

**IDENTIFYING HIGH POTENTIAL EXPERTS
USING THE EXPERTUNITY TALENT MODEL**



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AGENDA

1. The case for building expert capability
2. Challenges with identifying experts who are high potential
3. How to do it – a process

Hosts: Alistair Gordon & Darin Fox

The Future of Work relies on harnessing expertise

FOUR GLOBAL TRENDS

INCREASING COMPLEXITY

As complexity increases,
strategy gets harder.

Your experts can no longer be
viewed as “service providers”
but as strategic partners,
developing and evolving your
strategy continually, in real-
time.

STEM SUPPLY & DEMAND

STEM jobs are growing twice
as fast in Australia as any
other job and closing the
global skills gap could add
US\$11.5 trillion to global GDP.

The ability to attract, retain
and develop technical talent
will become a key source of
competitive advantage.

EXPONENTIAL DATA & NOISE

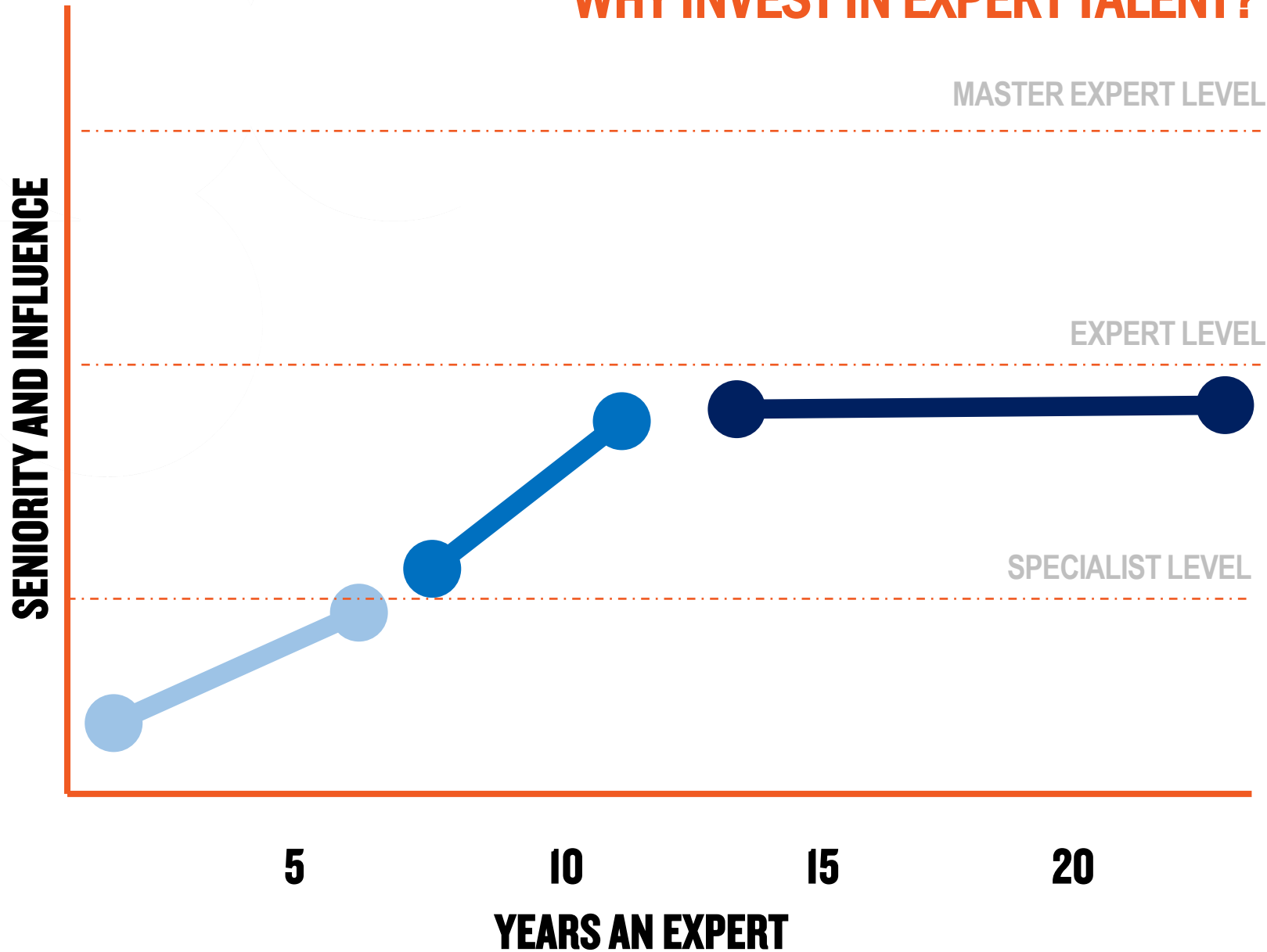
In a world overloaded with
data and misinformation, your
experts are best placed to
identify the right information,
complex connections and
logical actions to take.

