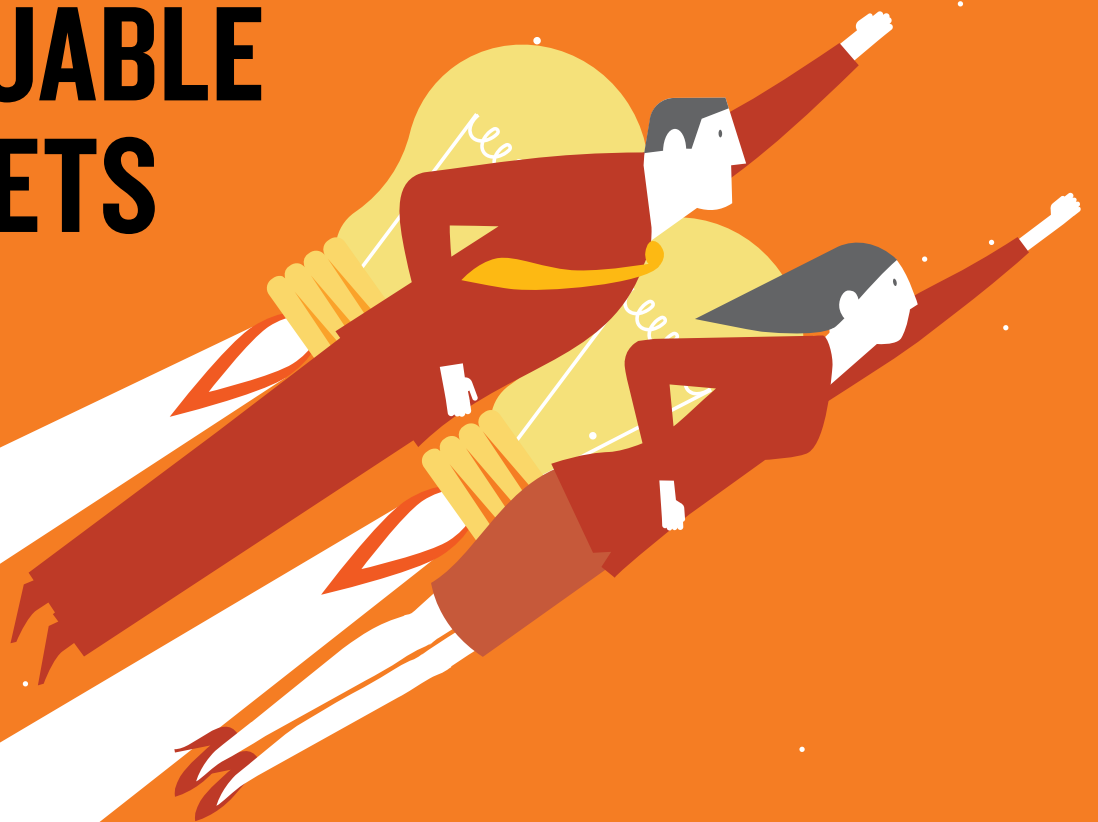


MASTERING EXPERTSHIP

A professional development program for experts.

POWER UP
AND INSPIRE
YOUR MOST
VALUABLE
ASSETS



EXPERTUNITY

POWERING EXPERTS. INSPIRING TOMORROW.

HOW DO YOU ENGAGE, INSPIRE AND RETAIN YOUR EXPERTS? SIMPLE. HELP THEM GET BETTER AT THEIR JOBS. 



“THE EXPERTSHIP PROGRAM REALLY SWITCHED ON A LIGHT FOR ME.”

Kellie Wills, Communications Engineer

“IT’S LIKE THERE IS AN OLD WORLD AND A NEW WORLD. IT HELPED THEM UNDERSTAND THAT THEY ARE PART OF THE TEAM... THE EXPERTSHIP PROGRAM IS UNIQUE IN THAT WAY.”

Catherine Proud, HRD, CenITex

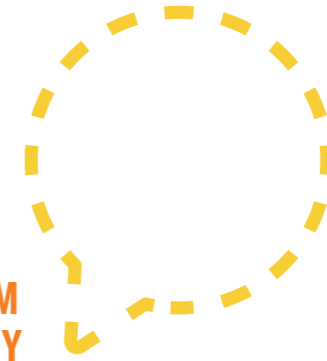
Have you ever met an expert who didn’t want to be the best at what they do? Or at least, better than they are right now?

