

SPECIALIST PIPELINE

BUILDING YOUR SPECIALIST PIPELINE



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LPI AT A GLANCE

By the numbers

- 20+ Countries in which LPI operates
- 20+ Languages in which LPI can deliver programs
- 70+ Consultants each with 10+ years of leadership experience
- 75+ Countries our participants have come from
- 40,000+ Leaders and specialists have been through our programs



LEADERSHIP PIPELINE INSTITUTE AT A GLANCE

- With Stephen Drotter and Jim Noel as Partners, the leading global provider of Leadership & Specialist Pipeline solutions to private, public and non-profit organizations

Building the Leadership-Powered Organization

Consultancy

- Leadership Pipeline design & implementation
- Specialist Pipeline design & implementation
- Board & Executive review & succession planning
- Strategic Talent Management
- Performance Management

Transition & Coaching Programs

- Leadership Transition Programs
- Specialist Transition Programs
- Project Leader Transition Programs
- Transition Coaching

Action Research

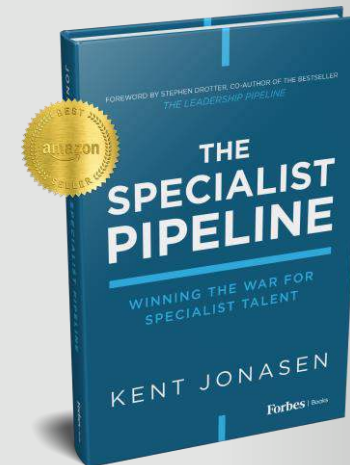
- Leadership Pipeline 2.0
- Leadership Pipeline in the Public Sector
- The Specialist Pipeline
- Leadership Pipeline in a Matrix Organization

Our Values

Simplicity | Innovation | Integrity

THE SPECIALIST PIPELINE

INTRODUCING THE CONCEPT



SPECIALIST PIPELINE VALUE PROPOSITION



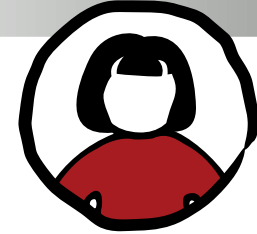
Value to Organization

- Enables a more agile way of working through Specialists across the organizational hierarchy
- Enables specialist and leaders to switch between career tracks without being demoted
- Increases attraction and retention of Specialist by offering a structured career growth



Value to People Managers

- Clarifies and aligns performance expectations
- Enables role-based professional development based on consistent performance standards
- Aligns career development and actual accomplishments in relation to expected results