HYBRID MODELS

Organisations are organised
for managers and workflow,
not the flow of information
and knowledge.

The most successful
companies are building new
organisational models and
practices which optimise the
flow of ideas, knowledge
and learning.

WHY INVEST IN EXPERT TALENT?



MIDDLE YEARS

Acquisition of more technical knowledge skills, and many experiences

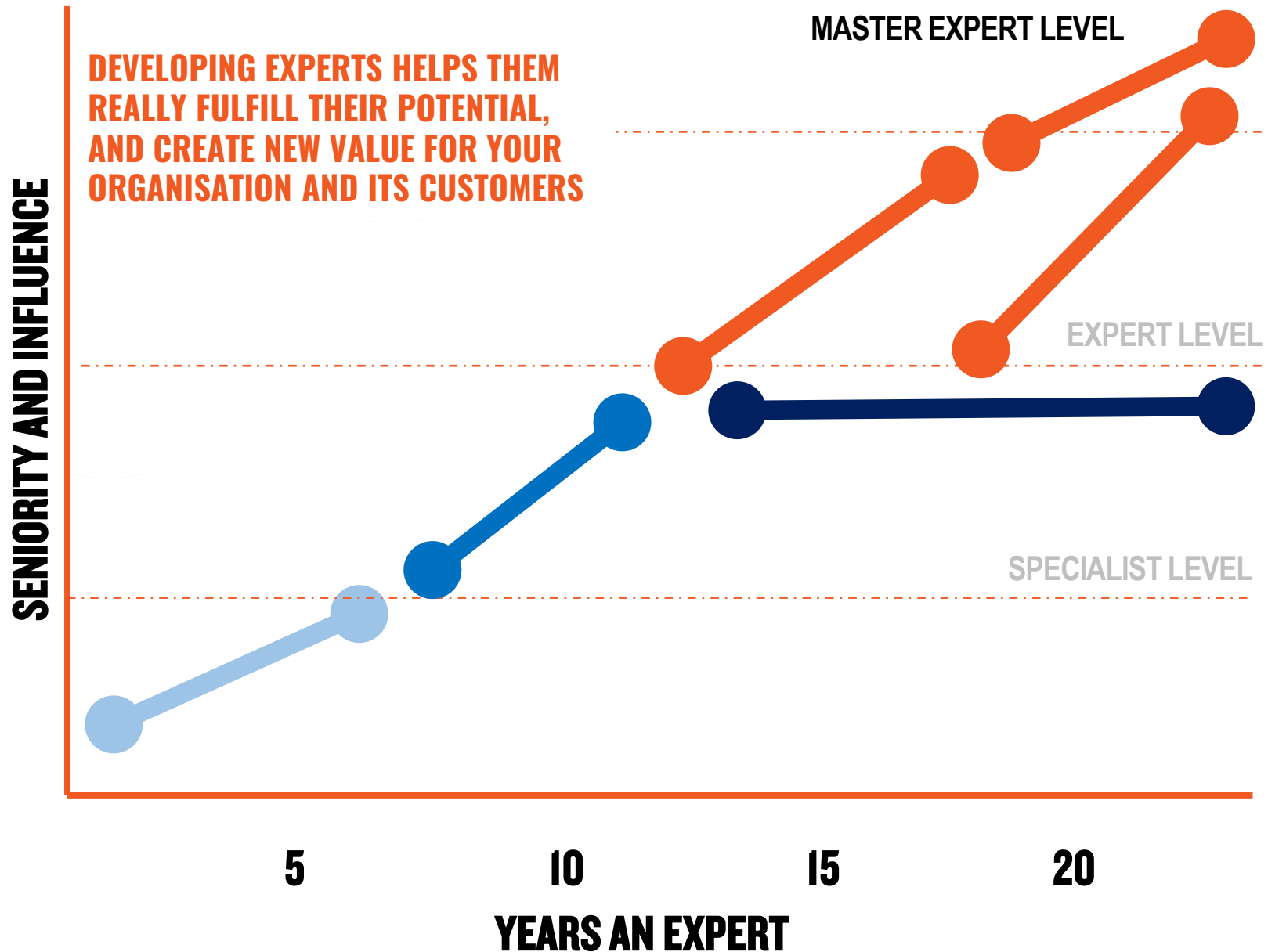
LATER YEARS

Hits technical ceiling, continues with increasingly repetitive work. Can get stuck.

EARLY YEARS

Acquisition of technical knowledge and skills

WHY INVEST IN EXPERT TALENT?



