

SPECIALIST PIPELINE

BUILDING YOUR SPECIALIST PIPELINE

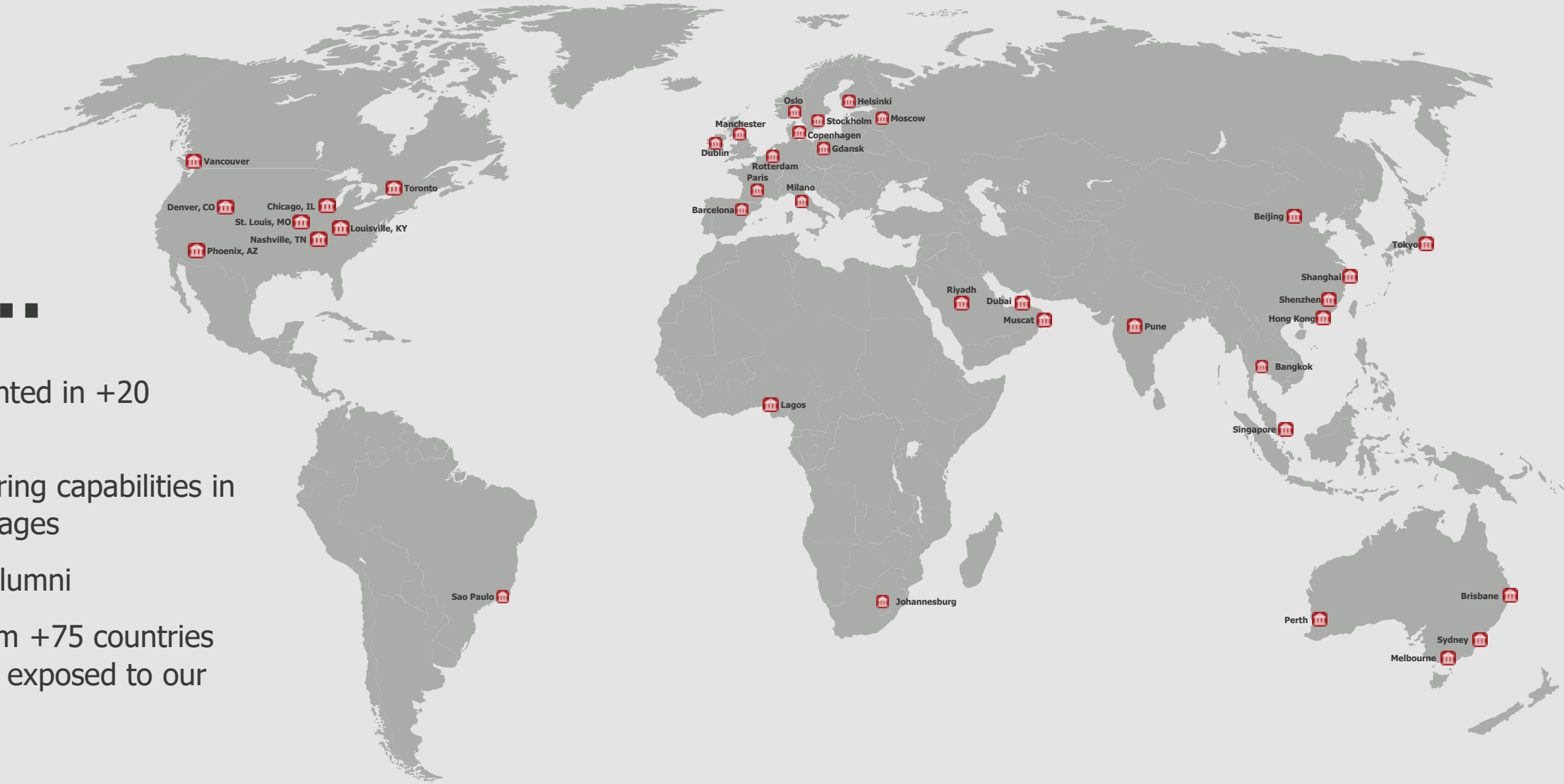


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LPI...