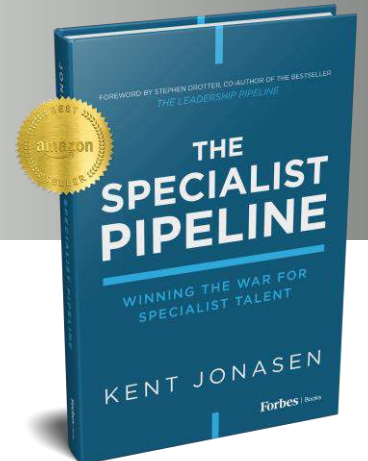
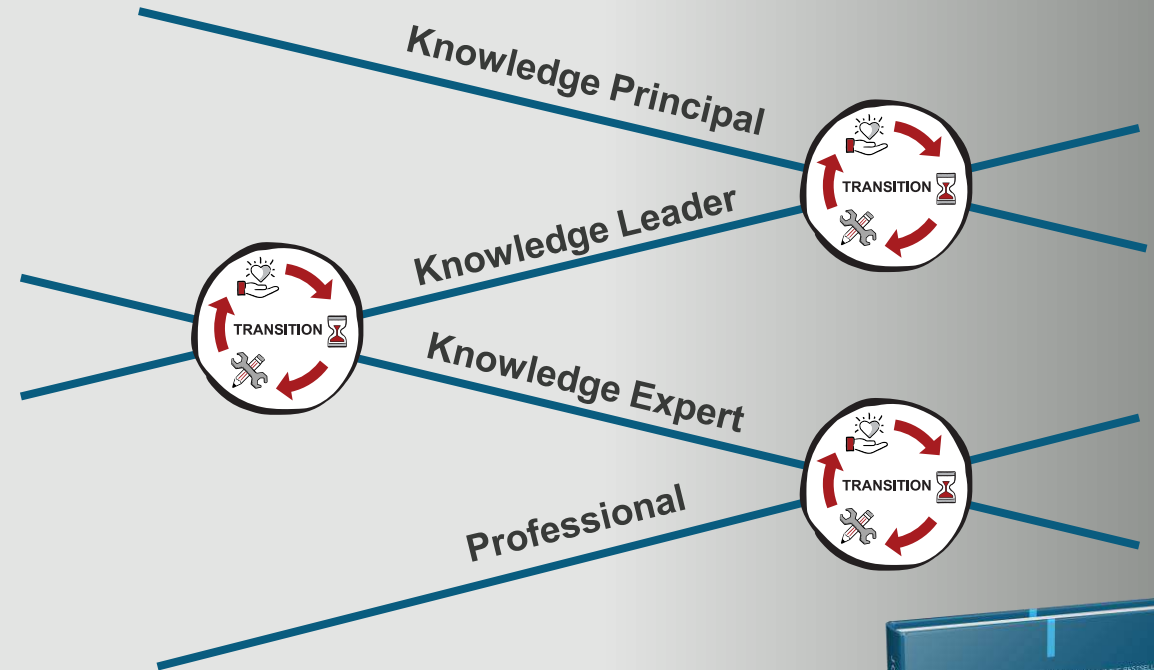
Value to Specialists

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

Designing your Specialist Pipeline

The Specialist Pipeline model helps you:

- **Map and build an architecture** to achieve a sustainable competitive advantage through people
- **Define the critical transitions** faced when moving Specialist Roles in terms of work value, time application and skills
- **Define the expected performance standards** for each Specialist Role in the organization
- **Customize a framework to align** with your company's business model and org set-up





KNOWLEDGE LEADER

ORGANIZATIONAL DEPTH AND BREADTH

Significant depth of knowledge and broad understanding of the organization

- Demonstrates deep and broad knowledge within own domain of expertise
- Takes the entire value chain into consideration, i.e. balances own needs vs. organizational needs
- Is recognized as a leading capacity within own domain of expertise
- Takes cross-functional concerns into consideration in decision making
- Focuses on external customer needs and preferences

RESULT ORIENTATION

Delivering results through colleagues

- Drives results through colleagues and indirect reports in a motivating and engaging way
- Sets the direction and creates purpose in respect of own domain of expertise
- Aligns own deliverables with relevant stakeholders in the value chain
- Is able to deliver on business objectives where no formal mandate has been given
- Effectively balances short-term and long-term results

COMMUNICATION

Influence without authority

- Demonstrates an ability to effectively impact decisions without having any formal decision power
- Recognizes resistance to change and finds engaging ways to overcome such resistance
- Builds strong relationships with stakeholders and decision makers
- Seeks views and suggestions from other stakeholders before taking action
- Adopts a coaching style rather than a telling style when interacting with colleagues and stakeholders

INNOVATION

Leading the domain of expertise

- Leads the development of own domain of expertise and positions it for the future
- Drives innovation to continuously improve concepts, processes and technology
- Successfully leads internal knowledge communities
- Aligns own innovation initiatives with other initiatives across the value chain
- Acts with the external customer in mind when developing own domain of expertise

