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COURSE BROCHURE

Technical Expert to Leader Transition Training Course

5 – 16 September 2027
Abu Dhabi

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Registered in the United Kingdom and Saudi Arabia

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Technical Expert to Leader Transition is a 2-week training course for engineers, analysts and specialists stepping into their first people-leading role, built around a First-Year Technical Leadership Plan each participant drafts and tests. Organisations promote their strongest individual contributors, yet many of those promotions stall because the habits that earned them are not the habits a lead now needs. Jupiter Prime Training designed this Technical Expert to Leader Transition course for that first, decisive shift.

Why Technical Expert to Leader Transition Matters Now

Three forces sharpen this shift today. Engineering and digital work is organised in small cross-functional squads, so a newly promoted specialist leads sooner and with less formal preparation. Scarce technical talent means a poorly handled promotion can lose both a strong engineer and the people around them. An organisation that handles this shift well keeps its experts engaged and gains leads who multiply output; one that handles it badly sees micromanagement, rework and quiet attrition. The course draws on situational leadership, the GROW coaching model and the RACI responsibility matrix.

Who Gains Most from Technical Expert to Leader Transition

- Senior engineers newly responsible for the output and growth of a small delivery squad
- Specialists in analytics, finance or quality who now allocate work to colleagues they once sat beside
- Technical project leads accountable for estimates, scope calls and client conversations
- Subject-matter experts asked to guide cross-disciplinary groups where others hold deeper expertise
- Architects and principal practitioners moving from solo design work to steering a design authority

Engineering and digital functions gain most when several new leads attend together and agree a shared language for delegation.

Technical Expert to Leader Transition Capabilities

Participants move from solving problems themselves to building a squad that solves them.

- Assess which technical tasks to keep, hand over or retire — workload choices in the first quarter
- Design a delegation ladder for complex technical work — squad members and their growth
- Apply coaching questions instead of supplying answers — engineers seeking quick fixes
- Communicate technical trade-offs in commercial terms — sponsors, clients and senior managers
- Build working agreements with former peers — trust and authority inside the squad

- Specify a First-Year Technical Leadership Plan with measurable milestones — the line manager

Key Technical Expert to Leader Transition Terms

- Individual contributor — a professional measured on personal technical output rather than on the results of people they lead.
- Player-coach — a lead who still carries some hands-on technical work while guiding and developing the squad.
- Delegation ladder — graded levels of authority, from instructing to fully handing over, matched to a person's readiness.
- Expertise trap — the habit of jumping in to fix problems personally, which slows the squad and blocks its learning.
- Influence without authority — moving decisions forward through credibility, reasoning and relationships rather than position.
- Stretch assignment — a task deliberately beyond someone's current level, given with support to build capability.

Technical Expert to Leader Transition Day by Day

Day 1: From Doing to Enabling

- Expert-To-Lead Identity Shift Map — Where Personal Value Now Comes From
- Individual Contributor Versus Lead Role Contrast — Changed Success Measures
- Time Audit of Hands-On Technical Work — What to Release First
- Player-Coach Balance Model — How Much Coding or Design to Keep
- Personal Transition Risk Inventory — Early Warning Signs of Overreach

Day 2: Reading the Squad

- Skill and Will Matrix for Technical Staff — Matching Support to Readiness
- Situational Leadership Styles — Directing, Coaching, Supporting or Handing Over
- Strengths Mapping Across Disciplines — Assigning Work to Natural Fit
- Motivation Drivers of Engineers and Analysts — Autonomy, Mastery and Purpose
- Squad Health Check Canvas — Spotting Friction Before It Spreads

Day 3: Leading Former Peers

- Reset Conversation With Former Colleagues — Clarifying the New Relationship
- Working Agreement Charter — Shared Norms for Reviews and Escalation
- Fairness Test for Allocation Decisions — Avoiding Perceived Favouritism
- Handling Resentment From Overlooked Candidates — Retaining Strong Contributors
- Boundary Setting in Social Settings — Friendship Versus Line Responsibility

