Redefining Expertise:

Scaling the Unscalable

Timeless principles and creative tactics meet
AI-powered innovation

Sal Pece

Foreword by: Serge Perras, CIO/EVP Abarca Health

7. Shifting-Right First: The Human Side of Expertise and Business

Think of Michelangelo, not just as a master artist, but also as a Renaissance man who knew the value of combining expertise with the art of communication. When he was considered for the Sistine Chapel project, it wasn't just his technical skills that won him the commission; his ability to sell his vision played a crucial role too.

In our approach, ***Shifting-Right First***, we're channeling Michelangelo's blend of expertise, marketing, and salesmanship. Michelangelo understood and communicated the broader vision behind his work on the ***Sistine Chapel***, experts and apprentices today need to grasp and articulate the business objectives of their projects before tackling the technical aspects.

This method is like bringing the storytelling and strategic thinking of marketing into the early stages of product development. It's about ensuring that our technical solutions are not just about the ***how*** but also the ***why***. Just as Michelangelo's work on the Sistine Chapel wasn't merely a display of his technical prowess but the masterpiece aligned with the grander vision of his patrons. Our experts must become more than just tech wizards; they turn into idea catalysts who enhance the alignment and agility of the organization with its goals.

By integrating these lessons from the Renaissance and modern marketing into our processes, we're not just developing products; we're crafting solutions that resonate on a human level and deliver value.

Embracing the Human Side of Expertise

The boundaries between technology and business are becoming increasingly blurred. To thrive, experts and apprentices must evolve beyond their traditional roles and become ***expert* communicators**. This shift highlights the importance of the human side of expertise, emphasizing the need for experts to share their gifts in plain human language, so everyone can learn and appreciate their contributions.

What does Shifting-Right First mean?

The ***Shifting-Right First*** approach is like having a clear picture of the finish line from the start. It's all about focusing on what the final, successful version of a product will look like after every feature is done and the customer is happy. It's about helping every team member see how their day-to-day work adds up to the big wins for the customer and client. They get to understand and explain their challenges, solutions, and achievements in ***clear*** terms, connecting their daily efforts to the larger goals of the project. This way, everyone's not just doing their bit; they're part of the success delivery.

The Shifting-Right First Approach

The **Shifting-Right First** approach is a transformative paradigm shift that can significantly impact the way experts and organizations operate. We encourage experts and apprentice teams to prioritize understanding and articulating the project's **business objectives** before delving into technical details.

We've looked at various ways to communicate the business challenges, solutions, and results and have developed a simple approach. Typically, ***Case Studies*** are used as an excellent marketing and sales tool to highlight the past value and successes of a team and helps to start to build trust with new clients.

What if we could use that power of imagination to predict success ahead of time? And what if we could articulate the benefits and value that would be delivered to the business in non-technical terms? We found that the benefits to the project were immense!

Benefit to your organization include:

- **Setting Clear Objectives**: Shifting-right first ensures that everyone involved in a project has a **crystal-clear** understanding of its business problems and objectives before even tackling the technology.
- **Scope Definition**: By understanding the project's business objectives upfront, experts can define the scope of technical solutions more effectively. This leads to more efficient problem-solving and resource allocation.
- **Aligning Efforts with Value**: Using this approach, teams could clearly align their efforts with the overarching goals of the client.
- **Impressing Stakeholders**: When experts and apprentices can articulate their contributions in human terms, stakeholders gain a deeper appreciation of the project's purpose and progress. This empowerment fosters collaboration and informed decision-making.

We wanted everyone in our team to be comfortable discussing our projects' challenges, solutions, and successes in their own words. This idea aligns with Dr. Herbert E. Krugman's ***Rule of Seven*** from marketing, suggesting people need to hear a message seven times to fully grasp it. By encouraging our team to reinterpret and articulate these key points personally, we not only made the message clearer but also sped up its absorption. We estimated this approach could cut down the usual communication process by as ***half***.