LATER YEARS

Builds enterprise skills on top of technical skills via expertship programs. Greater influence, involvement, and impact. Many career choices, and in demand.

MIDDLE YEARS

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LATER YEARS

Hits technical ceiling, continues with increasingly repetitive work. Can get stuck.

EARLY YEARS

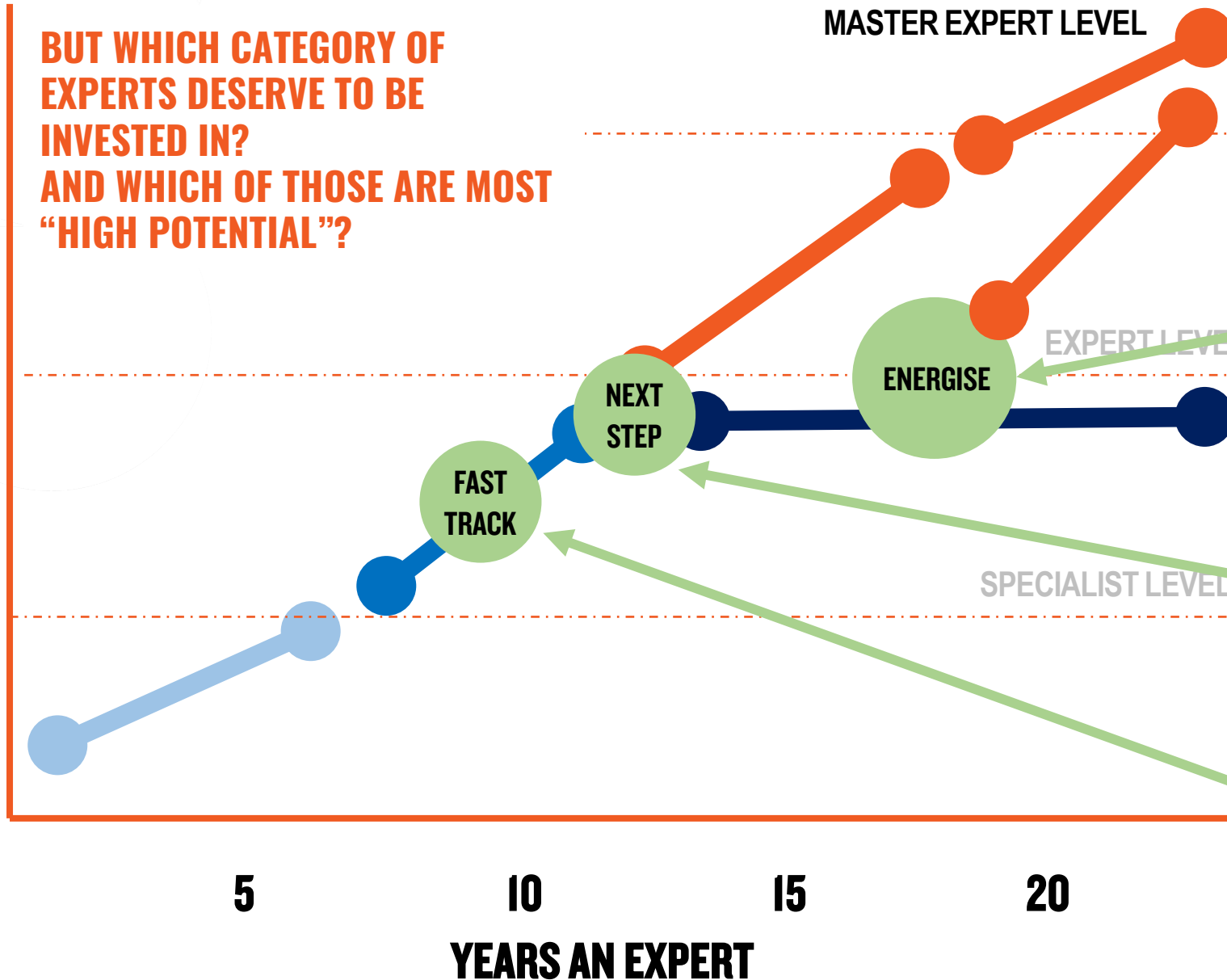
Acquisition of technical knowledge and skills



WHY INVEST IN EXPERT TALENT?

BUT WHICH CATEGORY OF EXPERTS DESERVE TO BE INVESTED IN? AND WHICH OF THOSE ARE MOST "HIGH POTENTIAL"?

SENIORITY AND INFLUENCE



ENERGISE
Identify Experts who feel like they have plateaued, but know they have so much more to give. They need to build influence, executive presence, and market skills.

