

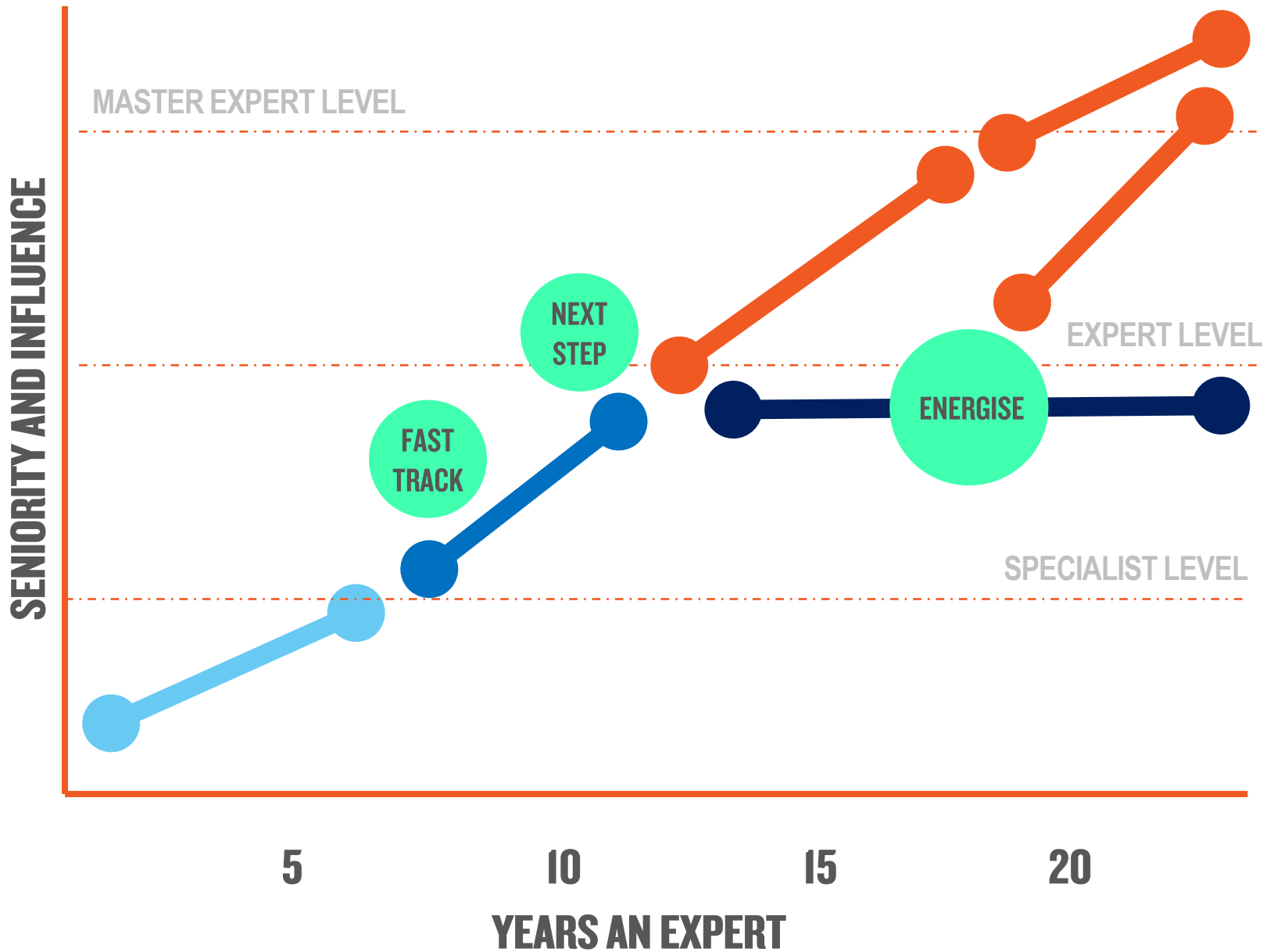
LEADERSHIP IS FOR PEOPLE LEADERS. EXPERTSHIP IS FOR EXPERTS.

Individual contributors, technical specialists and subject matter experts – they have more in common with each other than they do with people leaders.

It's not just coders, data scientists and software architects who attend Expertship programs. We've worked with economists, accountants, scientists, industrial designers, medical technicians, policy writers, risk managers...

94% of these experts would recommend the program to other experts.





