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AND EMPLOYEE TRAINING AND DEVELOPMENT

California State University, Fullerton

PRESENT

Leading Techies, Geeks, & Knowledge Workers

How to Manage and Lead the People Who Deliver Technology

TUESDAY, FEBRUARY 20, 2007

9:00 A.M. – 12 NOON

CALIFORNIA STATE UNIVERSITY, FULLERTON



Technology is everywhere...and extraordinary people drive that technology. Love 'em or hate 'em, you know you can't get the job done without 'em. More than ever, techies and geeks—

those people who research, develop, build, test, install, and support technology—are a critical factor in the success of our campuses. But if you're the one who leads a team of technology workers or the manager of a department full of techies, geeks, or knowledge workers, you know that traditional leadership methods won't work.

This seminar is unlike any we've ever offered. Delivered by highly acclaimed management consultant and self-proclaimed geek—Paul Glen—you'll finally get clear directions on how to effectively lead these brilliant yet notoriously resistant-to-being-managed knowledge workers. Glen will show you why every traditional approach you've tried doesn't work and which proven strategies *do*.



*Get this book if
you register before
February 14th.*

*Paul Glen—
one of the most
entertaining and thought-
provoking speakers in the
technology industry.*

Questions?
To talk to a real
person about
this seminar,
call us toll free
at
(888) 200-4499
or
(562) 951-4403.

Systemwide Professional Development
Office of the Chancellor
California State University
401 Golden Shore
Long Beach, CA 90802
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REGISTER ONLINE!

So what's a "geek" anyway?

Even dictionaries can't agree on an answer to that one. Some say a geek is merely a person motivated by a passion rather than social acceptance or financial reward; others cite a fascination, bordering on obsession, with obscure areas of knowledge. Merriam-Webster even goes so far as to define the word geek as "a person of an intellectual bent who is often disliked." Yikes! No wonder so many managers, especially those who are not geeks themselves, have a difficult time working with the technology professionals they supervise.

But work with them you must. It is geeks, after all, who deliver and support the technology that boosts workplace efficiency and productivity. If not for their technological expertise, we'd all be up the proverbial creek without a paddle.

And while we sometimes like to think of geeks as those people who work behind-the-scenes at computer hardware and software manufacturing companies, the truth is, the majority of them are among us. Only about 8% of technology professionals are employed by high-tech firms; the other 92% work in traditional, non-technical organizations, including institutions of higher education.

So if geeks are the ones who keep *our* technology systems humming, then it's pretty obvious we need to master better ways to get along with them. And a good place to start, says our workshop presenter Paul Glen, is by: (1) accepting the fact that geeks think differently than the rest of us and (2) using this information as the basis for leading them more effectively.

Finding new ways to connect

Geeks, says Glen, are more concerned with how a system works than with what it does. In other words, results aren't nearly as important to a geek as they probably are to you. To address this difference between geeks and the rest of us, Glen has developed a set of proven leadership techniques aimed specifically at technology professionals who work in traditional worksites. Now he's here to share those techniques with you.

In just three hours, you'll discover

- why traditional approaches to management don't work with geeks
- how geeks are different from other employees and how managing them requires a whole new leadership mindset
- what motivates geeks to perform their best in the workplace and, more importantly, what doesn't

- why traditional approaches to leadership don't work with geeks
- how to motivate geeks to be productive
- how to manage ambiguity to create an environment in which geeks *and* leaders thrive

Best of all, you'll walk away from this half-day workshop with approaches you can start using right away to work more effectively with the people on your staff who keep your technology up-to-date and running smoothly.

If you are a manager in today's high-tech, highly competitive workplace environment, this is a workshop you can't afford to miss!

Quotable Quotes from Paul Glen's *Leading Geeks* book.

On Judging Others

"Geeks generally don't suffer fools gladly. First impressions count—a lot. Once a geek has decided that someone is a bozo, they tend to build barriers to communication, collaboration, and even to code. They will protect themselves and their work from the influence of the bozo."

On Motivating Groups of Geeks

"It may seem obvious, but the most important way to help a team build intrinsic motivation is to pick people who want to be on the team in the first place. Since you can't imbue geeks with internally-generated enthusiasm, select for it. There are many other factors that must be considered, but initial interest in the technology, the business, or a role on a project should be one of the primary considerations when making assignments."

About the Presenter



Paul Glen

Los Angeles

An award-winning author and columnist for *Computerworld USA*, Paul Glen is also a highly-acclaimed professional speaker and the founder of C2 Consulting, a business aimed at helping technology organizations grow better leaders and encouraging technical managers to perform at their best. His clients span the globe and include such household names as Microsoft, Northrop Grumman, Mayo Clinic, Pacificare, the State of California, SAS, and Monster.com, to name a few.