TRANSITION AS THE PREREQUISITE FOR SUCCESS



Work values

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



Time application

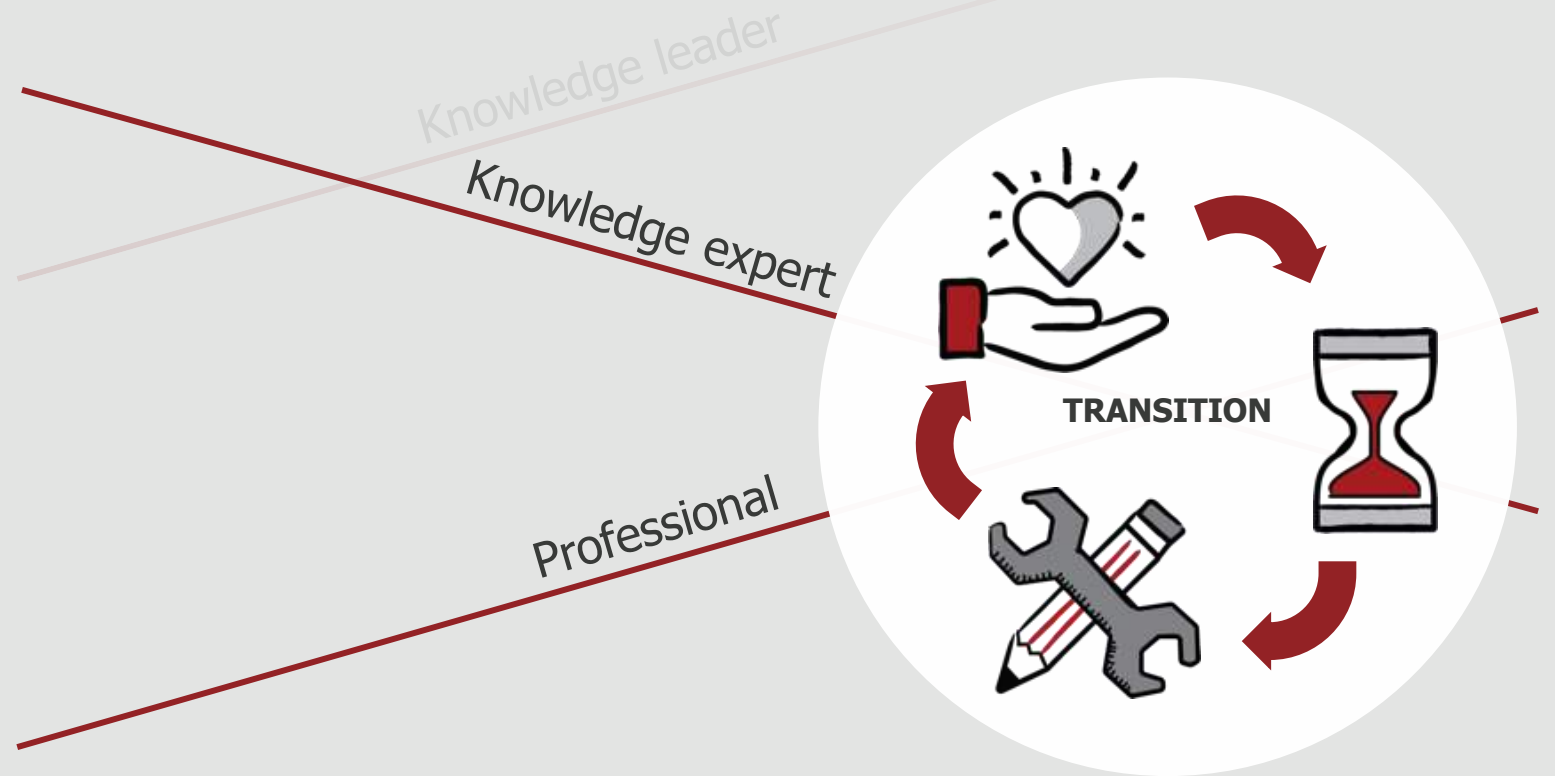
What you spend your time on changes when you develop into a new role.



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.