- Is represented in +20 countries
- Has delivering capabilities in +20 languages
- +20,000 alumni
- People from +75 countries have been exposed to our programs



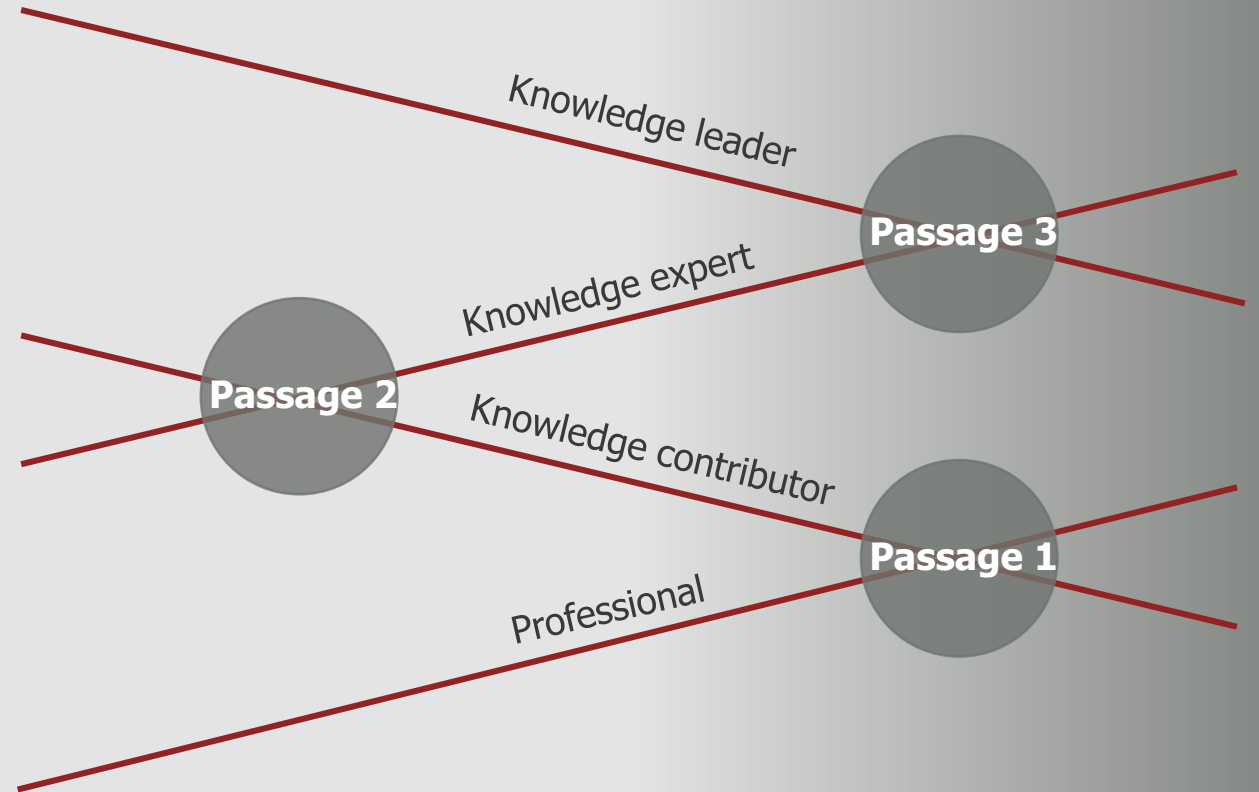
THE SPECIALIST PIPELINE

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- Many companies have a long tradition of leadership development but no development solutions for specialists
 - In the absence of development solutions for specialists, they tend to introduce a title structure for specialists
 - The Specialist Pipeline secures strategy execution on all levels, creating direct business impact



WHAT ARE THE SPECIALIST PIPELINE PRINCIPLES?

- The Specialist Pipeline offers first principles for mapping and building an efficient and agile architecture to achieve a sustainable competitive advantage through people
- It defines the critical transitions in terms of work values, time application and skills that specialists are faced with when moving from one specialist role to another
- It defines the expected performance standards for each specialist role in the organization
- It must be tailored to meet your company's business model and organizational set-up



HOW SPECIALIST ROLES ARE DIFFERENT

1. Depth and breadth of knowledge

Knowledge Contributor

CERTAIN DEPTH OF KNOWLEDGE. NOT NECESSARILY MUCH ORGANIZATIONAL INSIGHT OUTSIDE OWN UNIT

Knowledge Expert

SIGNIFICANT DEPTH OF KNOWLEDGE AND BROAD UNDERSTANDING OF THE BROADER VALUE CHAIN OF THE COMPANY

Knowledge Leader

UNIQUE DEPTH OF KNOWLEDGE COMPARED ALSO TO PEERS OUTSIDE THE COMPANY. BROAD UNDERSTANDING OF THE BUSINESS MODEL AND HOW THE COMPANY COMPETES IN THE MARKET