NEXT STEP
Identify Experts who are totally competent from a technical perspective, but need enterprise skills to continue to grow.

FAST TRACK
Identify rising talent and accelerate their growth towards full potential.



WHY IS IDENTIFYING EXPERTS WITH POTENTIAL DIFFICULT?

EXPERTS CONTRIBUTION UNDER-VALUED

- Expert roles are difficult to understand
- Value creation by experts can be invisible
- Experts are rarely invited leadership and strategic forums

BARRIERS TO IDENTIFYING EXPERT POTENTIAL

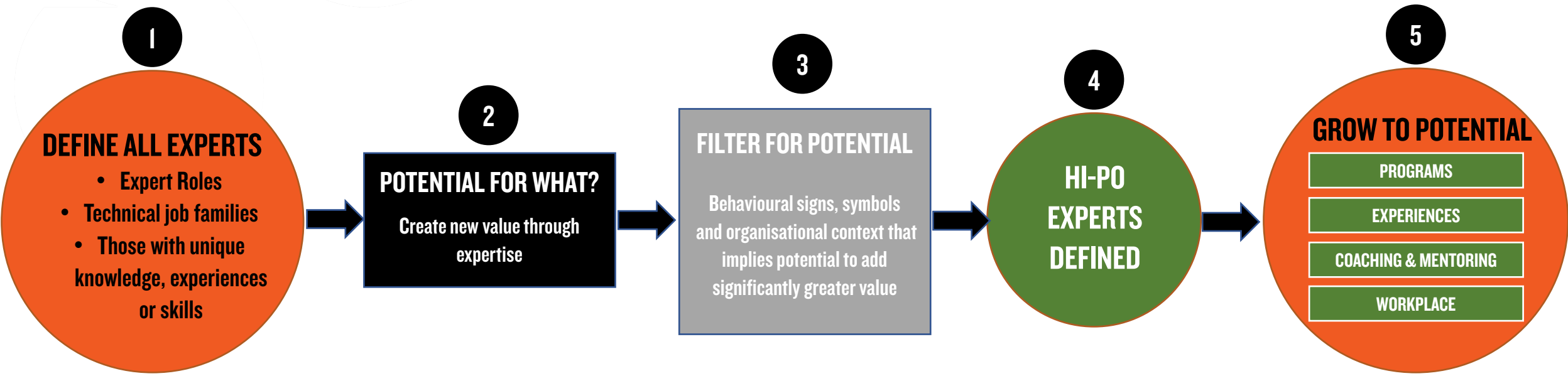
SELECTION BIAS

- Experts are different
- Assessment of potential done by non-experts
- Human bias – halo/horns, similar-to-me, status-quo bias, confirmation bias
- Pop-Culture, media, myths and legends about “experts”

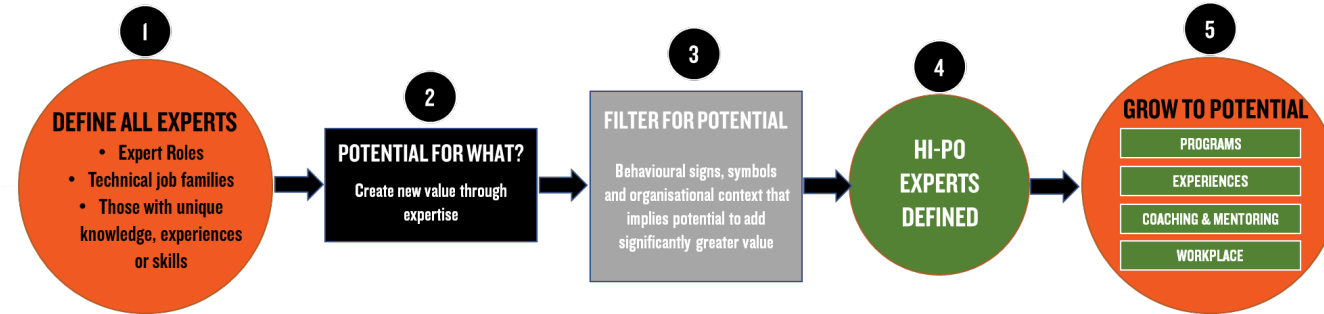
MIS-ALIGNED SYSTEMS

- The 9-Box Grid - narrow definition of potential
- Remuneration
- No technical career stream
- Diversity and Inclusion
- Organizational silos
- No differentiated programs

