

# Developing Your Technical Experts into Organizational Leaders

## Presented by:

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# Agenda

- Making The Shift
- It must be a choice
- Three Shifts:
  - from expertise to credibility
  - from credibility to alignment and execution
  - from alignment and execution to being strategic
- Overview

# Target Population



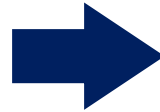
Technical Experts – such as  
Scientists, Engineers, IT  
Professionals, Functional Experts

# What Does It Take?

From....

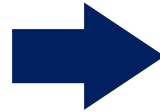
To....

Doing it all alone



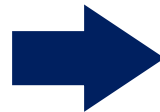
Managing and delegating work to others

Being the smartest person in the room



Developing smart thinkers who get results

Avoiding conflict



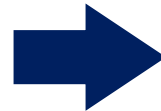
Developing effective people skills

# What Does It Take?

From...

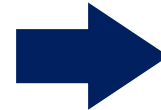
To...

Being tactical



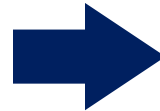
Developing broader business perspectives

Focusing on the 'what' not the 'who'; honing people skills



Developing critical relationships; increase visibility and impact

Ignoring politics



Recognizing how decisions are made; navigating the organization

# This Is Important

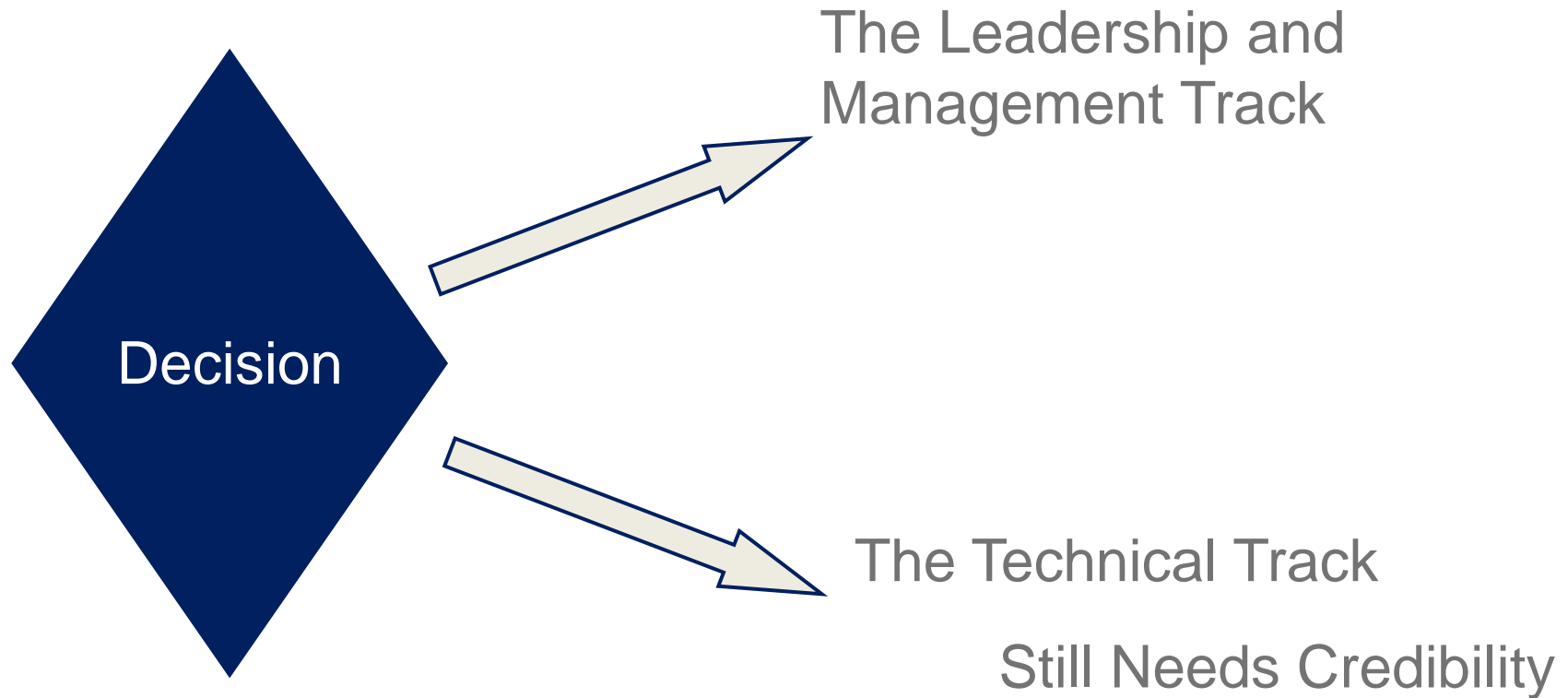
Business is complex and requires efficient experts