2. Results orientation

Knowledge Contributor

DELIVERS RESULTS THROUGH PERSONAL EXPERTISE

Knowledge Expert

DELIVERS RESULTS THROUGH COLLEAGUES

Knowledge Leader

DELIVERS RESULTS THROUGH THE ORGANIZATION

HOW SPECIALIST ROLES ARE DIFFERENT

3. Communication

**Knowledge
Contributor**

GUIDES AND TRAINS PEERS

**Knowledge
Expert**

INFLUENCES WITHOUT AUTHORITY

**Knowledge
Leader**

CROSS-FUNCTIONAL NAVIGATION

4. Domain of expertise

**Knowledge
Contributor**

REPRESENTS THE DOMAIN OF EXPERTISE

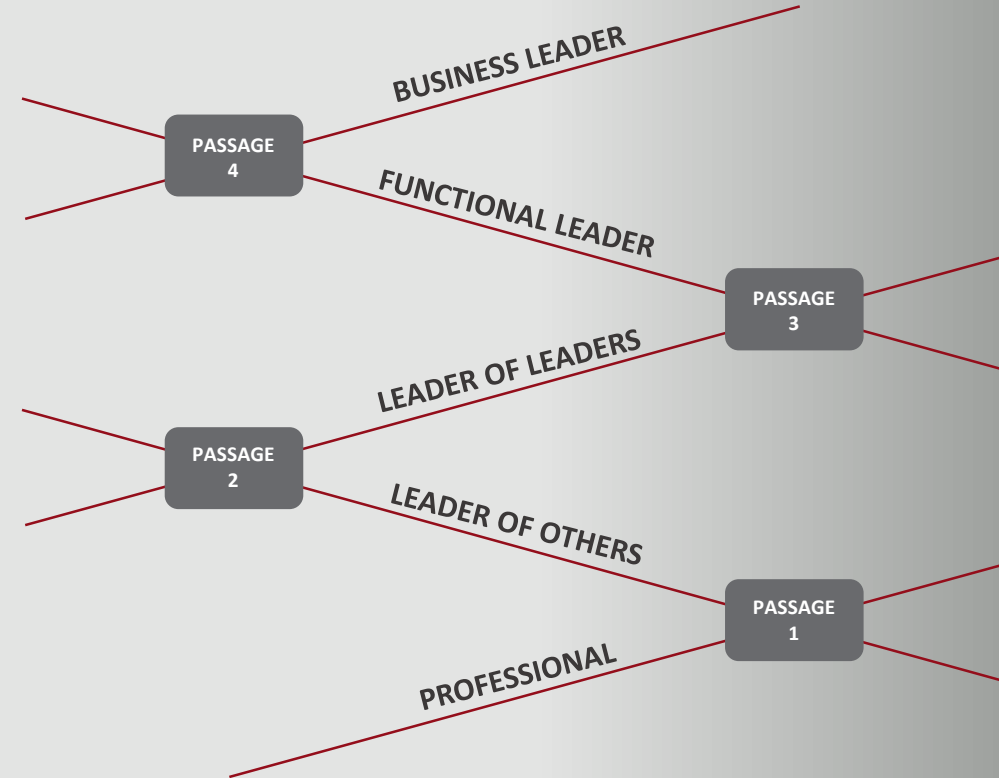
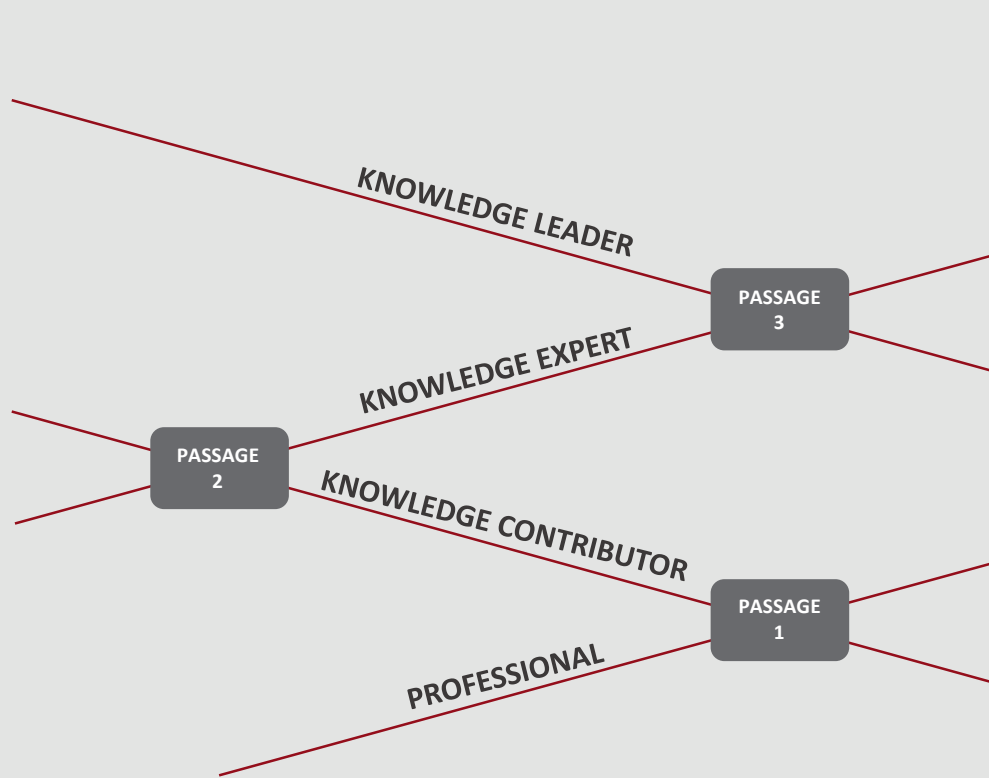
**Knowledge
Expert**