FROM KNOWLEDGE EXPERT TO KNOWLEDGE LEADER

Knowledge expert



Achieve results through personal expertise
Annual planning
Desire to inspire
Proactively find better ways of doing things
Self as specialist



Represent own domain of expertise
Make time available for colleagues
Train and guide peers
Build own professional brand



Set own objectives
Feedback
Continuous improvement
Structured problem solving
Communication with colleagues working remotely

Knowledge leader



Achieve results through colleagues
2-3 years' planning
Success of colleagues
Ambiguity
Build relationships



Lead own domain of expertise
Make time available for stakeholders
Stakeholder management
Communicate upward and sideways



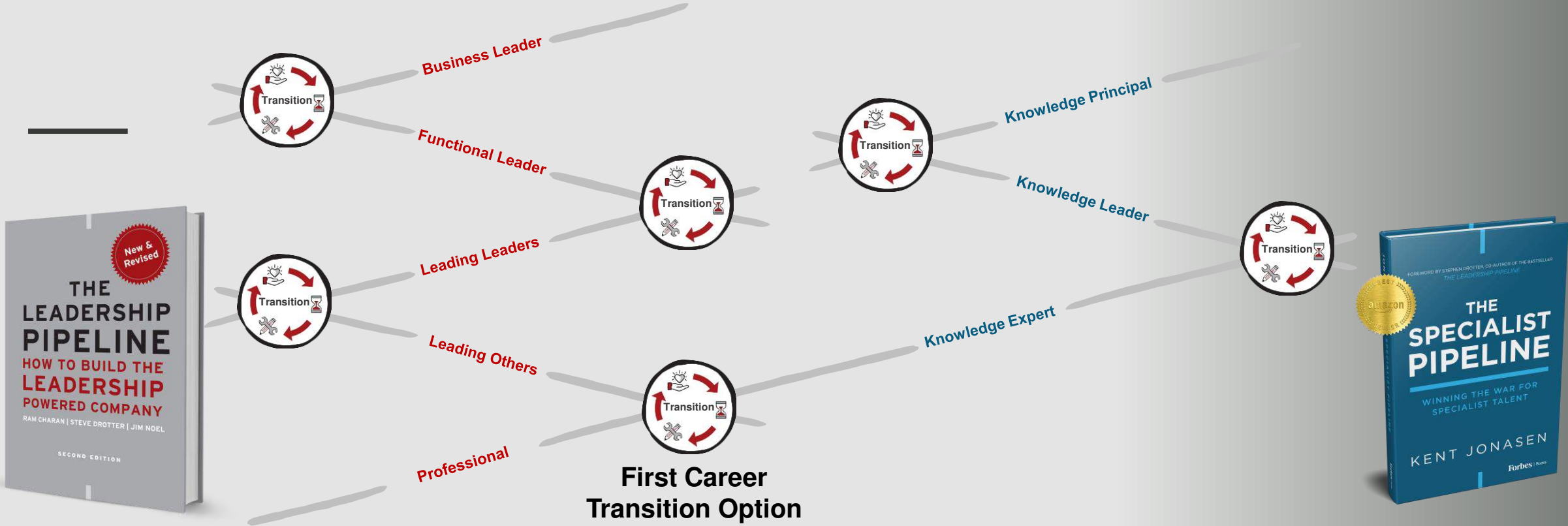
Set objectives for projects, processes, and products
Change management
Develop company tools, processes, and procedures
Coach for results
Influence

Passage
2

THE IMPACT ON CAREER TRACKS

Leadership

Specialist



Profound design phases can precede delivery

1 Framework Design

Step 1 Scope and definition:

- Define scope, roles and vocabulary
- Define hypotheses and map the organization

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Step 2 Test of hypotheses

- Select specialists for interviews
- Conduct interviews
- Align final definition of specialist roles

Step 3 Conclude on findings

- Define performance expectations
- Define work values, time application and skills for each role

2 Framework Implementation

Step1: Implementation:

- Align and integrate with Performance Management system
- Develop communication package for Managers
- Develop Q&A guide for managers