Day 4: Delegating Technical Work

- Delegation Ladder for Complex Tasks — Graded Authority by Readiness
- RACI Responsibility Matrix — Clear Owners for Design and Release Decisions
- Escaping the Expertise Trap — When Not to Fix It Yourself
- Quality Gates Without Micromanagement — Peer Review and Definition of Done
- Stretch Assignment Selection — Growing Capability Through Real Work

Day 5: Coaching Engineers and Specialists

- GROW Coaching Model — Structuring Problem-Solving Conversations
- Socratic Questioning in Code and Design Reviews — Building Independent Judgement
- Situation-Behaviour-Impact Feedback — Precise Comments on Technical Output
- One-To-One Meeting Rhythm — Agenda Owned by the Squad Member
- Individual Development Plan for Technical Careers — Specialist or Managerial Track

Day 6: Influencing Without Technical Authority

- Stakeholder Power and Interest Grid — Prioritising Sponsors and Partners
- Translating Technical Trade-Offs Into Commercial Terms — Executive Buy-In
- Credibility Equation of Expertise, Reliability and Intent — Earning Trust
- Leading Groups Where Others Know More — Facilitating Expert Debate
- Negotiating Scope and Deadlines With Clients — Protecting the Squad

Day 7: Decisions, Priorities and Technical Debt

- Decision Rights Mapping — Consult, Decide or Inform
- Prioritisation Matrix for Features, Fixes and Debt — Backlog Choices
- Architecture Decision Records — Transparent Reasoning for Future Teams
- Pre-Mortem on Technical Risk — Exposing Hidden Failure Points
- Saying No to Requests — Protecting Focus Without Damaging Relations

Day 8: Conflict and Difficult Conversations

- Thomas-Kilmann Conflict Modes — Choosing a Response to Technical Disputes
- Underperformance Conversation Structure — Facts, Expectations and Support
- Psychological Safety Practices — Encouraging Engineers to Raise Errors Early
- Blameless Incident Review — Learning From Outages and Defects
- Escalation Routes to Senior Management — When to Involve Your Own Manager

Day 9: Sustaining the New Leader

- Energy and Attention Management — Moving Between Deep Work and Interruptions
- Upward Management Agreement — Expectations With the Line Manager
- Peer Network of New Leads — Sharing Cases Across Functions
- Leadership Reflection Journal — Turning Weekly Events Into Learning
- Recognition Practices for Technical Achievement — Retention and Morale

Day 10: Practising the First-Year Technical Leadership Plan

- Delegation Ladder Applied to a Live Squad Case — Handover Choices
- Coaching Rehearsal With Peer Observers — Refining Questioning Habits
- Stakeholder Pitch of a Technical Trade-Off — Executive-Level Feedback
- Ninety-Day Milestones and Squad Measures — Tracking the Shift
- First-Year Technical Leadership Plan — Final Draft for the Line Manager

Applying Technical Expert to Leader Transition After the Course

- Run a reset conversation and agree a working agreement charter with the squad, including those who were former peers.
- Move two hands-on technical tasks up the delegation ladder and review progress through GROW-based one-to-ones.

Technical Expert to Leader Transition Questions FAQ

What is a technical expert to leader transition and why does it matter now?

It is the move from being valued for personal technical output to being valued for what a squad delivers. It matters now because specialists lead earlier, and a weak shift costs delivery speed and scarce talent.

Which roles gain most from technical expert to leader transition training?

Newly promoted engineers, analysts, architects and specialists gain most. You benefit if you now allocate work and represent a squad, especially one that includes former peers.

How does technical expert to leader transition differ from senior leadership transition training?

It addresses the first step into leading people, not the later move to leading managers. It centres on delegating technical tasks and coaching specialists, not enterprise strategy or succession.

What do you bring back from technical expert to leader transition training?

You bring back a tested plan for your first year as a lead. It sets out which work you release, how you delegate and coach, and the milestones your line manager will track.

Technical Expert to Leader Transition: The Way Forward

The First-Year Technical Leadership Plan first informs which hands-on tasks a new lead releases in the opening month. The lead and their line manager use it in one-to-ones to track delegation, coaching and stakeholder progress. After the first ninety days, the player-coach balance deserves a second look, because squad readiness changes faster than most new leads expect.