This wasn't just about repeating the same message over and over. It was about making it resonate individually with each team member. By internalizing and then reshaping the message in their own way, everyone got a better and quicker grasp of the big picture. This method made our team communications more effective, helped everyone feel more connected to our work, and brought us closer to achieving our collective goals.

Building Essential Communication Skills

To implement the ***Shifting-Right First*** approach successfully, experts and apprentices have to focus on these key communication skills:

- **Active Listening**: Effective communication begins with active listening. Teams must attentively listen to stakeholders, understanding their needs and concerns to provide tailored solutions.
- **Clarity and Simplicity**: Teams should strive for clarity and simplicity in their communication, avoiding jargon and technical terms that can alienate non-technical stakeholders.
- **Visual Communication**: Visual aids such as diagrams, charts, and infographics can help convey complex technical concepts in a more accessible manner.
- **Empathy**: Understanding the perspectives and concerns of stakeholders fosters empathy, which is crucial for building trust and effective collaboration.

Everyone is now aligned and speaking the same language for ***success***.

Implementing Shifting-Right First

To put the approach into action:

- **Training and Development**: The company has committed to programs aimed at improving the communication abilities of our experts. This includes traditional speech training and GPT prompt training, implemented company wide.
- **Collaborative Culture**: We foster a culture of collaboration within your organization, encouraging teams to engage in meaningful dialogues with stakeholders.
- **Leadership Buy-In**: We secured commitment from top management to recognize the importance of this strategy and champion its adoption. Efforts were made to streamline their involvement, making the process seamless and efficient.

The ***Shifting-Right First*** approach fundamentally reimagines the role of experts in the modern business landscape, transforming them into strategic communicators who not only solve technical challenges but also drive innovation and business success through a profound understanding of and alignment with overarching business goals.

Salogy: I'm Going on Vacation and I'm Bringing…

Imagine a group of travelers preparing for an exciting journey, but with a unique challenge: only one person knows the destination, keeping it a secret from the rest. Each traveler is instructed to pack their bags and gather at the airport on a specific date.

Some pack for a safari, others for a tropical getaway, and a few for a scuba diving adventure. But here's the surprise – they're heading for an ***arctic*** expedition! And most don't make it back…

Consider how much smoother their preparations and enjoyment of the trip would be if they were aware of the destination in advance. Knowing where they're going would make their journey more enjoyable and efficient.

CASE STUDY: Bridging the Gap Between Tech and Human Speak

The Challenge

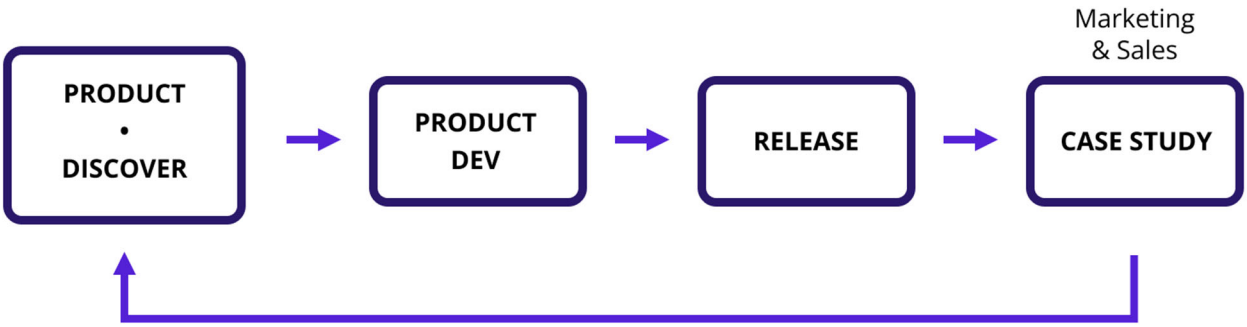
A major challenge faced by most technical teams is the inability to effectively communicate the value and purpose of our product development efforts in simple, ***human*** terms. We found that our team often used *technical jargon* that made it difficult for non-technical stakeholders to understand the significance of the work completed. This communication gap resulted in misunderstandings, slowed down decision-making, and hindered the alignment of development efforts with the overall goals of the business.