LATER YEARS

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

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

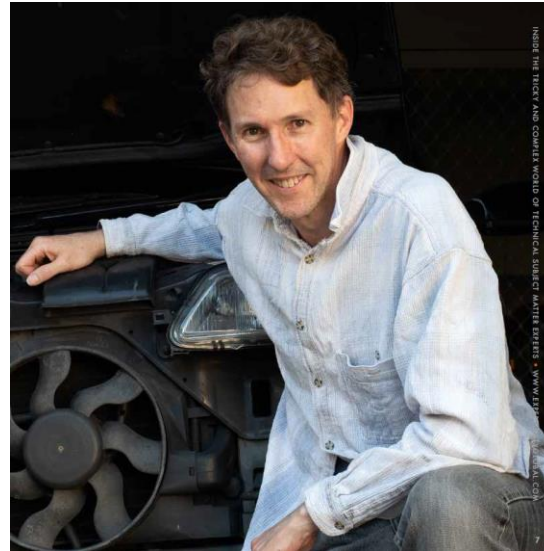
Acquisition of technical knowledge and skills



“The Expertship program really switched on a light for me.

“It made me realise that there is so much more to being a technology person than the technology.”

- KELLEE WILLIS
SENIOR MESSAGING
AND COLLABORATION ENGINEER



“I broke down crying when I did my presentation [at the end of the program]. That’s how much of an affect the course had.

“It helped me ultimately in my work and my life. We came off the course euphoric, feeling that we had knowledge that was going to change the world.”

- TONY HORTON
SENIOR UNIX ADMINISTRATOR



“It gave me tools I could genuinely use. It wasn’t just another airy-fairy management course where you sit and listen for multiple days.

“Even two years after doing the course I still remember the tools. I can really apply them.”

- DAVE BROWN
TRANSFORMATION PROJECT DIRECTOR



MASTERING EXPERTSHIP HOW IT WORKS

EXPERTUNITY

SYDNEY ● NEW YORK ● LONDON ● SINGAPORE

WWW.EXPERTUNITY.GLOBAL



THE TOPICS

The centre of Mastering Expertship is a full-day workshop, followed by a series of two-hour modules that dive deeper into key topics.

We teach all these skills within six months. Eighteen weeks if you're in a hurry.

How would your team benefit from a better understanding of stakeholder engagement, market context, consultancy and solutioning, coaching and delegation, personal impact - and the rest?