Increased fast paced business demands more alignment

Intense competition requires execution on the “right stuff”

Developing employees into broader roles

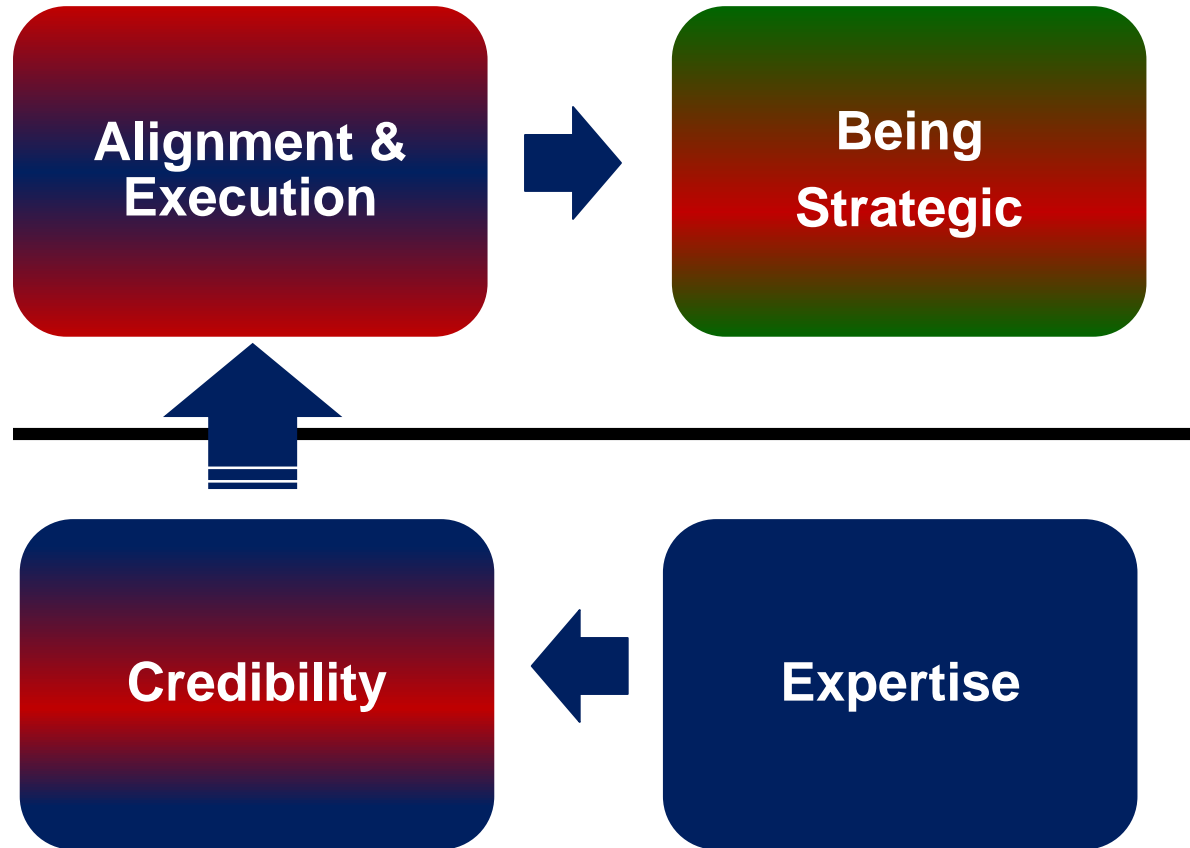
# Making The Shift Must Be a Choice



Have career dialogues with your technical experts

# The Mentoré Model\*

## The Shifts





# It All Starts With Expertise

Alignment  
&  
Execution

Being  
Strategic

Credibility

**Expertise**

- Build technical competence