LEADS THE DOMAIN OF EXPERTISE

**Knowledge
Leader**

ARCHITECTS THE DOMAIN OF EXPERTISE

THE SPECIALIST PIPELINE VERSUS THE LEADERSHIP PIPELINE



TRANSITION AS THE PREREQUISITE FOR SUCCESS



Work values

How you believe you add value in your job and to the business



Time application

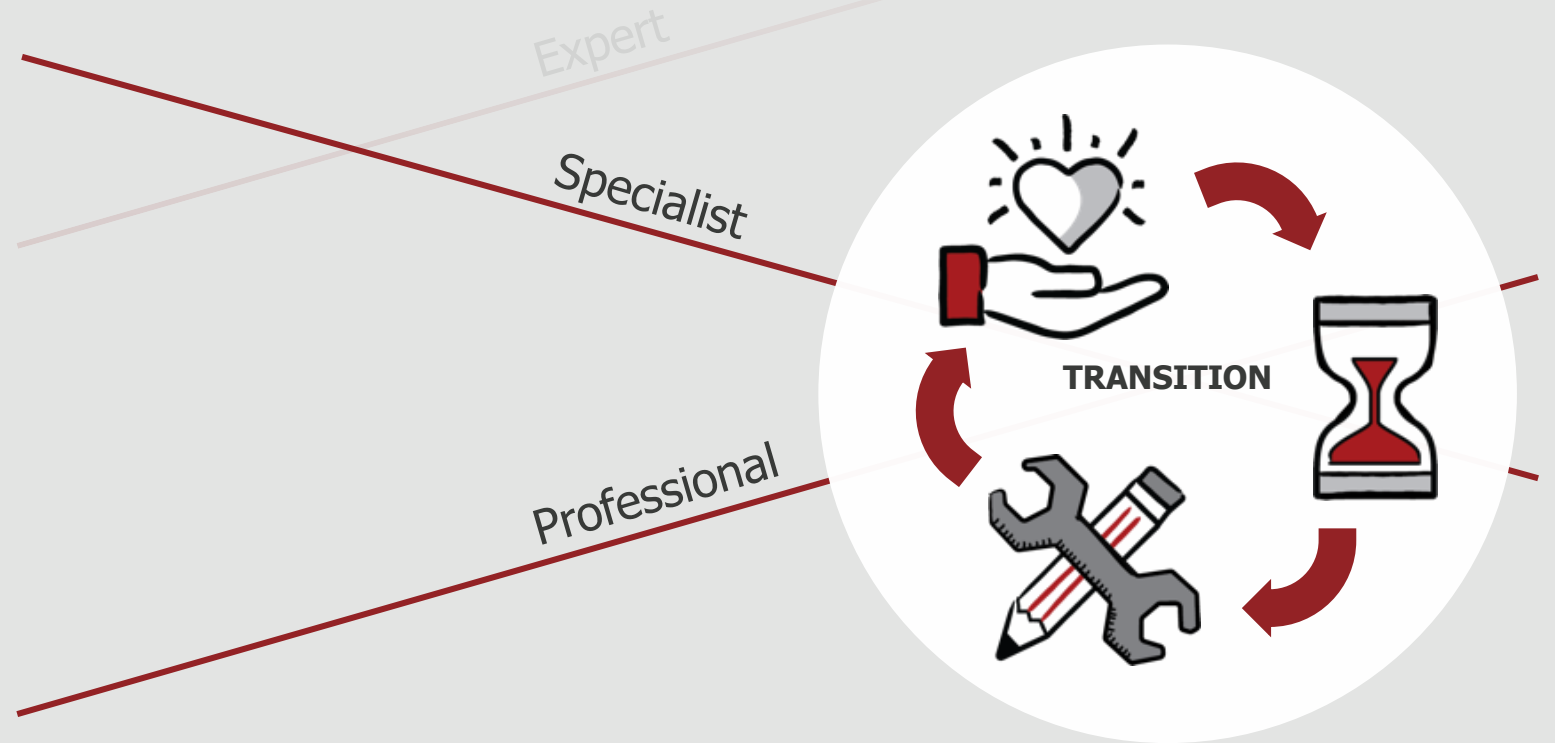
What you spend your time on changes when you develop into a new role.