INTRODUCTION
TO EXPERTSHIP



BUILDING
OTHERS
EXPERTISE AND
SELF RELIANCE



MARKET CONTEXT
& STRATEGIC
ALIGNMENT



STAKEHOLDER
ENGAGEMENT



ADVANCED
COLLABORATION



ADVANCED
STAKEHOLDER
ENGAGEMENT



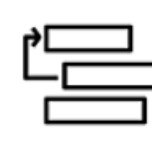
EXPERT
KNOWLEDGE
STRATEGY



INNOVATION &
CHANGE



PERSONAL
IMPACT



PRIORITIZATION
FOR EXPERTS



SOLUTIONING

THE EXPERTSHIP MODEL

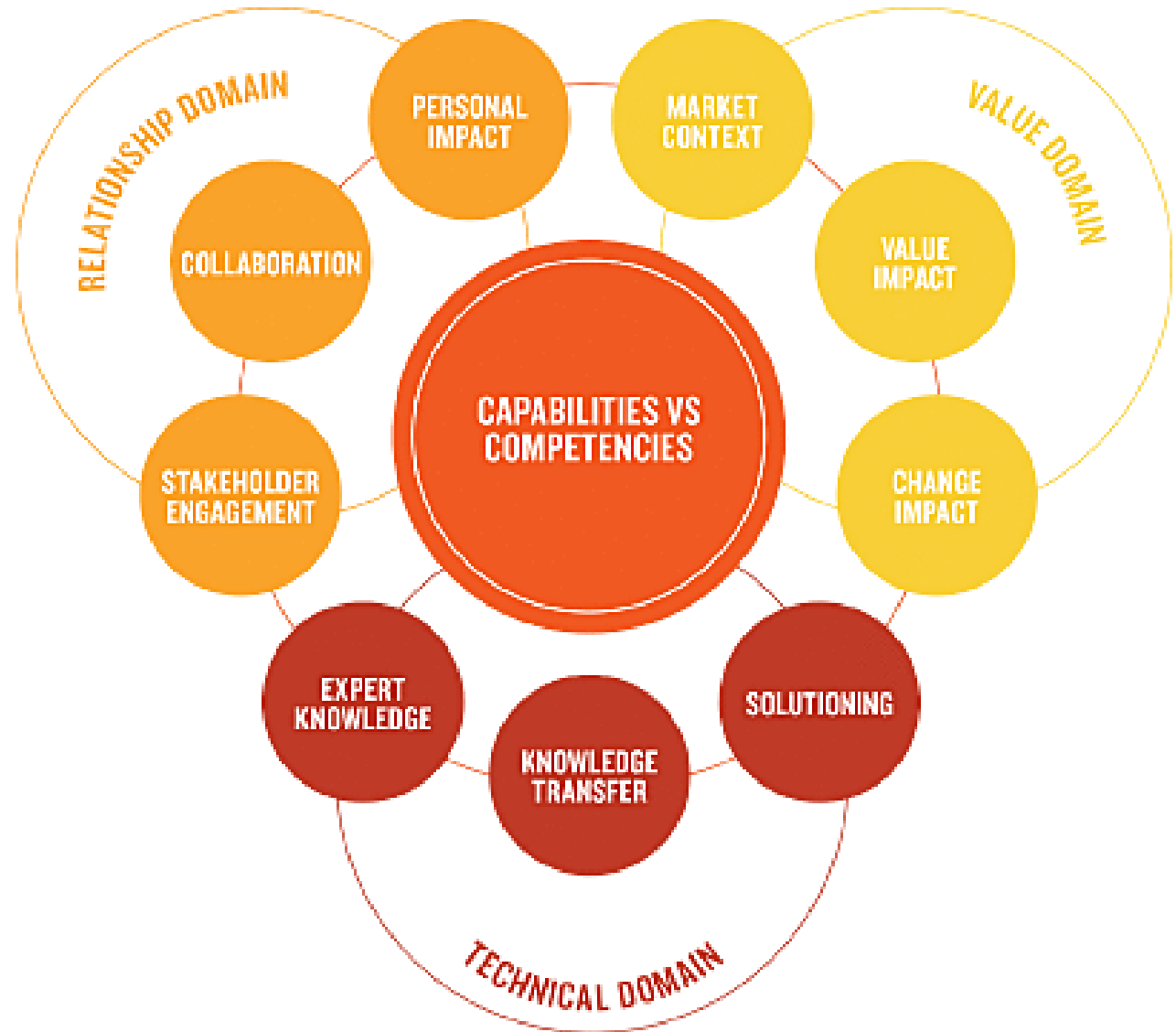
But Mastering Expertship isn't just a set of coaching sessions, then you're done.

Our coaching and choice of topics is driven by a research-based capability model, **The Expertship Model**.

It's a new, more effective framing of effectiveness.

It shows why technical knowledge isn't enough - you also need relationship management skills, and a strong understanding of business value.

We call these all-rounders "Master Experts".





SMART COACHING TECHNIQUES FOR SMART PEOPLE

Technical specialists hate long workshops, powerpoint, and being told what to think.

Small group coaching takes the opposite approach.

There's no powerpoint, no rote learning. The coach's job isn't to lecture - its to challenge the group to come up with solutions to its own problems.

PERSONALISED LEARNING

Managers, HR and participants prioritise the learning most urgently needed by an expert to do their actual job

PRACTICAL AND ACTIONABLE

Breaking learning into episodes gives participants time to practice and embed what they learn

“THE ANSWER IS IN THE ROOM”

Experts learn from each other - and they rate this as one of the most effective elements of the program

COACHING, NOT TRAINING

Coaches help participants solve their real-world problems - and real play stakeholders so experts can test new approaches to real life negotiation

HARD TO FORGET

We ensure experts put their new skills to use via regular check ins with managers, plus pre- and post-work via the Expertship Learning Portal

BREAK SILOS - IMPROVE NETWORKING

Help experts network across your organisation by mixing and matching the participants in each pod

WE MANAGE THE LOGISTICS

We handle the scheduling, reminders, sending out of work, arrangement of manager and HR check-ins, reporting and analytics for you. All of it.



“We were dealing with highly intelligent people with very technical skill sets, but who were working in very constrained roles. We wanted them to understand – and to fulfil – their potential.”

“Many people thanked us for the investment we made in them [with Expertship]. They realised we were investing in them as people and not just their technical skills. That’s very important.”