That’s why they became experts in the first place.

Because they’re clever, motivated individuals who’re not afraid to study, practice and put in the effort required to become better at their craft.

All you have to do is help them.

They’ll drive innovation, transformation, and deliver more value to the organisation than you would have thought possible.



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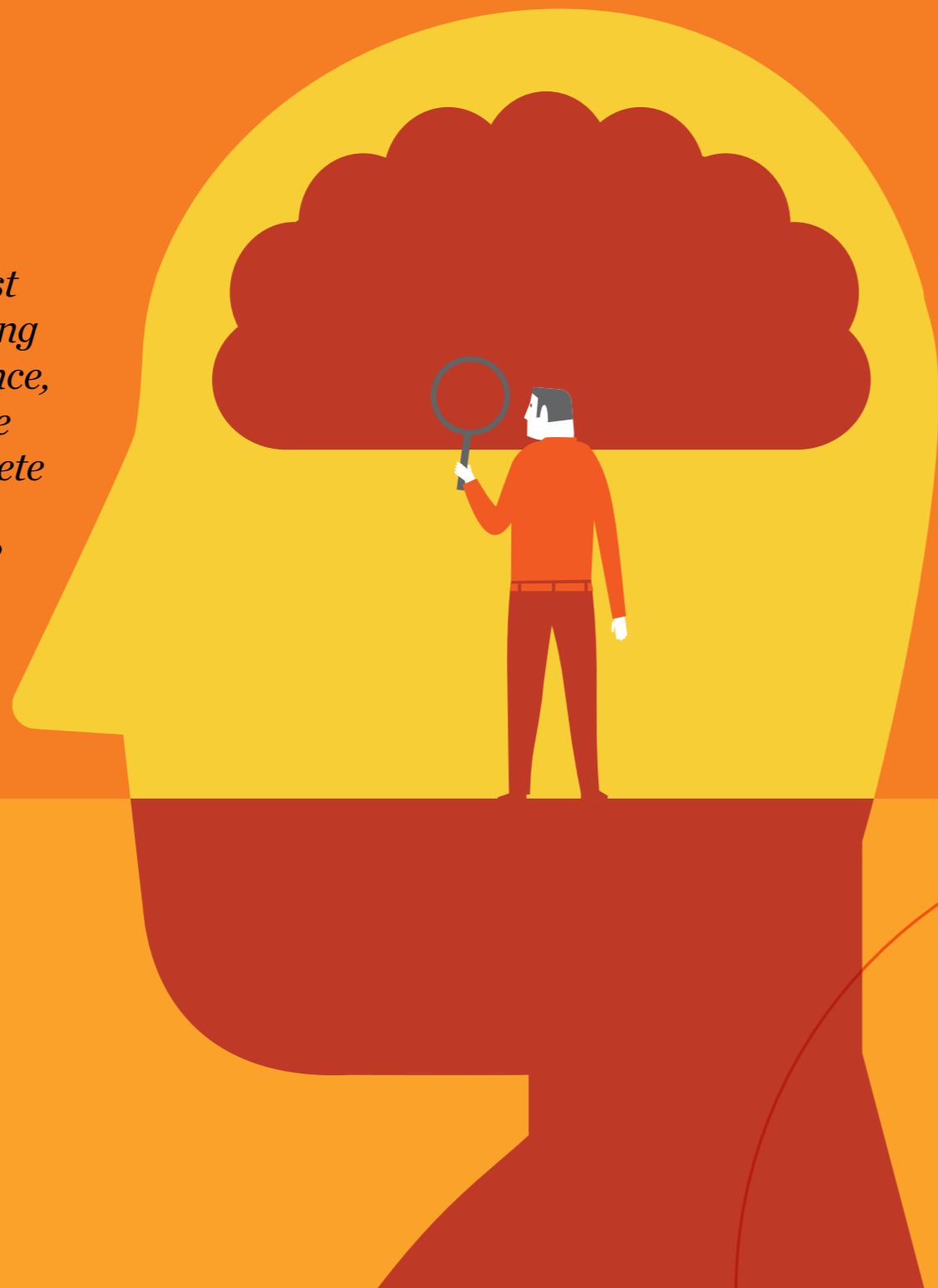
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WHAT IS EXPERTSHIP?