Skills

Specific capabilities are required to execute new responsibilities

All transition points require that you let go of things that made you successful in your previous job and adopt new ones. This is a must in order for you to succeed in the new layer.



SPECIALIST PIPELINE FRAMEWORK VALUE PROPOSITION



Organizational

- Mobilizes the specialist workforce and enables a more agile way of working across the organizational hierarchy
- Enables specialist and leaders to switch between specialist and leadership track without being demoted
- Increases attraction and retention of Specialist by offering a strong value proposition that acknowledge specialists and their work in its "own right"



People managers

- Helps clarifying and aligning performance expectations
- Enables Professional Development at current level based on common performance standards
- Creates better opportunity to have constructive conversations about career development and actual accomplishments in relation to expected results



Specialist

- Provides an attractive career path and a "real" alternative to choosing the Leadership track
- Provides a transparent framework for performance, development, promotion and future growth

HOW WE WORK WITH ORGANIZATIONS

We have specialized in supporting organizations in mobilizing their specialist workforce and help them step into their organizational role. We play different roles depending on the need and the internal resources. Our contribution would most often focus on:

- Mapping core specialist roles
- Define performance standards for different specialist roles
- Designing and delivering specialist transition programs for the core specialist roles

The extent of our involvement in each area vary from assignment to assignment



1. FROM PROFESSIONAL TO KNOWLEDGE CONTRIBUTOR

Professional



High quality technical or professional work
Accept company values
Team player



Daily discipline
Prioritize own time
Day-to-day task planning



Technical or professional proficiency
Relationship building for personal results
Using company tools, processes and procedures

Passage 1

Knowledge contributor



Achieving results through personal expertise
Self as specialist
Desire to learn
Proactively finding better ways of doing things



Making time available for colleagues
Maintain own domain of expertise
Train colleagues
Building own professional brand



Setting own targets
Driving continuous improvement
Guiding and giving feedback to colleagues
Communication
Structured problem solving

TYPICAL TRANSITION ISSUES

- Struggles in effectively managing and prioritizing own time and tasks
- Struggles in linking own work to actual results
- Does not display interest in training colleagues in relation to own area of expertise
- Is not a person that immediate peers refers to as a specialist
- Is not proactive in driving continuous improvement of tools and processes that they are responsible for



KNOWLEDGE CONTRIBUTOR PROGRAM CONTENT OVERVIEW

The transition journey into the role

- How specialists uniquely adds value to the organization
- Transition journey involves shift in:
 - Work values
 - Time application &
 - Skills
- How your overall value contribution is linked to current role expectations

Deliver results through personal expertise

- Characteristics of a high performing knowledge contributor
- Define own domain of expertise
- Scoping own domain of expertise and identifying value contribution to team and nearest in matrix
- Linking own objectives to overall value contribution
- Dealing with daily dilemmas
- Prioritizing own tasks