- Develop a successful performance track record

# Credibility

Alignment  
&  
Execution

Being  
Strategic

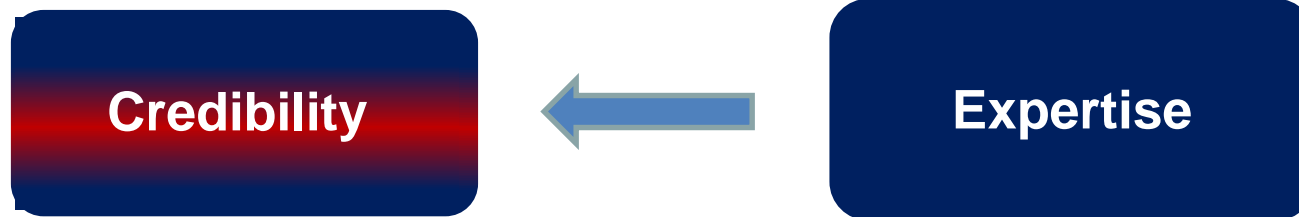
**Credibility**

Expertise

- Build credibility and trust to develop:
  - demonstrate a history of sound judgment
  - continuously commit and deliver
  - a base of power
  - influence and increased visibility

# The First Shift

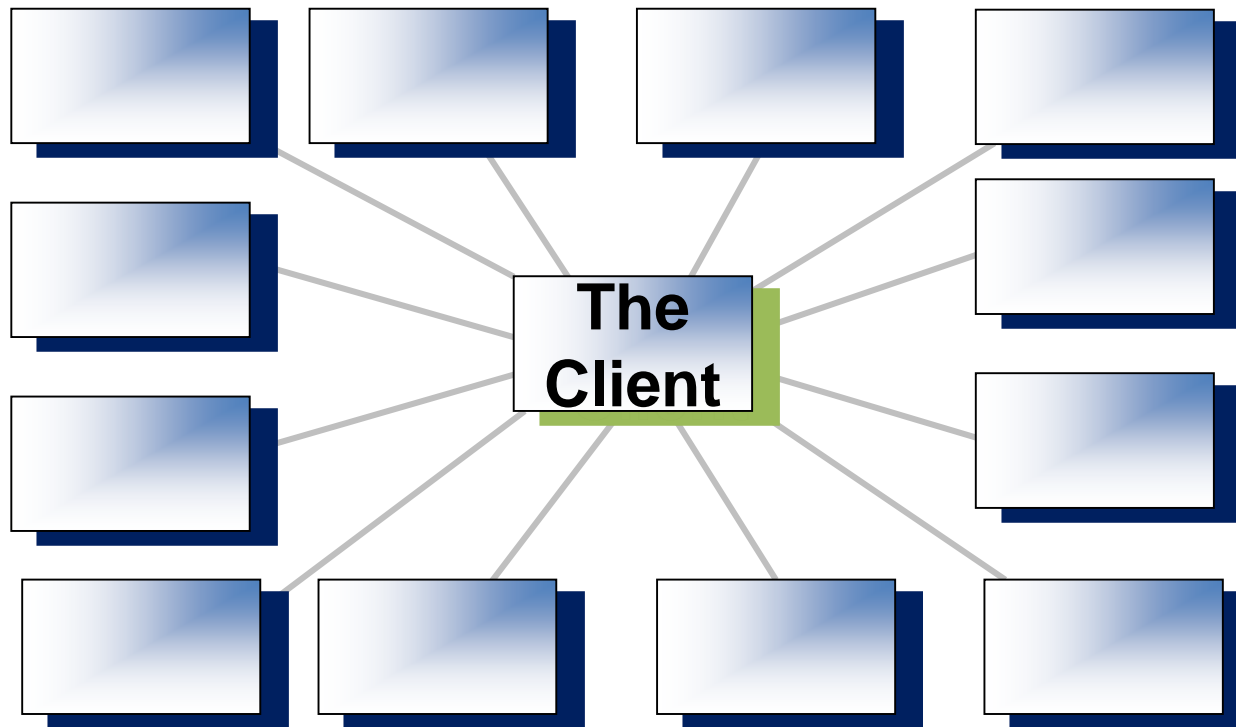
## How To Develop Credibility: Build A Base