Step 2 Manager onboarding

- Deliver workshops for Managers of specialists



3 Specialist Development

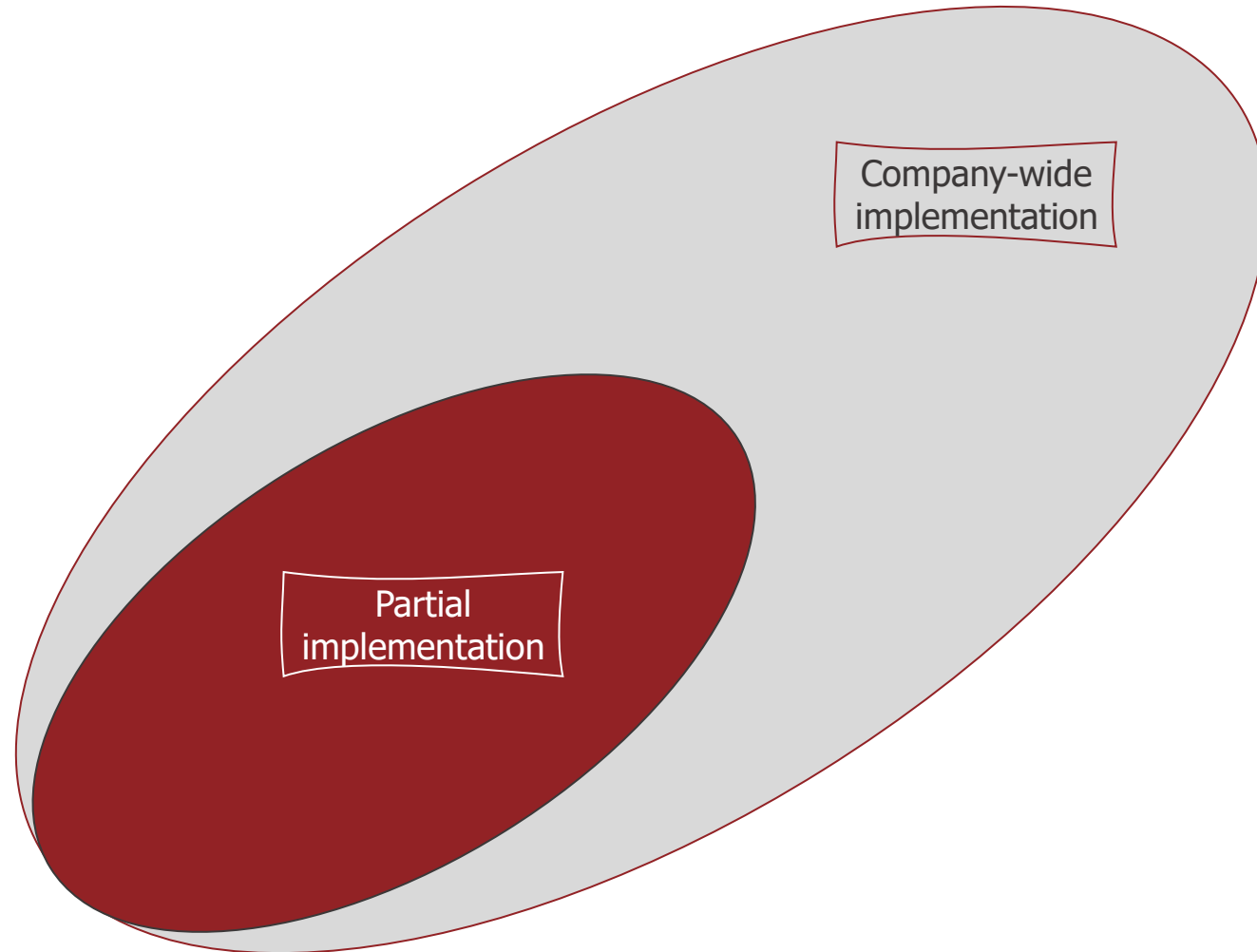
Step 1 Program design:

- Design and develop content and materials
- Define impact measurement
- Conclude roll out plan

