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COURSE BROCHURE

Managing Expert Specialists and Knowledge Workers Training Course

24 – 28 May 2027
Milan

jupiterprime.uk

info@jupiterprime.uk

Registered in the United Kingdom and Saudi Arabia

Managing Expert Specialists and Knowledge Workers Training Course

Ref: 2586_98390 **Date:** 24 – 28 May 2027 **Location:** Milan **Fees:** 6200 GBP

Managing Expert Specialists and Knowledge Workers is a 1-week training course for newly appointed managers and senior professionals who now lead engineers, analysts, lawyers or researchers, and who leave with a specialist team stewardship plan. Organisations depend on scarce expertise that is hard to replace, and specialists rarely respond to the command habits that suit routine work. Jupiter Prime Training treats managing expert specialists as authority built on judgement rather than rank.

Why Managing Expert Specialists Matters Now

Three forces shape this work. Expertise is scarce, so a micromanaged analyst or engineer may leave and take hard-won know-how with them. Work has become more autonomous and project based, which weakens the line between manager and senior individual contributor. And clients and boards expect sound technical judgement to reach decisions quickly, without being diluted by layers of approval. Handled well, specialists keep critical knowledge in the organisation; handled badly, they disengage quietly.

Who Gains Most from Managing Expert Specialists

- Those newly in charge of colleagues with deeper technical knowledge
- Senior specialists who now allocate work, review output and represent a discipline to sponsors
- Heads of small professional units such as legal, actuarial, laboratory, design or data teams
- Project leads coordinating experts without line authority
- People partners who advise managers on retaining and developing scarce technical talent

A professional unit gains most when its new manager and two senior specialists attend together.

Managing Expert Specialists Capabilities

Participants practise leading people whose credibility comes from mastery, and balancing professional autonomy against the organisation's need for predictable results.

- Map who owns each technical call in the unit — sponsors and risk owners
- Design autonomy agreements that set boundaries, check-in points and escalation triggers — the specialist and the manager
- Weigh competing requests for scarce expert time — internal clients and project leads
- Communicate critique of technical work in a way that protects professional pride — the specialist and peer reviewers
- Build credibility as a manager without competing on technical detail — the team and senior stakeholders
- Assess retention risk and growth paths for each key specialist — people partners and succession owners

Key Managing Expert Specialists Terms

- Knowledge worker — a professional whose main contribution is judgement or analysis rather than set procedure.
- Autonomy agreement — a written note of which decisions a specialist takes alone and when the manager is consulted.
- Expert time budget — an allocation of a specialist's hours across projects, advice and mentoring.
- Technical authority — the recognised right to make the final professional call on a matter within a defined discipline.
- Single point of knowledge — a situation where only one person holds critical know-how, creating continuity and retention exposure.
- Dual career path — a route that lets specialists advance in grade without managing people.

Managing Expert Specialists Day by Day

Day 1: The Expert Workforce and Its Expectations

- Knowledge Worker Motivators — What Specialists Value Beyond Pay and Title
- Expert Unit Diagnostic — Where Technical Judgement Currently Sits and Stalls
- Single Point of Knowledge Scan — Continuity Exposure in Critical Disciplines
- Manager Role Redefinition — Moving From Best Expert to Enabler
- Sponsor Expectation Mapping — What the Business Needs From the Unit

Day 2: Autonomy, Authority and Delegation to Experts

- Decision Rights Matrix — Which Technical Calls Stay With the Specialist
- Autonomy Agreement Drafting — Boundaries, Check-Ins and Escalation Triggers
- Outcome-Based Delegation — Defining Results Without Prescribing Method
- Technical Authority Assignment — Naming Final Reviewers by Discipline
- Micromanagement Warning Signs — When Oversight Erodes Expert Ownership

Day 3: Prioritising Scarce Expert Time

- Expert Time Budget — Balancing Projects, Advice and Mentoring Hours
- Demand Intake Triage — Accepting, Deferring or Declining Expert Requests
- Portfolio Conversations With Sponsors — Trading Scope Against Specialist Capacity
- Knowledge Sharing Routines — Pairing, Shadowing and Documented Reasoning
- Deep Work Protection — Meeting Rules That Preserve Concentration

Day 4: Critique, Credibility and Retention

- Technical Critique Conversations — Challenging Work While Respecting Mastery
- Peer Review Design — Using Fellow Experts to Raise Quality
- Credibility Without Competing — Asking Questions That Sharpen Expert Thinking
- Stay Risk Profiling — Spotting Disengagement in Key Specialists Early
- Dual Career Path Options — Recognition Routes Outside People Management

Day 5: Practising the Specialist Team Stewardship Plan

- Unit Diagnostic Refresh — Applying Day One Findings to a Real Team
- Autonomy Agreement Rehearsal — Negotiating Boundaries With a Senior Specialist
- Time Budget Presentation — Defending Expert Capacity Choices to a Sponsor
- Critique Conversation Practice — Feedback on a Flawed Technical Recommendation
- Specialist Team Stewardship Plan — Agreed Actions for the Next Quarter

Applying Managing Expert Specialists After the Course

- Agree a written autonomy agreement with each senior specialist.
- Run a single point of knowledge scan and start one pairing routine for the highest exposure.

Managing Expert Specialists Questions FAQ

What is managing expert specialists and why does it matter now?

Managing expert specialists is the practice of leading professionals whose technical judgement exceeds the manager's in parts of the field. It matters now because over-controlled specialists disengage or leave, taking scarce know-how with them.

Which roles gain most from managing expert specialists and knowledge workers?

Newly appointed heads of professional units gain most, together with senior specialists who allocate work and project leads who coordinate experts across functions. People partners who advise on retaining technical talent also benefit.

How does managing expert specialists differ from a general new manager course?

A general new manager course covers the move into supervision for any team. This course focuses on one situation: leading people who know more than you in their discipline, with decision rights, expert time budgets, technical critique and dual career paths at its centre.

What do you bring back from managing expert specialists and knowledge workers?

You bring back a specialist team stewardship plan for your own unit. It holds draft autonomy agreements, an expert time budget, a retention risk view and agreed actions.

Managing Expert Specialists: The Way Forward

The specialist team stewardship plan first informs who holds final technical authority in each discipline of the unit. The manager uses it with senior specialists and sponsors to agree autonomy, capacity and growth routes. After its first quarter, the perspective worth revisiting is whether expert time still flows to the work that matters most and whether a new single point of knowledge has appeared.