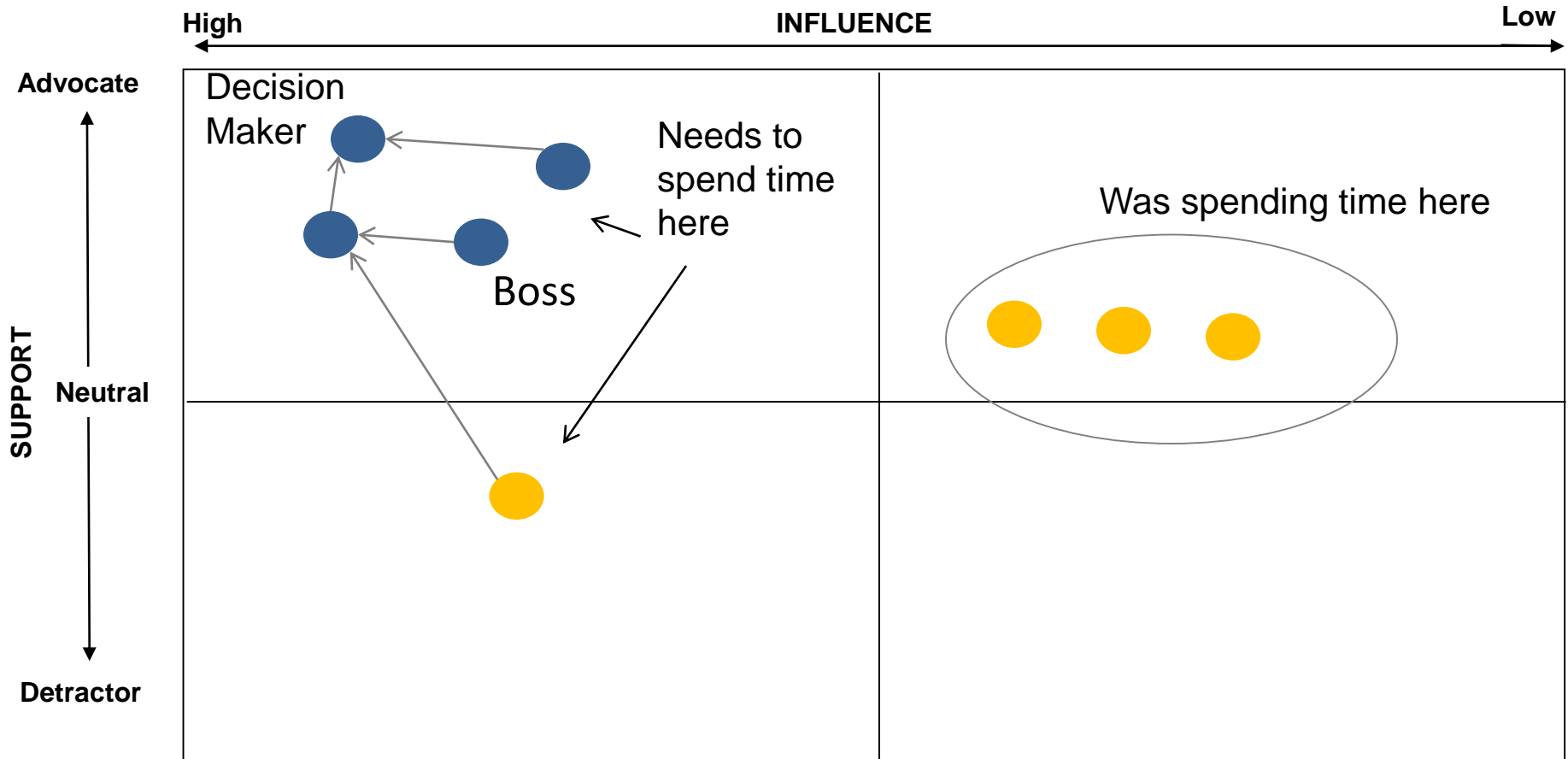
- Build off a technical expertise base
- Image, presence, connections