THE SOLUTION – THE EXPERTUNITY TALENT MODEL



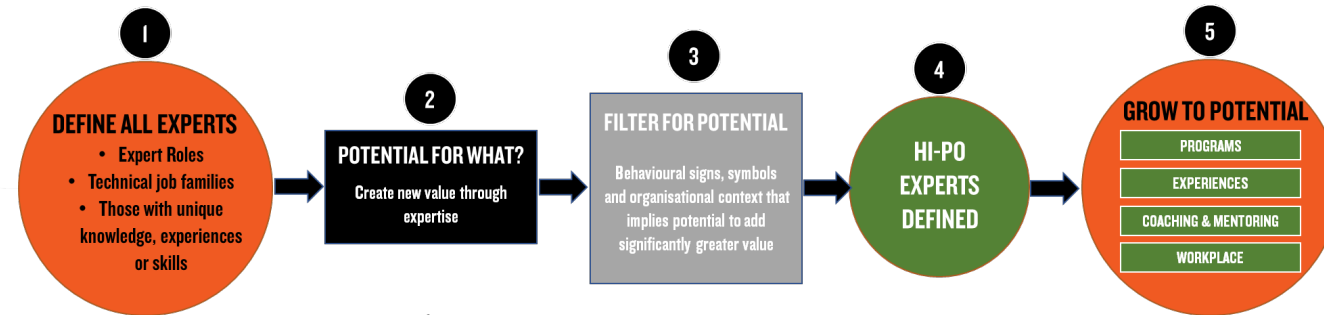
THE SOLUTION – THE EXPERTUNITY TALENT MODEL



THE DEFINITION OF AN EXPERT ROLE

1. Widely recognized as a reliable source of knowledge, technique, or skill that is demonstrably greater than their stakeholders.
2. Has a proven track record of success in applying this knowledge to real-world problems and opportunities.
3. Judgment and insight is accorded authority and status by the public or his/her peers.
4. Has prolonged or intense experience through practice and education in a particular field with recognized qualifications and credentials.
5. Identity is focused on a very specific area of technical knowledge, having developed depth over breadth.
6. Costly and extremely difficult for the organisation to replace.

THE SOLUTION – THE EXPERTUNITY TALENT MODEL

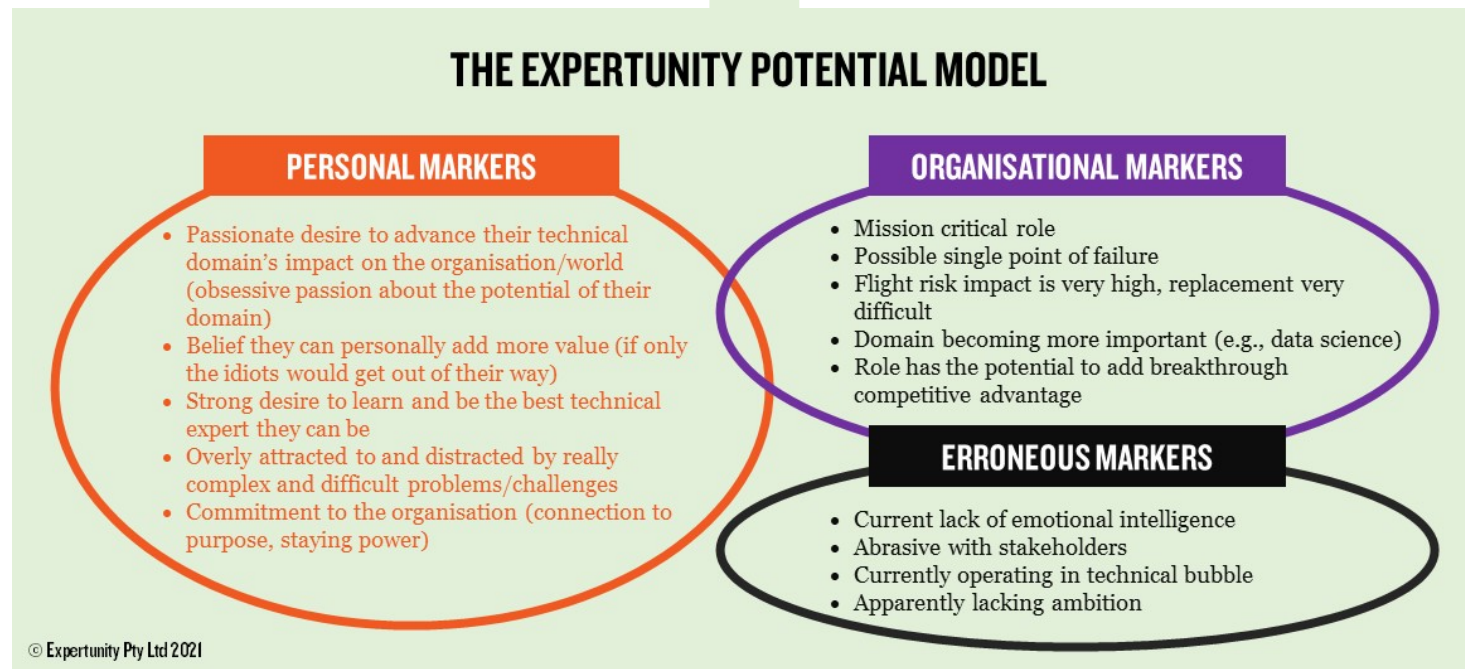
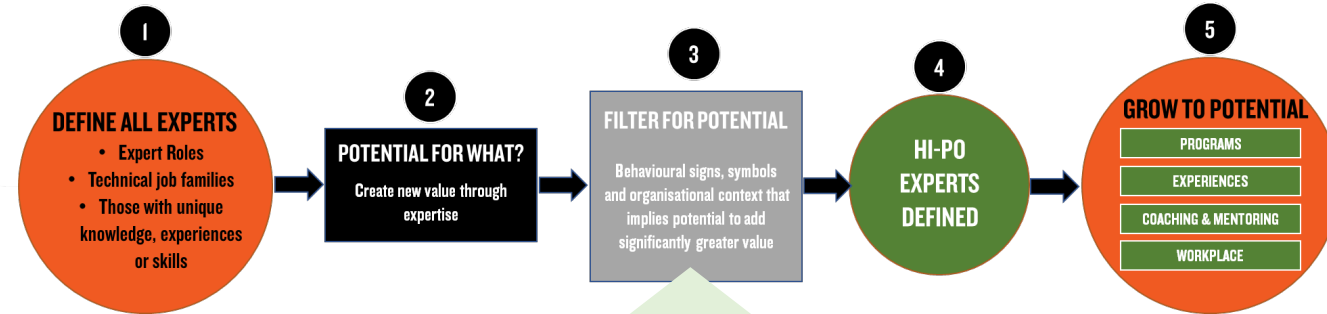