Catherine Proud
Human Resources Director
Cenitex



**HOW MASTERING EXPERTSHIP
HELPS IT LEADERS TURN
THEIR TEAMS INTO
COMMERCIAL AND INFLUENCE SUPERSTARS
...IN LESS THAN SIX MONTHS**

EXPERTUNITY

SYDNEY ● NEW YORK ● LONDON ● SINGAPORE

WWW.EXPERTUNITY.GLOBAL



SIX MONTHS, NOT TEN YEARS

The most effective IT teams are not just technical. They're emotionally smart and commercially minded.

So it's a pity it takes years for IT teams to get really good at the business side. Decades, really.

Why wait?

Set yourself a goal. **Within six months**, turn your tech team into effective, productive organisational all rounders.

Make it a hell of a lot easier to run your IT function. No more last-minute firefighting to smooth over damaged relationships, or failing projects.

Here's how.

94%

Of participants recommend the **Mastering Expertship** programs to other technical specialists.



“Some of the key skills in the emerging world of work are those related to relationship building, collaboration, influence and learning agility. Experts appreciate being strategic [in these areas].

“We’ve now put 250 experts through the program. We run three programs a year in-house across Australia and New Zealand – 60 experts a year, typically.”

Kim Johnson
Head of Organisational Development - Pacific
Aon



A FRAMEWORK TO ENCOURAGE GROWTH

Once experts understand that there's more to learn than technical knowledge, their next question is "How do I become a Master Expert?"

Our Expertship Capability Framework and Expertship360 review process show experts where they stand now, and the skills they need to step up.

Some of our clients use the framework for appraisals, building career ladders, and recruiting. But you don't need to adopt the model wholesale to benefit from what it tells you about your team.

	TECHNICAL DOMAIN			VALUE DOMAIN			RELATIONSHIP DOMAIN		
	EXPERT KNOWLEDGE	KNOWLEDGE TRANSFER	SOLUTIONING	MARKET CONTEXT	VALUE IMPACT	CHANGE AGILITY	STAKEHOLDER ENGAGEMENT	COLLABORATION	PERSONAL IMPACT
MASTER EXPERT	Advanced, comprehensive knowledge. Thought leader. Next practice.	Champions culture of knowledge sharing; sharing freely. Coaches technical cohort and wider organisation. Prioritises own and others' personal growth.	Complex problem identification. Anticipates problems. Leads the shaping of technical and business solutions to future proof the organisation. Innovative.	Advanced knowledge of global organisation. Strategically and politically savvy. Understands competitors. Deep customer focus. Across global trends.	Generates long-term, strategic, business-orientated recommendations. Focuses on creating long-term customer value. Shapes solutions that deliver competitive advantage.	Promotes positive change culture. Change catalyst. Articulates compelling case for change. Leads change. Confidently addresses concerns.	Proactively builds networks across and beyond the organisation. Strategic partner status. Manages conflicting priorities.	Models teamwork, collaboration and focuses on outcomes. Communicates excellently across stakeholders. Presents brilliantly. Diplomat - negotiates win-win outcomes.	Highly empathetic and inspirational. Takes ownership for business outcomes. Manages own and others' emotions effectively. Drives for results.
EXPERT	Comprehensive knowledge. Current. Best practice.	Promotes value of knowledge sharing; sharing when asked. Coaches technical cohort. Owns personal growth and encourages others.	Accurately identifies most problems. Swift response. Shapes timely and accurate technical and business solutions. Adaptive.	Advanced knowledge of local organisation. Customer focus. Strategically limited. Limited and local competitive focus. Across local trends.	Generates short-term, strategic, business-orientated recommendations. Focuses on creating immediate customer value. Shapes solutions that deliver technical advantage.	Models supportive change mindset. Identifies and promotes change initiatives. Executes change with professionalism and commitment.	Builds effective relationships within immediate domain. Trusted technical partner status. Manages conflicting departmental stakeholder priorities.	Active team member. Expert advisor. Communicates well as functional representative. Presents efficiently. Negotiates from technical position.	Empathetic. Takes ownership for technical outcomes. Manages own emotions effectively. Engages beyond minimum results.
SPECIALIST	Developing knowledge. Current. Early practice.	Recipient of knowledge sharing. Deploys a directive training style. Owns own personal growth.	Accurately identifies common problems. Reactive response. Shapes technical solutions. Systematic.	Departmental knowledge. Tactical focus. Professional not market insights.	Delivers short-term, tactical, technical-orientated recommendations. Focuses on creating internal customer value. Shapes solutions that deliver internal technical benefits.	Models an ability to embrace change. Identifies and promotes individual change initiatives. Contributes dutifully.	Manages a small, effective network related to current mandate. On-demand technical supplier status. Struggles with conflicting priorities.	Active individual contributor. Technical advisor. Communicates as a technical staffer. Rarely presents. Responds to results of negotiations.	Aims to establish personal credibility. Takes ownership of allotted tasks. Developing ability to manage own emotions. Delivers acceptable results.
DERAILING	Incomplete knowledge. Out-of-date. Past practice.	Resists knowledge sharing activities. Fails to contribute to coaching/sharing. Considers emerging experts a threat.	Identifies problems from past experience. Slow response. Jumps to known solutions. Inconsistent.	Siloed view of role and department. Internal focus. Operates in technical bubble. Trend blind.	Delivers technical solutions with little long-term value. Inability to create customer value. Delivers short-term technical fixes.	Demonstrates a closed mindset towards change. Actively resists change initiatives. Reacts subjectively and emotionally.	Operates within a limited network. External networks focused on profession. Talented but difficult to deal with.	Disconnected and distant from team. Communicates using impenetrable jargon. Seeks outcomes that are personally favourable.	Disengaged and cynical. Blames others for unachieved outcomes. Poor at managing own emotions.