- Expertise
- Credentials

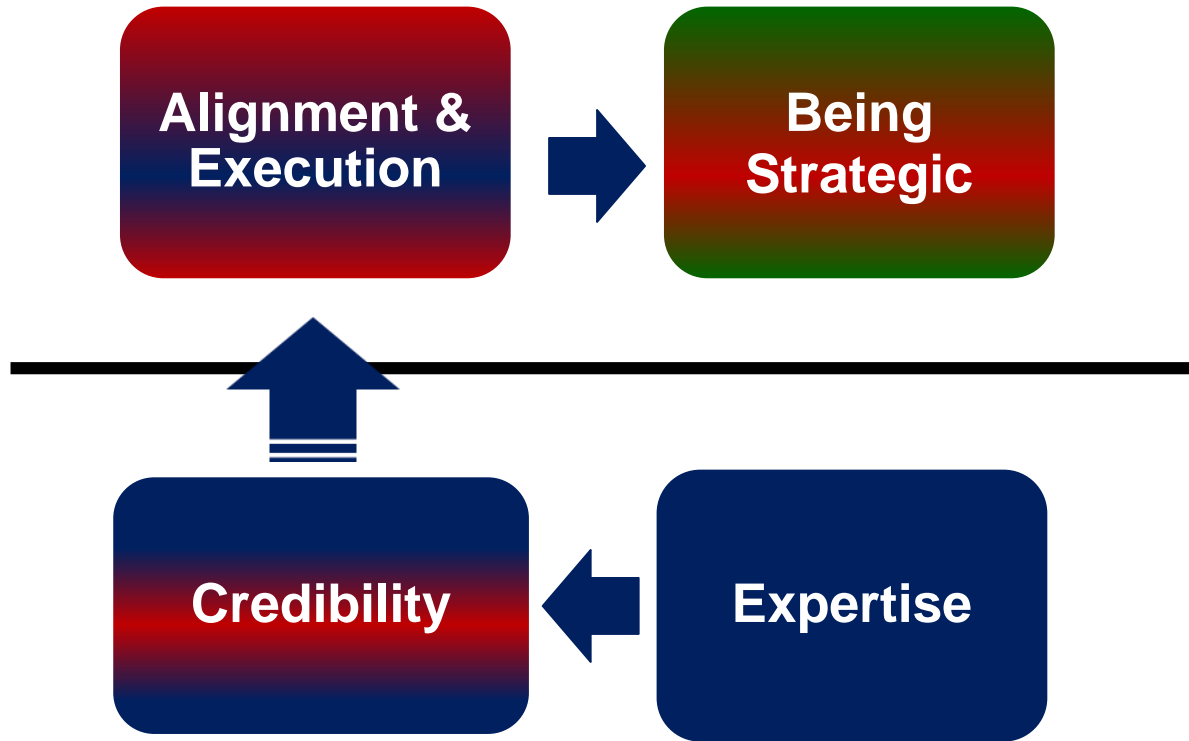
# Begin to Think of “Who” is Around Them



# Example: The Influence Plan Map It Out!



# The Shifts



After Credibility comes Alignment & Execution

# The Second Shift

## Alignment & Execution

**Alignment  
&  
Execution**

**Being  
Strategic**

“working through others”

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**Credibility**

**Expertise**

- A leader's impact is measured by:
  - ability to maximize individual and team performance
  - results

# Alignment & Execution

What it takes: A leader's ability to execute is based on ability to work through others

## Alignment & Execution

- At your level – lead by Example
- At a team level – **Team Perspective**
  - “on-the-field” view
  - understand and utilize all team fundamentals



# Alignment & Execution

What it takes: A leader's ability to execute is based on ability to work through others

## Alignment & Execution

- At an organizational level – **Strategic Perspective**
  - a “press box” view
  - culture
  - systems, processes and organization
  - change management

# Recognize and Work on Team Needs

## Example: Standards for Team Performance

- **Clear goals and objectives** – the mission is clear
- **Timelines** – established clear, doable timeframes and milestones
- **Open communication** – free flow of information
- **Decision making** – informed decision making at lowest level possible