Personal excellence and guiding peers

- Develop a flexible communication style
- Appreciate the power of the question
- Manage project assignments effectively
- Use structured problem solving in daily work and secure strong alignment with others
- Seek & provide feedback to and from others when guiding peers

Representing own domain of expertise

- Seek and apply domain specific knowledge to increase performance
- Build a professional brand inside the team and functional area
- Position own domain of expertise in team
- Drive continuous improvement
- Release creativity by applying Parallel Thinking standards
- Leading upwards

PERSONAL DEVELOPMENT PLAN & EXECUTION PLAN

WORK VALUES, TIME APPLICATION, AND SKILLS

KNOWLEDGE CONTRIBUTOR PERFORMANCE STANDARDS

2. FROM KNOWLEDGE CONTRIBUTOR TO KNOWLEDGE EXPERT

Knowledge contributor



- Achieving results through personal expertise
- Self as specialist
- Desire to learn
- Proactively finding better ways of doing things



- Making time available for colleagues
- Maintain own domain of expertise
- Train colleagues
- Building own professional brand



- Setting own targets
- Driving continuous improvement
- Guiding and giving feedback to colleagues
- Communication
- Structured problem solving

Passage 2

Knowledge expert



- Achieving results through colleagues
- Success of colleagues
- Building relationship
- Ambiguity



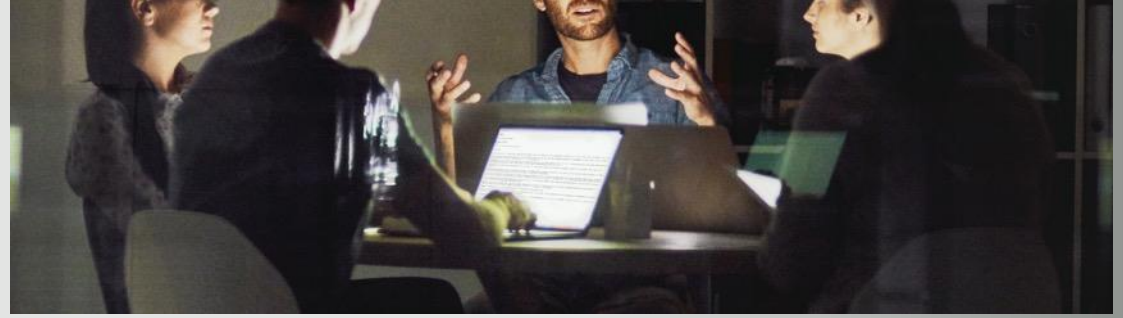
- Making time available for stakeholders
- Developing own domain of expertise
- Annual planning
- Internal relationship building
- Communicating upwards and sideways



- Setting targets for projects, processes, and products
- Developing company tools, processes, and procedures
- Change management
- Coaching for results
- Influencing
- Stakeholder management

TYPICAL TRANSITION ISSUES

- Does not act sufficiently with the customer in mind when designing solutions
- Is not proactive in reaching out to key stakeholders
- Struggles in linking own area of expertise into the overall value chain
- Is not recognized across the organization as a leading capacity within own area of expertise
- Does not significantly contribute to and/or lead the development of own area of expertise



KNOWLEDGE EXPERT PROGRAM CONTENT OVERVIEW

The transition journey into the role

- How specialists uniquely adds value to the organization
- Transition journey involves shift in:
 - Work values
 - Time application &
 - Skills
- How your overall value contribution is linked to current role expectations

Deliver results through others

- Characteristics of a high performing knowledge expert
- Define own domain of expertise
- Scoping own domain of expertise and identifying value contribution to team and nearest in matrix
- Linking own objectives to overall value contribution
- Dealing with daily dilemmas

Influence without authority

- Build strong relationships with peers to increase business performance
- Use systematic stakeholder management on an ongoing basis
- Speed up change process by driving change processes better and faster
- Influencing and training others without formal authority
- Train colleagues by using a coaching mindset

Leading your domain of expertise

- Build professional networks inside and outside functional area
- Lead domain of expertise in own function to meet future needs
- Operate across the value chain
- Facilitating innovation
- Applying lateral thinking in everyday life.
- Leading upwards

PERSONAL DEVELOPMENT PLAN & EXECUTION PLAN

WORK VALUES, TIME APPLICATION, AND SKILLS

KNOWLEDGE EXPERT PERFORMANCE STANDARDS

3. FROM KNOWLEDGE EXPERT TO KNOWLEDGE LEADER

Knowledge expert



- Achieving results through colleagues
- Success of colleagues
- Building relationship
- Ambiguity