THE STAGES OF EXPERT GROWTH

Younger experts start out as Specialists - technical and tactical.

The majority of your team are probably Experts. Somewhat strategic, somewhat transactional, and sometimes needing help to maximise relationships and organisational context.

A Master Expert doesn't need that help.



A MASTER EXPERT...

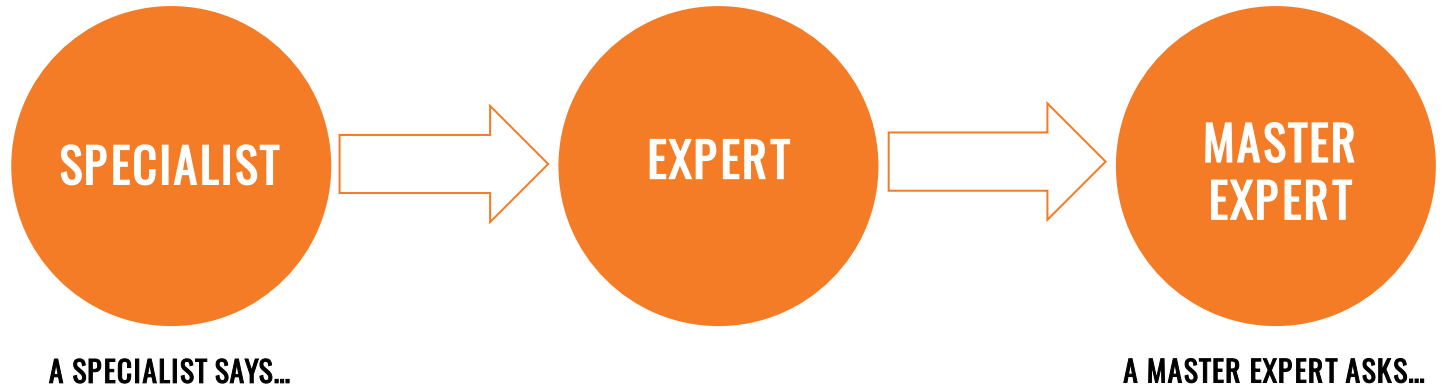
Another way to understand a Master Expert?

They ask the business questions you want your team to be asking.

Mastering Expertship helps participants develop many of the same capabilities as a team leader – but we don't teach them to lead teams.

Instead, we accelerate the development of the capabilities an expert needs to successfully lead projects, new ideas and innovation.

All in under six months.



“HERE’S A GREAT NEW BIT OF KIT! LET’S BUILD SOMETHING WITH IT!”

“HOW DO I JUSTIFY THE ROI?”
“HOW DOES THIS PREPARE US FOR THE FUTURE?”
“WILL OUR CULTURE SUPPORT OR HINDER THIS?”
“WHAT ARE OUR COMPETITORS DOING?”
“WHAT IS THE EXISTING INTERNAL CAPABILITY?”
“WHAT ARE THE RISKS IF THIS GOES WRONG?”
“WHO ELSE WILL HELP WITH THE BUDGET?”
“WHO WILL WANT TO SIGN OFF?”
“HOW CAN I GET BOARD ACCEPTANCE?”
“HOW DOES THIS FIT ORGANISATIONAL PRIORITIES?”