# Example: Assess The Standard of Team Performance

	Open Communication	
We often refrain from the ugly truth - to a prettier half-truth	1 2 3 4 5 Rarely Often	Honesty & clear intentions are generally the rule

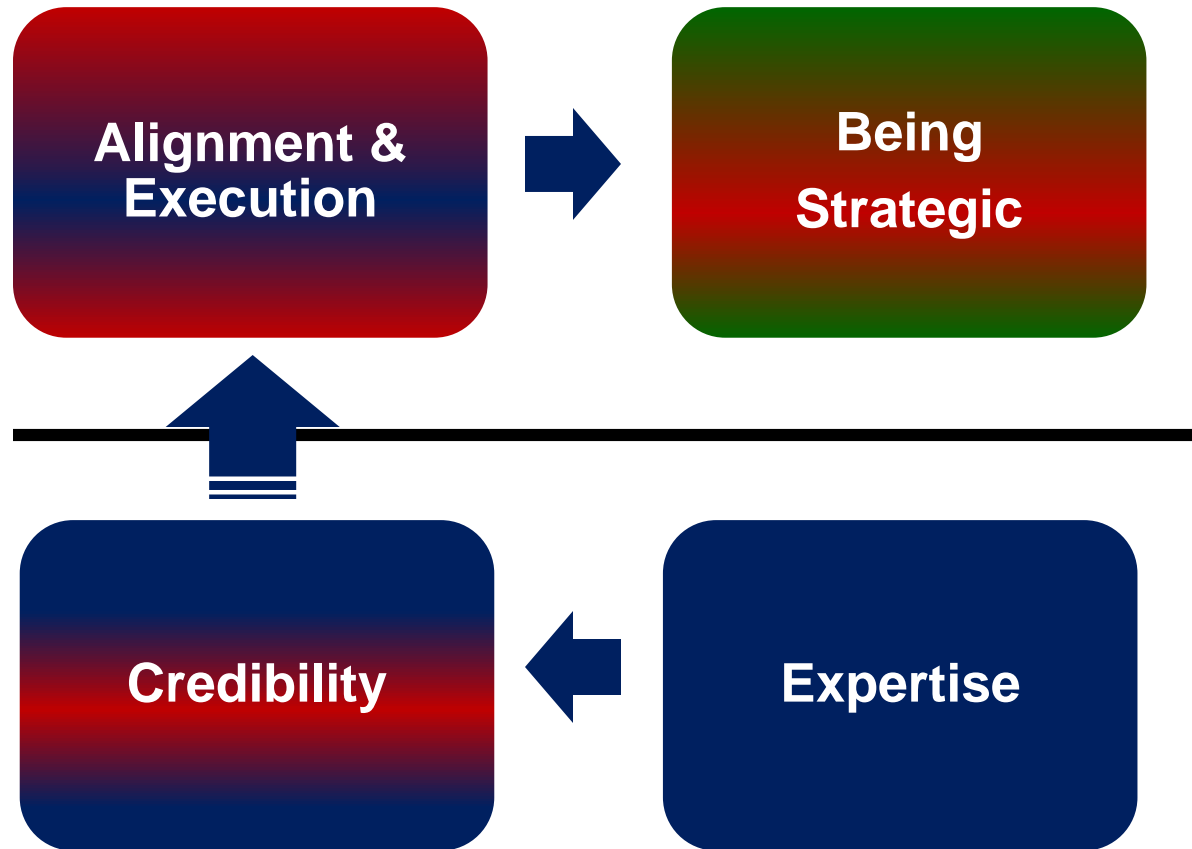
Tip: Use your organization's team definition