POTENTIAL FOR WHAT? WHAT IF ... OUR EXPERTS ...

- Were more involved in innovation?
- Were capable of operating across a greater scope of work?
- Were able to be enterprise savvy and technically brilliant?
- Worked far more collaboratively across technical domains together?
- Could make more visible the value they have already created?
- Our experts were able to articulate the value they could create more effectively?
- Could and would mentor more junior experts?
- Could operate as brand ambassadors for our organization?
- Our experts really started to fulfill their potential

INCREASING VALUE !!!!!

THE SOLUTION – THE EXPERTUNITY TALENT MODEL



THE SOLUTION – THE EXPERTUNITY TALENT MODEL

THE EXPERTUNITY POTENTIAL MODEL

PERSONAL MARKERS

- Passionate desire to advance their technical domain's impact on the organisation/world (obsessive passion about the potential of their domain)
- Belief they can personally add more value (if only the idiots would get out of their way)
- Strong desire to learn and be the best technical expert they can be
- Overly attracted to and distracted by really complex and difficult problems/challenges
- Commitment to the organisation (connection to purpose, staying power)

ORGANISATIONAL MARKERS

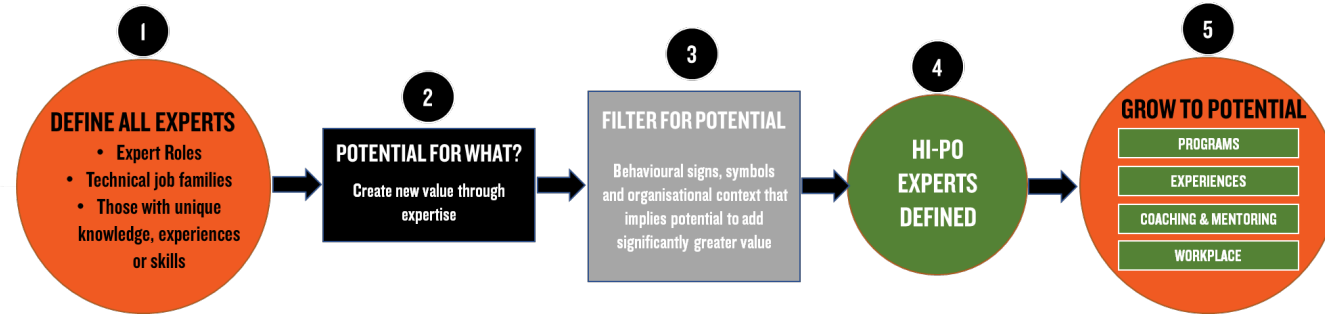
- Mission critical role
- Possible single point of failure
- Flight risk impact is very high, replacement very difficult
- Domain becoming more important (e.g., data science)
- Role has the potential to add breakthrough competitive advantage