A self-proclaimed “geek,” Glen has been directly involved in dozens

of software development and deployment projects as a project manager, product manager, account manager, and programmer. He is one of only three persons worldwide outside of Microsoft to be certified a Master Trainer for delivering and adapting Microsoft’s project management curriculum, Microsoft Solutions Framework (MSF).

In addition to a busy schedule of workshop presentations and speaking engagements, Glen has served as a part-time faculty member in the MBA programs at the University of Southern California and Loyola Marymount University. He is the author of two widely-acclaimed books: *Leading Geeks: How to Manage and Lead People Who Deliver Technology* and *A Professional’s Guide to Managing Client Conflict*. In 2003, *Leading Geeks* was named best new book published worldwide on the subject of leadership by Financial Times Germany.

A Certified Management Consultant, Glen is a past president of the Southern California Chapter of the Institute of Management Consultants and a professional member of the National Speakers Association. He holds an MBA from the J.L. Kellogg Graduate School of Management at Northwestern University with majors in marketing, organizational behavior and strategy, as well as a BA from Cornell University with majors in computer science and mathematics.

On Organizing Technical Work into Projects

“What is it that makes projects such a productive approach to geek work? There is a special interaction that takes place, a synergy between geek personalities, the character of geek work, and the nature of projects that makes them ideally suited to one another. All my travels have convinced me that projects are the optimal format for geekwork.”

On Project Teams

“Project teams are much less tolerant of non-contributing members than are people engaged in other forms of work organization. When a team believes in its goals, is truly focused on completion, and believes that deadlines are real, participants have few excuses for allowing limited project resources to be squandered on poor performers. The foxhole-type loyalty that team members develop for each other prevents them from allowing their comrades to become victims of incompetent or incapable co-workers.”

How to Register

Complete your registration and payment online, 24 hours a day, 7 days a week. It's the easiest, quickest, and only way to register. Go to www.TheSource.calstate.edu >Seminar Registration and take the link directly to the registration input page. You will need a form of payment at the time of registration.

Course Information

DATE AND TIME: Tuesday, February 20, 2007; 9:00 a.m.-Noon

LOCATION: Titan Student Union, California State University, Fullerton

FEE: \$109 (includes book if registered by February 14th)

HOSTING CAMPUS (FULLERTON) COURTESY FEE: \$99 (includes book if registered by February 14th)

Payment Options

Online transactions can be paid with credit card, purchase order, or check. It is your responsibility to print your own invoice and pay from that invoice. Checks should be mailed directly to REGISTRATION CENTRAL ACCOUNTING, Office of the Chancellor, 401 Golden Shore, Long Beach, CA 90802.

Your check payable to CSU TRUSTEES TF047-1058 should accompany your invoice in order to be properly credited to your registration account.

Confirmation

Your registration will be confirmed electronically to your e-mail address within minutes of entering your information. If you do not receive an e-mail confirmation, we do not have your registration. Please phone us at (888) 200-4499 (toll free) to inquire.



Completion Certificate

Personalized and signed completion certificates will be available at the conclusion of the seminar. Certificates must be claimed by the named individual and will not be mailed.

Cancellation Policy – IMPORTANT

If you must cancel, you may do so online by returning to your individual registration transaction. A cancellation fee of \$25 will be assessed for cancellations for any reason. Cancellations less than **5 calendar days** prior to the seminar will be assessed the entire registration fee. No-shows are not entitled to a refund or credit towards another seminar.

If you are unable to cancel within the specified time, please feel free to send a substitute in your place. You may enter the name of your substitute to your registration file online.

Seminar Sponsor

Systemwide Professional Development (SPD)—a department reporting to the Vice Chancellor for Human Resources at the Office of the Chancellor, California State University—is the sponsor of this seminar. SPD works in partnership with Human Resources departments throughout the CSU system to offer professional development opportunities that complement the current training program on the hosting campus. Participation is by employees from all CSU campuses and occasionally from friends of the CSU. This seminar is self-supporting from registration fees.

Seminar Host

California State University, Fullerton

Cal State Fullerton's Employee Training & Development is part of Human Resources Services and is committed to creating an environment where people can achieve their full potential, increase their productivity, and expand their professional and personal horizons. Recognizing that individuals deserve relevant, comprehensive, and effective training and development opportunities, ETD is dedicated to providing meaningful programs that address the evolving needs of employees and community partners.

Questions? To talk to a real person about this seminar, call Laurie Faure toll free at (888) 200-4499 or (562) 951-4403.

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