Can you imagine all of your smartest employees operating at peak performance, pulling in the same direction in complete alignment with business strategy? Yes indeed.



Expertship is the act of being an extremely knowledgeable, influential, and perceptive individual.

It's taking the technical expertise required to be called an 'expert', and combining it with the empathy to adapt when leading change, and the sense to build relationships across a variety of stakeholders. It's being aware of your effect on others, and then combining all of this to drive the business forward in line with overall strategy.

In short, it's about being a better expert.

And Mastering Expertship helps you get there.

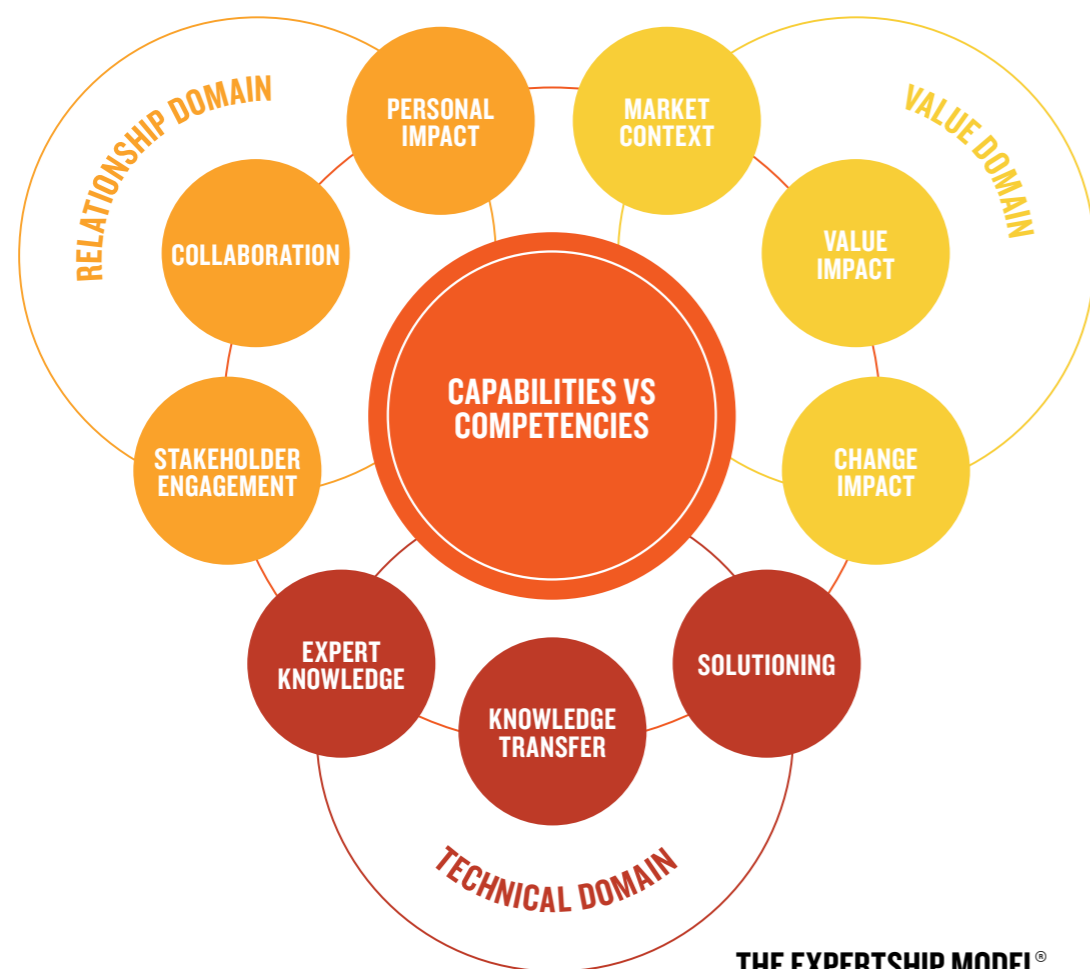
The concept evolved after decades of working in training and development, when Alistair Gordon and Dominic Johnson noticed a growing number of recognised experts seemed to be stuck in a rut, despite their obvious talents.

A few superstars stood out though, and eventually we identified a skill set that could be learned – allowing more and more experts to reach their full potential.