# Example: The Critical Step for Technical People Take Action

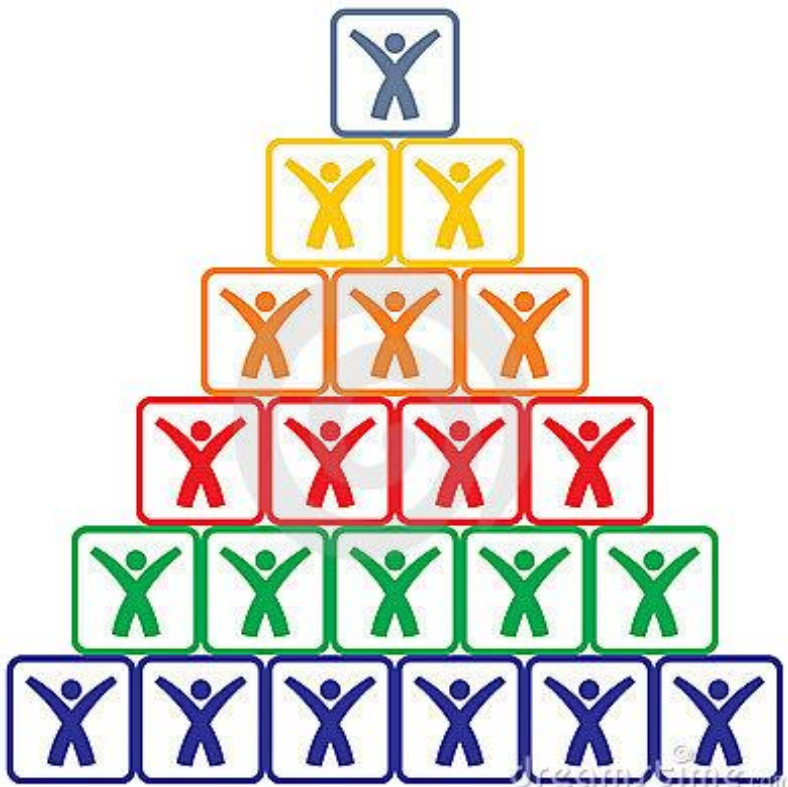
What's Working?	What's Not Working? What's Missing?	Remedies & Actions Required?

# The Shifts – The Third Shift

## Being Strategic



# Critical Point: Strategy vs. Being Strategic



Organizational strategy

Need to be strategic as possible

# How “Big” Is The Big Picture?

- Breadth depends on where your organization sits in the business
- Entails an understanding of internal customers
  - to those you provide products and services



# How “Big” Is The Big Picture?

- The business itself
  - what drives the business
  - value proposition, core competencies, competitive differentiators
- The marketplace
  - the business environment
  - competitors





# Being Strategic

Alignment  
&  
Execution

**Being  
Strategic**

Credibility

Expertise

- Effective leader:
  - Overlooking one's organization to the marketplace
  - Understand the business needs to compete effectively