Specifically, we identified the following challenges:

- The primary difficulty faced by the customer stemmed from receiving information from our technical teams that was unclear, unintelligible, and not practically applicable. This led to challenges in comprehending the significance and effects of our product development activities, as well as misinterpretations regarding the complexity and timelines associated with product delivery.
- The inability to communicate effectively was leading to delays in product development, misalignment with business objectives, and increased frustration among stakeholders.
- Our customers attempted to solve this problem by requesting more detailed technical documentation, which only served to exacerbate the issue, as it increased the complexity of communication.

  More reporting doesn't lead to clarity, it led to frustrations and delays.
- The consequences of this communication problem included missed opportunities, inefficient decision-making processes, and project delays, which had a negative impact on our ***competitiveness*** and customer satisfaction.

The Solution



BONUS: Now that the case studies are written, they can help sales teams earlier in the process?

To address these communication challenges, our team took the following steps:

- We established a cross-functional team consisting of developers, product managers, and ***Marketing*** specialists to identify and address the customer's needs and requirements.
- Our team developed a simple and intuitive communication framework that emphasized the value and benefits of our product development efforts. We focused on using plain language that anyone could understand and leveraged AI to help us.

The key features of our solution included creating clear and concise product summaries, visual aids, and regular meetings to facilitate two-way communication between technical and non-technical teams.

- Our solution prioritized simplicity and clarity over technical depth, ensuring that all stakeholders could grasp the significance of our work.
- We established this early in the process, so our team not only knew what they were building, but why, for whom, and the value they brought to the project.

The Result

The implementation of our communication solution led to significant customer wins:

ALIGNMENT

The customer achieved better alignment between their business objectives and our product development efforts, resulting in faster decision-making and a more agile development process.

OVERCOMING CHALLENGES

Our solution helped the customer overcome the challenges of misunderstanding and frustration by providing them with clear and understandable information.

RESULTS

Quantifiable results included a 20% reduction in decision-making time, a 15% increase in project efficiency, and a 10% improvement in stakeholder satisfaction.

CUSTOMER FEEDBACK

The customer provided positive feedback, stating that our improved communication had made it easier for them to collaborate with our team and make informed decisions.

Check out ***Appendix C: The Shifting-Right First Methodology*** for a practical tool you can use to help get started.

Moving Forward

We highlighted the need for experts to be good communicators, introducing the Shifting-Right First approach, which emphasizes understanding business goals before diving into technical details. It stresses essential communication skills, including listening, clear and jargon-free speaking, visuals, adaptability, and empathy. By mastering these skills and using the approach, experts can drive innovation, align projects with business goals, and improve organizational flexibility.

Part III, we're diving into the timeless strategies that have been turning people into extraordinary experts and innovators for ages. We're going to share all these secrets about speeding up expertise, packed with useful tips and tools for both you and your organization. We've already seen how much change good communication can bring, and we're excited to dig deeper and adapt these strategies for even greater results.

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Redefining Expertise: Scaling the Unscalable

Your team of outstanding experts is invaluable to your organization's success.

But here's the **billion-dollar** question: How do you multiply this value across your entire organization?

Redefining Expertise: Scaling the Unscalable reveals the proprietary strategies that have been pivotal to our success.

Part I: Understanding and Reimagining Expertise - Debunk common myths to pave the way for innovative approaches in the realm of expertise.

Part II: The Renaissance of Expertise - Explore a fresh set of strategies to fuse cutting-edge technology and human insight, reshaping the landscape of expertise.

Part III: Accelerating Expertise - Learn how the teachings of past masters can be reinterpreted to cultivate a new generation of experts.

Part IV: Expertise Beyond Politics - Unleash the full potential of expertise by mastering the art of organizational diplomacy. Transcend political barriers by fostering alignment and collaboration across diverse groups.

While your competitors cling to outdated models of expertise, you can wield the future through practical guidance and AI strategies. This isn't just a book; it's a secret decoder ring for the AI age, rewriting the playbook for your business success.

954-895-6075

sal.pece@xennial.com

www.linkedin.com/in/salpece/