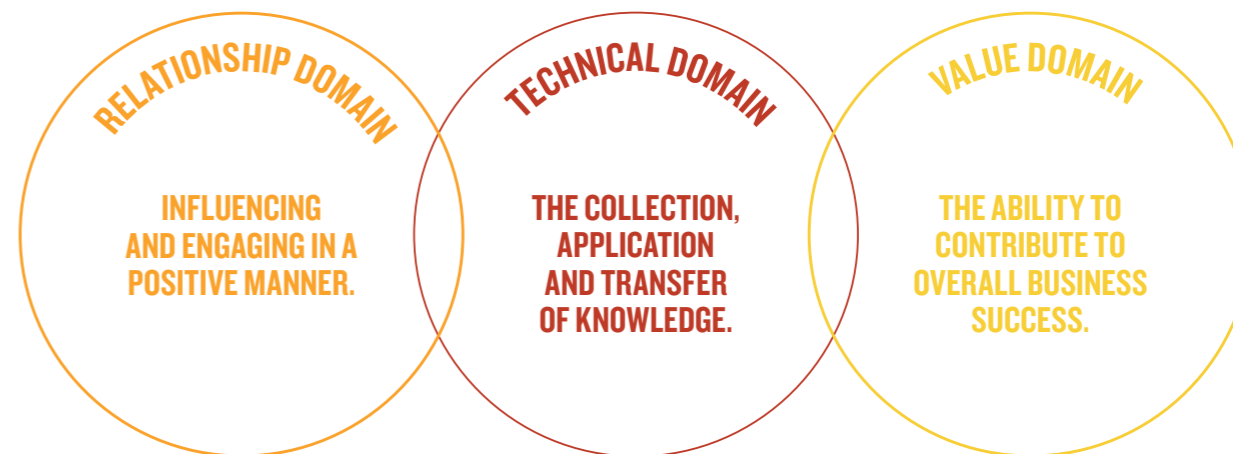
The Expertship Model was created, tried and tested, and now forms the basis of everything we do.

THE EXPERTSHIP MODEL

> *Where the highest performers excel. This is the sum of decades worth of research. You'll recognise some of the attributes, and some of your employees may spring to mind however most won't be proficient in every area.*



THE EXPERTSHIP MODEL®



COMPETENCIES
STAKEHOLDER ENGAGEMENT
 The sense required to build rewarding relationships across a range of stakeholders.
 • Matrix thinking
 • Inspiring relationships
 • Advanced networking

COLLABORATION
 The judgement to know when to lead from the front, and when to listen and learn.
 • Virtual teaming
 • Mastering diplomacy
 • Team worker

PERSONAL IMPACT
 The skills to adapt and influence others in a positive, rewarding way.
 • Self awareness
 • Emotional intelligence
 • Driving results
 • Positive mindset

COMPETENCIES
EXPERT KNOWLEDGE
 The ability to acquire, retain and grow deep specialist knowledge.
 • Knowledge curation
 • Knowledge creation
 • Innovation

SOLUTIONING
 The application of knowledge to uncover solutions most would miss.
 • Appreciative enquiry
 • Design thinking
 • Advanced consulting skills

KNOWLEDGE TRANSFER
 The propensity to encourage and develop knowledge in others.
 • Talent development
 • Knowledge coaching
 • Knowledge sharing

COMPETENCIES
MARKET CONTEXT
 The perspective required to see the big picture.
 • Competitive positioning
 • Strategic thinking
 • Customer focus

VALUE IMPACT
 The insight to focus efforts where they'll deliver greatest value.
 • Strategic alignment
 • Finding & adding value
 • Presentation skills

CHANGE IMPACT
 The empathy required to adapt when leading change.
 • Leading change
 • Understanding change
 • Influencing skills



HOW DOES MASTERING EXPERTSHIP WORK?

Having identified the skills required to operate at the highest level, we move your experts closer to the ideal represented by The Expertship Model.



1. INTRODUCTON

Experts are matched with a Coach who's knowledgeable in their subject area, and the process is laid out as they review The Expertship Model, and develop a list of respondents for the Expertship 360 Survey.



2. SURVEY

Over 100 questions are sent to a range of stakeholders, revealing the true impact experts have on the organisation, the affect they're having on those around them, and their proficiency in relation to areas identified in the model.



3. WORKSHOP

A four and a half day workshop with other experts, often from different disciplines and non-competing organisations. Participants walk away with greater insight into their own strengths and weaknesses, and the beginnings of a Personal Growth Plan.