# Example: Strategic Vision

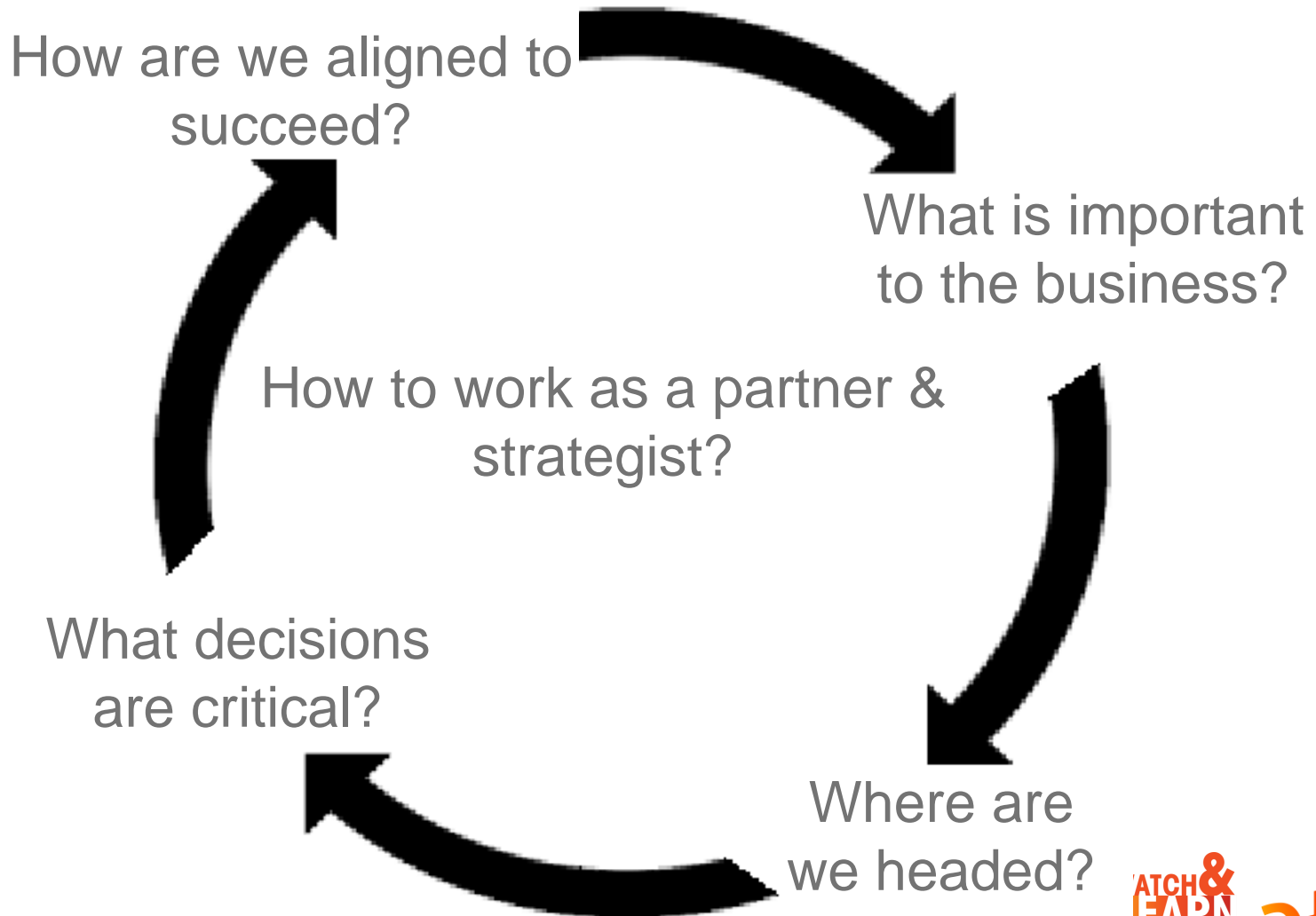
## Examination of work completed at a higher than operational level

- Answers the questions...
  - what are we trying to accomplish?
  - why are we doing it?
  - how to add value to customers and business?

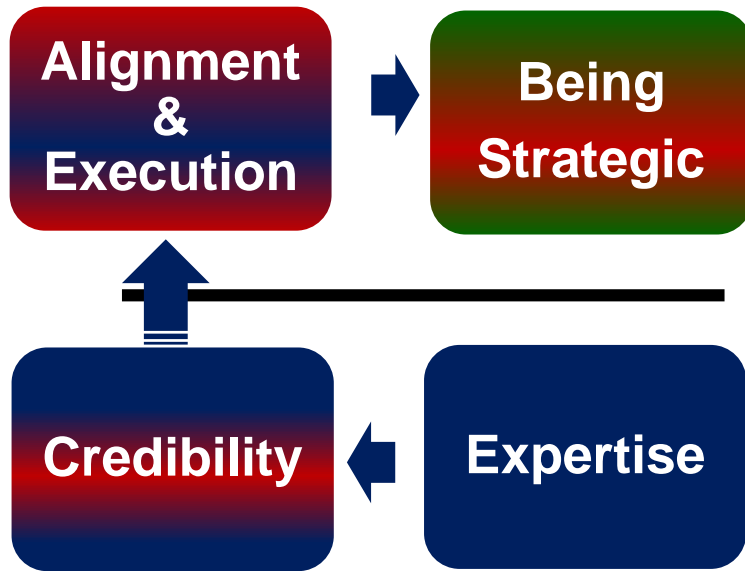


Key Point: Paints a picture of what you are doing

# The Strategic Questions



# Overview



- Common challenges
- Making The Shift is a choice
- The Three Critical Shifts:
  - expertise to credibility
  - overworking to delegating through others
  - from tactics to being strategic
- Put it into action – Examples

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