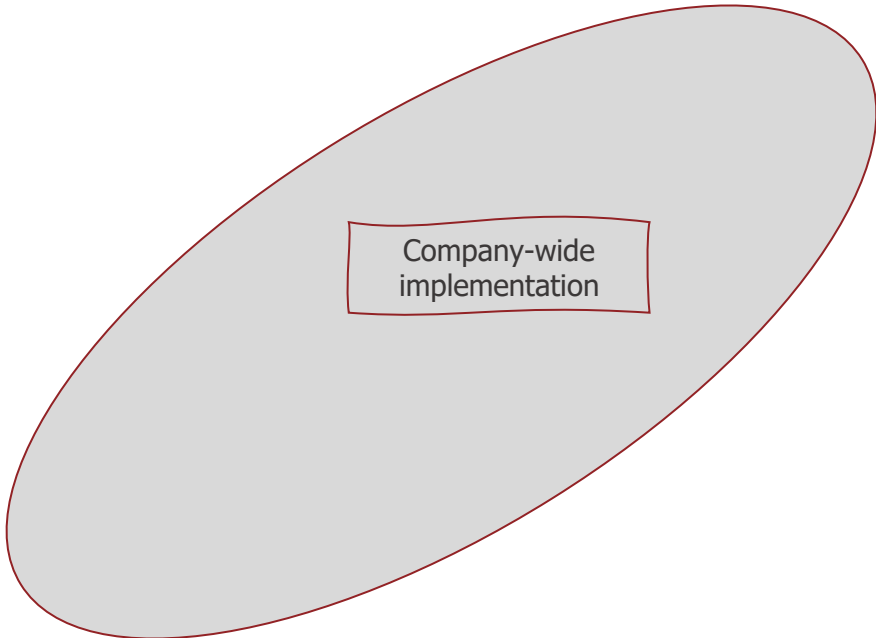
Step 2 Program delivery

- Deliver Specialist Transition Programs
- Evaluate and measure learning outcome

...and our experiences cover both full and partial implementations



A company-wide implementation is a strong engagement change lever and



Characteristics



Less than 15.000 HC

Corporate/central function funds the costs

Corporate job/title structures are (roughly) in place

Benefits

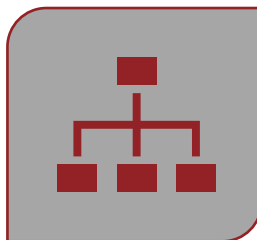


Overall design is tailored the entire company at once

Provides strong engagement change lever

Enables full alignment with corporate concepts

Project set-up



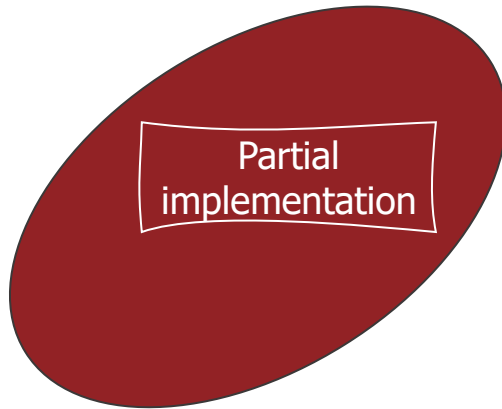
Lead representative from Group HR

Core project team with representatives from Group HR and key functions

Steering committee with 4 or 5 executives from brands/BUs

2 LPI consultants

A partial implementation enables proper piloting of core concepts



Characteristics



More than 30.000 HC

Tradition of piloting concepts and tools in selected units or functions

Unable to find corporate sponsor

Unit or function funds the costs

Benefits

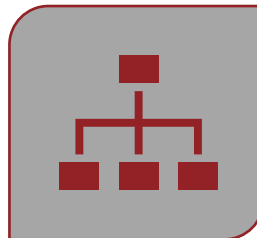


Concepts and tools are tested at unit or function level

Allows to some extent local adjustments

Selected unit/function(s) is recognized as successful first mover

Project set-up



Lead representative from the function in question - e.g. senior HRBP

Core project team with the Lead representative and 1 additional HRBP

Functional executive sponsor - e.g. the head/deputy head of function

1-2 observers from other functions and 2 LPI consultants