4. FEEDBACK

The results of the 360 are reviewed along with a Coach who helps them work through the results. Perception gaps are identified, and this can often be a very revealing session. Areas requiring improvement are noted, and the Personal Growth Plan is finalised.



5. SUPPORT

Participants receive a Guidebook to help with their progress, along with access to the Expertship learning portal on LinkedIn.



6. COACHING

Two additional Coaching sessions follow over the coming months, making sure progress is being made and new skills are being attained.



7. ASSESSMENT

Six months after the process began we'll review, and track progress in relation to the Personal Growth Plan.



8. COMMUNITY

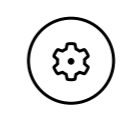
Those who complete the program are welcomed into a worldwide community of Alumni, where they can continue learning and developing.





TECHNICAL & ENTERPRISE SKILLS

> *To reach the top of their game, experts need to be functioning extremely highly in all of the expertise domains. And to do that, they need to have a combination of technical and enterprise skills.*



TECHNICAL SKILLS
The skills needed to become what most people recognise as an expert. Deep domain knowledge that only comes from sustained study, curiosity and a desire to learn more and more about your subject matter.



ENTERPRISE SKILLS
The skills required to communicate that knowledge to those outside the technical domain. Collaboration, stakeholder engagement, powers of persuasion and business acumen for example, are all Enterprise skills.

MASTERING EXPERTSHIP HAS BEEN DESIGNED SPECIFICALLY FOR EXPERTS, BY EXPERTS, AND THERE'S NOTHING ELSE LIKE IT IN THE MARKET.



WHY DO WE NEED A MODEL?

- It's a basis for comparison, allowing us to assess performance in relation to a series of desired skills.
- It helps experts identify where there are gaps, and where they need to apply themselves to improve.
- It helps guide discussions about performance, impact and collaboration.
- It's an ideal to aim for, a target for improvement

HOW GOOD YOUR EXPERTS COULD BE

There are four levels of expert we've identified over the years, and our aim is to move as many as possible up the scale toward Master Expert rank. Do you know anyone who fits the bill? How many of each do you have?



MASTER EXPERT

Has exceptional deep domain knowledge and the ability to grasp the big picture. They can use this perspective to tailor their efforts, dovetailing perfectly with overall strategy. They'll often develop innovative new approaches, or products, and drive change throughout the business.

- Strategic
- Far horizon
- Innovative
- Transformative
- Leading, Proactive
- External focus

EXPERT

Highly valued as someone who just gets things done. They'll solve almost any problem they find, and they're always looking to improve their skills. Focus tends to be departmental and tactical, however strategic vision is occasionally demonstrated, if not communicated effectively.

- Tactical, some strategy
- Near and mid horizon
- Continuous improvement
- High value transactional
- Following, Reactive, some Proactive
- Departmental focus

SPECIALIST

Extremely task orientated and happy to give 100% to any problem they're pointed at. Not quite ready to scan the horizon and contribute strategically – but certainly smart enough to get there.

- Tactical
- Near Horizon
- Task orientated
- Transactional
- Following, Reactive
- Internal Focus

DE-RAILING

Derailers have a tendency to see more problems than solutions, and they can be quite unhappy at work. Doesn't mean they don't have the capacity to rocket up the ranks, it's just they might need a bit more help getting started.

- Closed mindset
- Past horizon
- Blame orientated
- Unresponsive
- Disconnected
- Self-focus

HOW GOOD ARE THEY NOW?



EXPERTSHIP 360

The Expertship 360 Survey helps them find out, and then acts as a baseline for improvement.

Unlike any other 360 they've ever done before, this measures the effectiveness of experts in regards to the Expertship Model, identifying areas of strength and weaknesses that need to be worked on, delivering unparalleled insight into performance.

Also available as a standalone product.

> *You probably know who your star performers are, but do you know how effective all the other subject matter experts are? Do you think they know how good they are?*

? WHO RESPONDS TO THE SURVEY?

By now the experts on the program will have selected a variety of stakeholders to respond to the survey questions.

The respondent list is likely to be very different from any 360 completed in the past.

- Manager
- Manager's manger
- Subject Matter Peers
- Immediate Stakeholders
- Removed Stakeholders

We'll send out the survey of over 100 questions, and we'll have the results in three weeks.

In the meantime, course participants move onto the next stage of the program- the workshop.

