies. She is a professional facilitator for the Standards of Professional Excellence™ Program, CEO roundtables, CEO/Executive retreats and strategic planning sessions. She speaks on topics of leadership, coaching, transformational change, emotional intelligence and human contribution excellence.