- Making time available for stakeholders
- Developing own domain of expertise
- Annual planning
- Internal relationship building
- Communicating upwards and sideways



- Setting targets for projects, processes, and products
- Developing company tools, processes, and procedures
- Change management
- Coaching for results
- Influencing
- Stakeholder management

Passage 3

Knowledge leader



- Achieving results through the organization
- Success of entire organization
- Long-term results



- Seeking external inspiration
- Strategic development of own domain of expertise
- Long-term planning
- Strategic networking



- Setting strategic organizational targets
- Contributing to building functional competitive advantages
- Leading change
- Leading innovation
- Executive presence

TYPICAL TRANSITION ISSUES

- Is primarily focused on short term results
- Struggles in contributing to building a competitive edge
- Is not able to mobilize people across the organization around new solutions
- Does not apply a strategic mindset to the area of responsibility
- Uncomfortable assuming responsibility for organizational targets



KNOWLEDGE LEADER PROGRAM CONTENT OVERVIEW

The transition journey into the role

- How specialists uniquely adds value to the organization
- Transition journey involves shift in:
 - Work values
 - Time application &
 - Skills
- How your overall value contribution is linked to current role expectations

Delivering results through the organization

- Scoping own domain of expertise and identifying personal value contribution to functional & business strategy
- Linking personal performance objectives to overall business value contribution
- Setting and working through strategic objectives
- How to balance strategic prioritization with "subject matter expert" requirements

Cross functional navigation

- How to lead strategic change without formal authority
- Apply systematic stakeholder management across functional areas
- Build strong executive communication skills

Architecting the domain of expertise

- Driving strategic innovation and intersectional innovation
- Build internal and external knowledge networks
- Architect own domain of expertise to meet future functional & industry needs
- Build functional competitive edge
- Leading upwards

PERSONAL DEVELOPMENT PLAN & EXECUTION PLAN

WORK VALUES, TIME APPLICATION, AND SKILLS

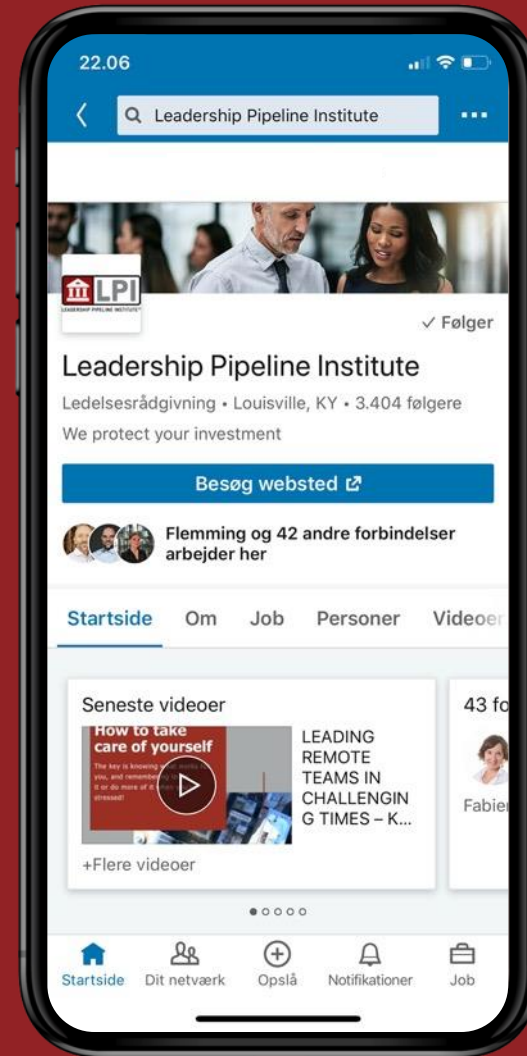
KNOWLEDGE LEADER PERFORMANCE STANDARDS

FOLLOW LPI ON LINKEDIN

Following LPI on will contribute to your continuous learning journey.

You will get easy access to

- Different digitalized learning opportunities
- Inspirational stories, articles, Blog's, Vlog's
- Access to our research results before it is published elsewhere



3 EASY WAYS TO GET STARTED

1. Open LinkedIn and search for Leadership Pipeline Institute
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