TO SEE OURSELVES AS OTHER SEE US.

Feedback is a gift, they say, and a rare one at that. The key, however, is to use the information to make change.

> And that's why participants immediately go through their feedback with their Coach. They're given perspective, and help eliminating statistical outliers and anomalies. They're focused on the areas that really matter, and most importantly, the areas where a change can be made for the better.

PERSONAL GROWTH PLANS

Coaches will now help adjust Personal Growth Plans accordingly, ensuring some quick wins, long term goals and achievable results. All measurable against the Expertship Model.



A WORKSHOP WITH NO ANSWERS

➤ *Believe it or not, this is actually a key factor in the success of the program.*

Participants are given four and a half days to explore The Expertship Model with the help of a Workbook. A facilitator keeps them on track, but they won't be told what to do. They'll have to come to their own conclusions, finding answers from the collective experience in the room.

DIVERSITY HELPS

We try to build workshops of ten to fifteen attendees, with experts from different subjects and organisations. As much of the program is self-guided learning, a range of perspective and talent helps to shed light on the concepts being discussed.

RELEVANCE IS EVERYTHING

The concepts under scrutiny represent real life situations with real life implications, and in some cases, instantly applicable solutions. They're relevant to the workplace experience of almost every expert we've spoken to. We don't deal with untested theory. Just facts. Problems. And solutions.

- How to influence without authority.
- How to improve your presentations
- When to listen and when to lead
- How to grasp the big picture

PLANNING IS ESSENTIAL

At the end of the workshop, participants will have the beginnings of a Personal Growth Plan addressing areas of concern, or weakness, identified during the process.

CAN YOU RUN THE PROGRAM INTERNALLY?

If you have enough people, yes, and if that's the case we'd recommend including experts from a variety of different departments into each workshop. In addition to increasing the diversity, you'll also help build bridges between departments that might never have existed otherwise.



in
LEARNING
WITH Lynda.com[™] CONTENT

HELPFUL TOOLS

> *Guidebooks and online learning*

Participants receive a copy of The Expertship Growth Guide, to help them follow through on their plans. In partnership with LinkedIn Learning, they also receive access to a host of online learning paths, aligned directly with The Expertship Model.



A GUIDING HAND

> *Personal help from an Expertship Coach*

Two Coaching sessions are included in the following months, to help keep experts on track, and motivated. Some participants need more guidance than others, however an external perspective is always welcomed. As proficient as experts are at self-guided learning, sometimes they struggle to develop the Enterprise Skills required to increase their influence. These sessions are available in case assistance is required.

POWERED UP EXPERTS



Congratulations are in order.

Finally, six months after the program began, the participant and their manager are surveyed to see what's changed. If a lightbulb has been switched on in their minds, and they've been motivated to create a real change, the results will have flowed into every part of their lives.

In addition to greater influence in the organisation, better relationships with their co-workers and stakeholders, their entire experience of the workplace will be more positive, engaged, and inspiring to all who've witnessed the transformation.

Plans can be made for next steps, and additional coaching can be arranged but for now, the program is complete! Except the process of improvement and learning ends, of course, so participants are welcomed in the Expertship Community, to continue their study.

UNITY

Welcome to the club

Everyone who completes the program joins a worldwide alumni of experts, all motivated to continue their journey to become better at what they do, increase their influence, and help each other out along the way.

They'll receive:

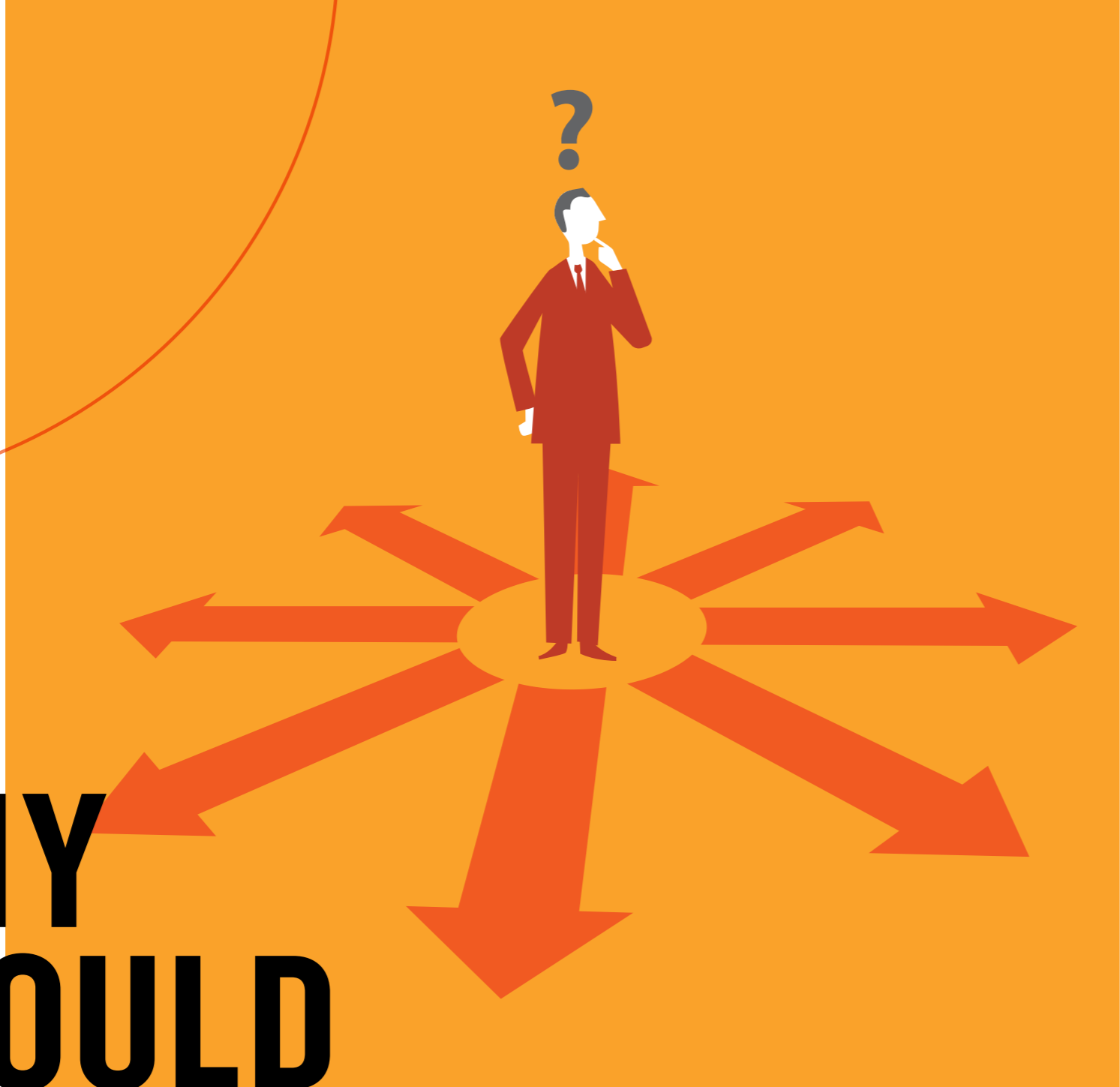
- Expertship articles, research, updates and literature
- Access to an Expertship learning portal
- LinkedIn Learning Membership for a year
- Invitations to events, webinars and conferences
- Discounts on additional Expertship training

Those who really engage in the community get a lot out of it, and we hope your employees will too.



WHY SHOULD I BOTHER?

⊙ *If you're wondering whether your subject matter experts are worth all the effort, then you probably shouldn't have hired them in the first place.*



HERE'S WHY YOU NEED TO INVEST IN YOUR EXPERTS.

BECAUSE IT'S THE RIGHT THING TO DO.

Why recruit the best talent if you don't want them to shine.

BECAUSE YOU'RE PAYING GOOD MONEY FOR SPECIALIST SKILLS.

And if you don't use their brain power you're simply throwing money away, and don't forget the opportunity cost too.

BECAUSE THOSE YOU TRULY DEPEND ON MIGHT LEAVE ALTOGETHER.

Subject matter experts know things that nobody else has a clue about. They know answers where most people can't even understand the question. Are these the people you want being neglected, and jumping ship when a better offer comes along?

"The server's down but the back-up kicked in - then there was a power cut and we're not sure it all uploaded to the cloud in time. If that's the case, can we still retrieve the transactions made in the intervening period? Where did they go? Are we in trouble here?!"

There's probably only one person who can answer that, in any kind of organisation. Do you want your single point of failure walking out the door? You most certainly don't, so give them a reason to stay.

