



## From Subject Matter Expert to Influential Leader

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The path from technical excellence to leadership excellence requires a fundamental shift in how engineers, operations leaders, finance managers, data scientists and other analytical professionals approach influence. Here's how to successfully make that transition.

### BREAKING THROUGH THE INFLUENCE BARRIER: CRITICAL SHIFTS

For technical professionals to expand their leadership influence, research points to five fundamental shifts in thinking and approach.

1. **From Problem-Solving to Problem-Framing:** Leaders must engage others by framing complex challenges collaboratively.
2. **From Technical Logic to Narrative Influence:** Effective leaders combine data with compelling narratives to influence decisions.
3. **From Individual Expertise to Systems Thinking:** Understanding complex systems of people and processes is crucial for leadership influence.
4. **From Authority to Authentic Influence:** Building authentic connections and trust is essential for sustainable leadership.
5. **From Technical Precision to Emotional Intelligence:** Developing emotional intelligence is key to managing emotions and driving team performance.

### DEVELOPING INTEGRATED TECHNICAL LEADERSHIP

Alvarez & Marsal offers a comprehensive framework to help technical professionals expand their leadership influence while maintaining their authentic technical identity. This includes:

- **Structured Assessment and Self-awareness Building:** Identifying specific leadership strengths and growth areas through validated tools tailored for technical professionals.
- **Experiential Learning with Reflection:** Applying new approaches in real leadership situations, followed by structured reflection to solidify learning.
- **Systems Thinking Development:** Building capacity to see patterns, relationships, and leverage points across organizational systems.
- **Emotional Intelligence Practice:** Developing awareness and management of emotions through structured exercises designed for analytical thinkers.
- **Cross-functional Exposure:** Gaining perspective through structured experiences across different organizational functions.
- **Personalized Coaching:** Receiving guidance from experienced coaches who understand both technical and leadership

domains.

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