ERRONEOUS MARKERS

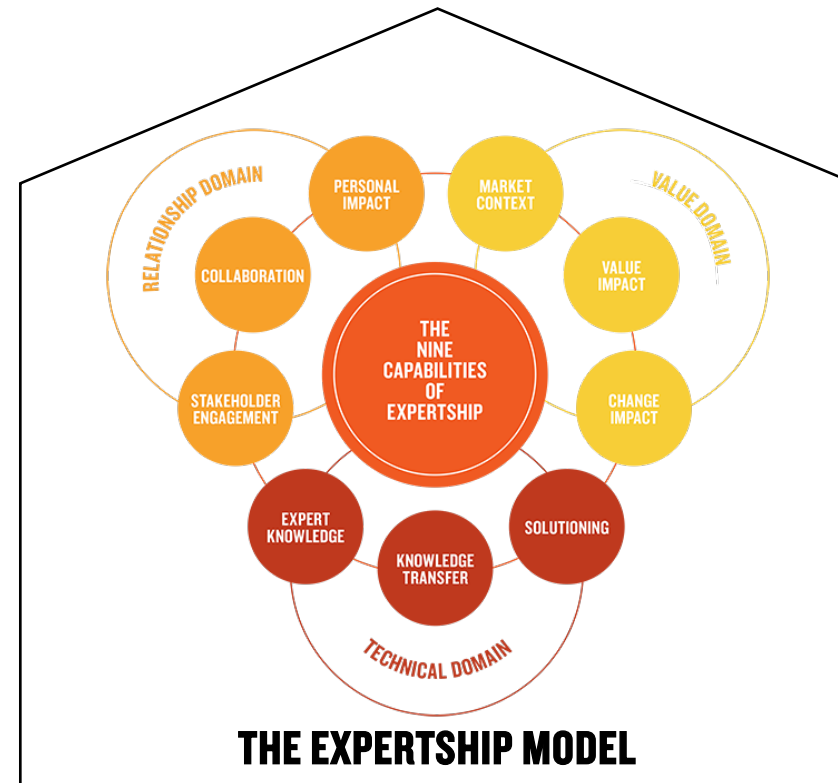
- Current lack of emotional intelligence
- Abrasive with stakeholders
- Currently operating in technical bubble
- Apparently lacking ambition

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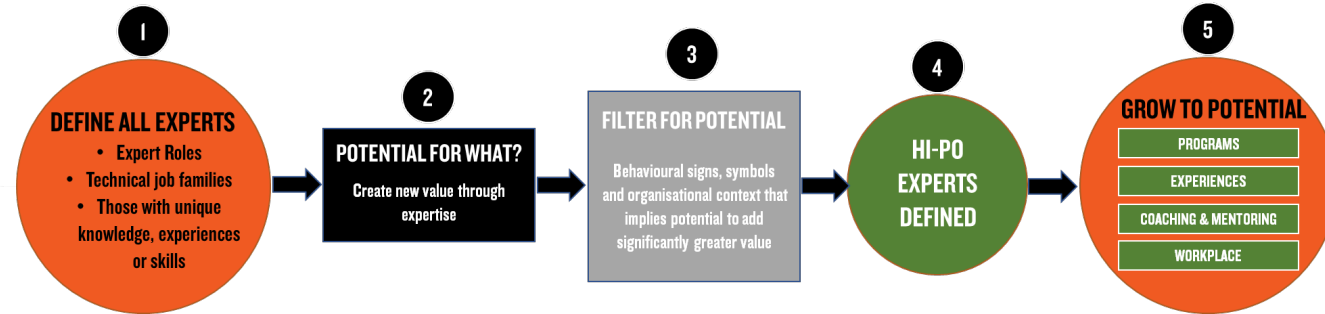
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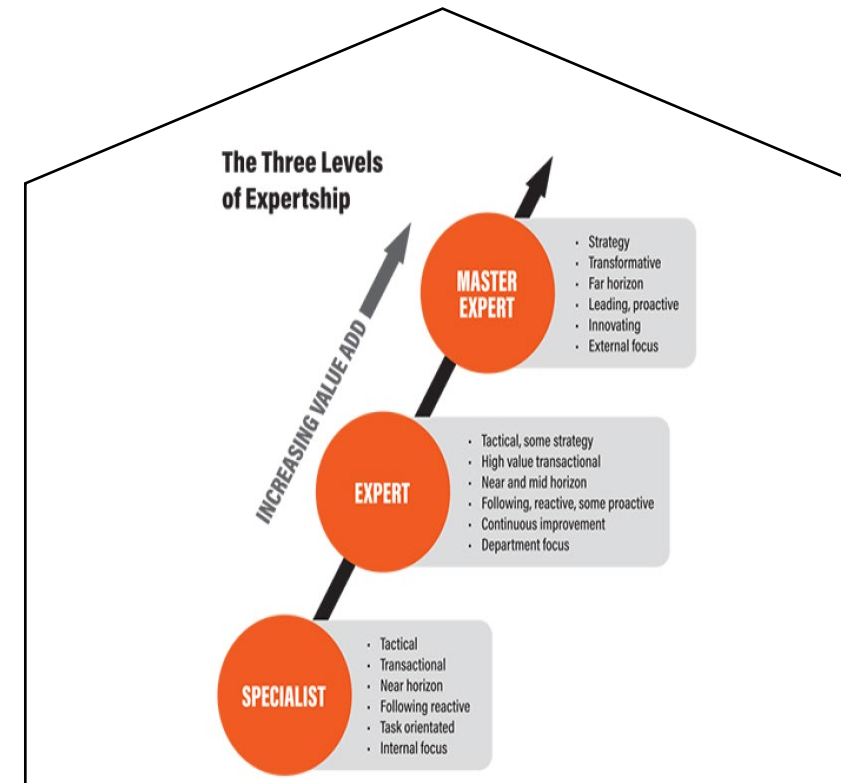
Expertship: Leveraging knowledge, influence and perception to create business value and impact.