- Give your experts a career path, guidance and support like they've never had before.
- Give them the chance to improve their prospects, vary their roles and increase the value they deliver to the organisation as a whole.

We can virtually guarantee the majority of your experts will jump at the chance once they find out what they can achieve. What's the worst that can happen?



WHAT IF IT DOESN'T WORK?

It won't work for everyone. You've got to put a bit of effort in to reap the benefits, and some people just don't want to be helped. The results speak for themselves however, as do those who've completed the course, and their managers.

"THE CHANGE WAS VISIBLE ON THE MONDAY THEY GOT BACK FROM THE WORKSHOP. THE IMPACT WAS IMMEDIATE."

State Government Senior Executive

If you're not sure we suggest sending a small sample of experts along, and see what happens. We're pretty sure that will kick start the process, seeing as 79% of experts said they would be very, or extremely likely to recommend it to a friend.

MASTERING EXPERTSHIP CONSTANTLY RECEIVES NET PROMOTER SCORES OF 80.



WHAT IF IT DOES WORK?

Only you can answer that. What do you think will happen when you fire up and inspire the most intelligent individuals in your organisation?

THIS IS HOW THE ORGANISATION WILL BENEFIT:

- Higher level strategic input from the most knowledgeable employees. The people who know the nuts and bolts better than anyone, will be activated to engage on a more strategic level than ever before. *Strategically aligned solutions will emerge that you'd never have dreamt possible.*

- A more engaged, and motivated workforce. Your subject matter experts will begin taking on a wider variety of work, and the probability of burn out will reduce. As they increase their ability to manage stakeholders, collaborate and influence outcomes, job satisfaction will increase accordingly. *Engagement will increase, as will harmonious collaboration across the board.*

- Fast tracked innovation and transformation. By providing a host of previously 'left out' employees with a distinct, and recognisable career path, you've instantly powered up your most important engine for innovation. *You'll gain increased productivity, and an edge over your competitors.*

- Broader range of employees with deep expertise. As individual contributors develop their Expertship skills, they'll identify promising individuals to share knowledge with, encouraging them to follow the same path. *Job satisfaction will increase, and single points of failure will disappear.*

- Easier to attract top talent. As the word spreads that your organisation not only encourages innovation, but actively advances the careers of subject matter experts, your employer brand will reign supreme. *You'll find it easier to hire, and hang onto, the smartest people in any room.*

A CULTURAL TRANSFORMATION



with grateful employees!

It's not often you hear that. But when CenITex had to refocus the organisation from IT, to 'actually talking to customers!', Human Resources Director Catherine Proud realised something extraordinary had to be done.

As the IT division of the Victorian State Government, there were a lot of entrenched values, beliefs and habits that simply didn't work with the new customer centric model that was required. Teams of Technical experts were sent on the Mastering Expertship course, and the results helped turn the business around.

"MANY PEOPLE THANKED US... THEY REALISED WE WERE INVESTING IN THEM AS PEOPLE AND NOT JUST THEIR TECHNICAL SKILLS. THAT'S VERY IMPORTANT."

Catherine Proud, HRD, CenITex

Far from the expected push back on the change of direction, the employee base, overall, was accepting of the change and enthusiastic about their new roles.

"IT'S LIKE THERE IS AN OLD WORLD AND A NEW WORLD. IT HELPED THEM UNDERSTAND THAT THEY ARE PART OF THE TEAM... THE EXPERTSHIP PROGRAM IS UNIQUE IN THAT WAY."

Catherine Proud, HRD, CenITex



ARE THESE THE KIND OF RESULTS YOU'D BE HAPPY WITH?

If so, contact us now, and we'll see what's the best approach.

- Send your experts on the next course in your area
- Run the course internally
- Create your own Expertship course with our help

Or if you want to find out more first, contact us on info@expertunity.global.com and we'll get back to you as soon as we can.

SYDNEY, LONDON, SINGAPORE, NEW YORK

MASTERING EXPERTSHIP

- Power up and inspire your more valuable assets
- Prevent single points of failure from walking out the door
- Encourage innovation and enhance transformation
- Make it easier to attract the best talent
- Easier to get the most out of your existing talent
- Provide a career path experts have never had before
- Increase cross departmental communication
- Activate ideas in line with strategy
- Prevent burn out and increase engagement

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