THE SOLUTION – THE EXPERTUNITY TALENT MODEL



Expertship: Leveraging knowledge, influence and perception to create business value and impact.





Visibility
Qualifications
Inter-personal skills
Commercial acumen

PROGRAMS

Coaching
Mentoring
Develop leaders of experts

**COACHING &
MENTORING**



**GROW TO
POTENTIAL**

EXPERIENCES

Mobility
Collaboration
Participation in strategy
Networking
Increasing difficulty and impact
Pursue research interests

WORKPLACE

Remuneration
Diversity and Inclusion
Culture
Technical career stream



DEVELOPING EXPERTS INTO MASTERS

ABILITY

- Job specific knowledge is the most important predictor of success in a future role
- Intellect
- Can connect their technical solutions to improvements for the external customer, strategy and/or commercials
- Can explain highly complex ideas in a simple and easy to understand way
- Outcome and results orientation
- Strong interpersonal skills

ASPIRATION

- Wants to make a positive difference in the organisation and community
- Believes their domain of expertise can be a force for change
- Want to progress their field of expertise, not just progress in it
- Wants to develop or mentor less experienced experts
- Wants to take on problems and opportunities that are increasingly more complex, larger in scope and impact.

ENGAGEMENT

- Driven by a sense of mission
- Determination to succeed in adding new value
- Exhibits and articulates strong convictions
- Commitment to the organisation, it's purpose and vision
- Intrinsically motivated by their job and profession.

X-FACTOR FOR EXPERTS

- Can influence change
- Strong desire to keep learning. And learn quickly. And willing to unlearn.
- Critical thinking ability
- Dealing with complexity and ambiguity
- Can facilitate collaboration across experts from different fields of expertise
- Demonstrates systems thinking
- Seeks greater self-awareness

SUMMARY OF ACTIONS

| Actions | Benefit |
|---|---|
| Define what we mean by experts | Improved clarity of the expert population, talent identification and focused career and development planning. |
| Define potential for what | Clarity and cross-organization promotion of the value experts do and could create, making expert value visible |
| Develop criteria to identify HiPo experts to invest in | A standardized procedure for recognizing talent supports organizations to retain and grow talent in line with evolving needs. |
| Identify HiPos | Provides visible expectations and enables leaders to recruit and develop well-rounded experts who balance their technical brilliance with a commercial mindset and stakeholder engagement skills. |
| Grow to potential | A differentiated development program that allows the organization and leaders able to engage and develop experts in line with career aspirations so they can better contribute to competitive advantage and efficiency. |



EXPERTUNITY

UNLEASH THE POWER OF YOUR EXPERTS

Expertunity is the world's expert on coaching subject matter experts to achieve peak performance.

Whether its economists, engineers, software developers, prefab designers, policy writers, researchers, or similar roles, we probably have developed many participants just like them.

LEADER OF EXPERTS

A programs to help leaders of experts excel.

MASTERING EXPERTSHIP

A programs to help experts excel.

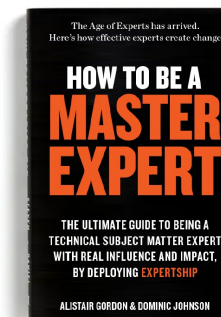
COACHING FOR EXPERTS

Individual coaching cycles with expertship coaches.

EXPERTSHIP 360

The world's #1 assessment tool for experts.

EXPERTSHIP RESEARCH



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QUESTIONS?



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POWERING EXPERTS. INSPIRING TOMORROW

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