VERY SMART ADULTS NEED VERY SMART COACHING COACH, PRACTICE, EMBED, REPEAT - AND MEASURE

It's challenging to teach smart people what they don't know they don't know.

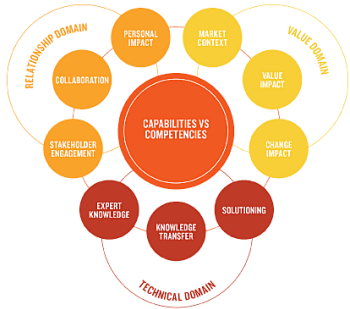
That's why we use a process called "small group coaching" or "episodic coaching".

It's a cycle of coach, practice, embed, repeat - always planning, and always measuring.



HOW TO LEVEL UP EXPERTS IN SIXTEEN WEEKS

MEASURE



The expert uses the Expertship360 to understand where they focus their growth.

They review the 360 with their coach and manager, and start writing a personal growth plan that defines how they will change - during the program, and well after.

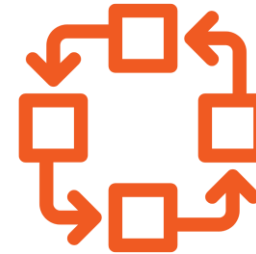
COACH, PRACTICE, EMBED, REPEAT



The program proper starts with a one-day deep dive into Expertship, which gives the expert the tools and platform they need to engage with individual topics.

Then the pace changes.

Each fortnight, a “pod” of four experts and a coach run through case studies and in-depth work on a core Expertship capability.



Each fortnight is a cycle.

Reflective pre-work, then an intense two-hour online coaching session. Post-work embeds learning, as does time in the workplace to practice new learning.

After each session, the expert updates their growth plan.

PLAN



When the pods are done, the expert has undertaken of challenging in-depth work, and practice in their real-life job. They’ve had a 360 review, multiple check ins with manager and coach, and they’ve written a comprehensively tested growth plan.

Now they’re primed to perform at a true Expert level.



A PERSONAL GROWTH PLAN ENSURES LEARNING CONTINUES EVEN AFTER THE PROGRAM IS DONE.

Throughout the program, every participant builds their own personal growth plan, in collaboration with their manager and coach.

A PGP details how the participant will deploy their new Expertship skills on their first day back – and onward for six months afterward.

LEARNING CONTINUES AFTER PROGRAM END

A growth plan gives participants, managers and HR a plan to continue to deploy new expert skills and behaviours even after program end.

SOLVE REAL-LIFE EXPERTSHIP PROBLEMS

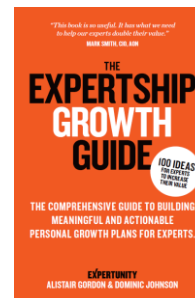
Participants use the growth plan to prioritise the trickiest challenges they face in their real-life work – and create a plan to solve them. **CTION**

REFRESHERS WHEN YOU WANT

Our learning portal lets a participant refresh their understanding of Expertship tools and techniques whenever they need – including after program end.

NUDGES TO KEEP LEARNING

From June 2021, the learning portal will offer regular learning nudges and updates to keep encouraging experts to improve their skills.



GET NEW IDEAS

Each participant gets a free copy of The Expertship Growth Guide, with 100+ ideas to resolve common expert work challenges.



SMALL GROUP COACHING WORKS JUST AS WELL FOR REMOTE LEARNING

EXPERTS PREFER VIRTUAL LEARNING

Remote sessions have a Net Promoter Score of 94% - meaning that 94% of experts scored us at least 8 out of 10.

SMALL GROUPS ARE PERFECT FOR ONLINE

Small groups work brilliantly over Zoom, and we've been delivering virtually since 2018.

MOBILE FIRST DESIGN

Our proprietary learning portal was built "mobile first", to ensure it's just as useful on the road as the office.

ELIMINATES COST

Virtual training has no hotel, food or room costs.

NO TRAVEL TIME

Virtual suits experts who don't want to take days away from their critical work.

WE MANAGE THE LOGISTICS

We've mentioned this before but it's worth stating again. Small group coaching has a lot of moving parts - but we manage all the administration for you.

THE EXPERTSHIP360 GIVES YOU A BASELINE TO MEASURE PERFORMANCE

Often this is the first 360 review an expert will have ever had. It's eye-opening – and it shows the expert where they need to focus

CHECK INS AND CHECKOUTS GIVE MANAGERS A SAY

That's how we ensure a participant's personal growth plan reflects organisational requirements, as well as the expert's personal goals

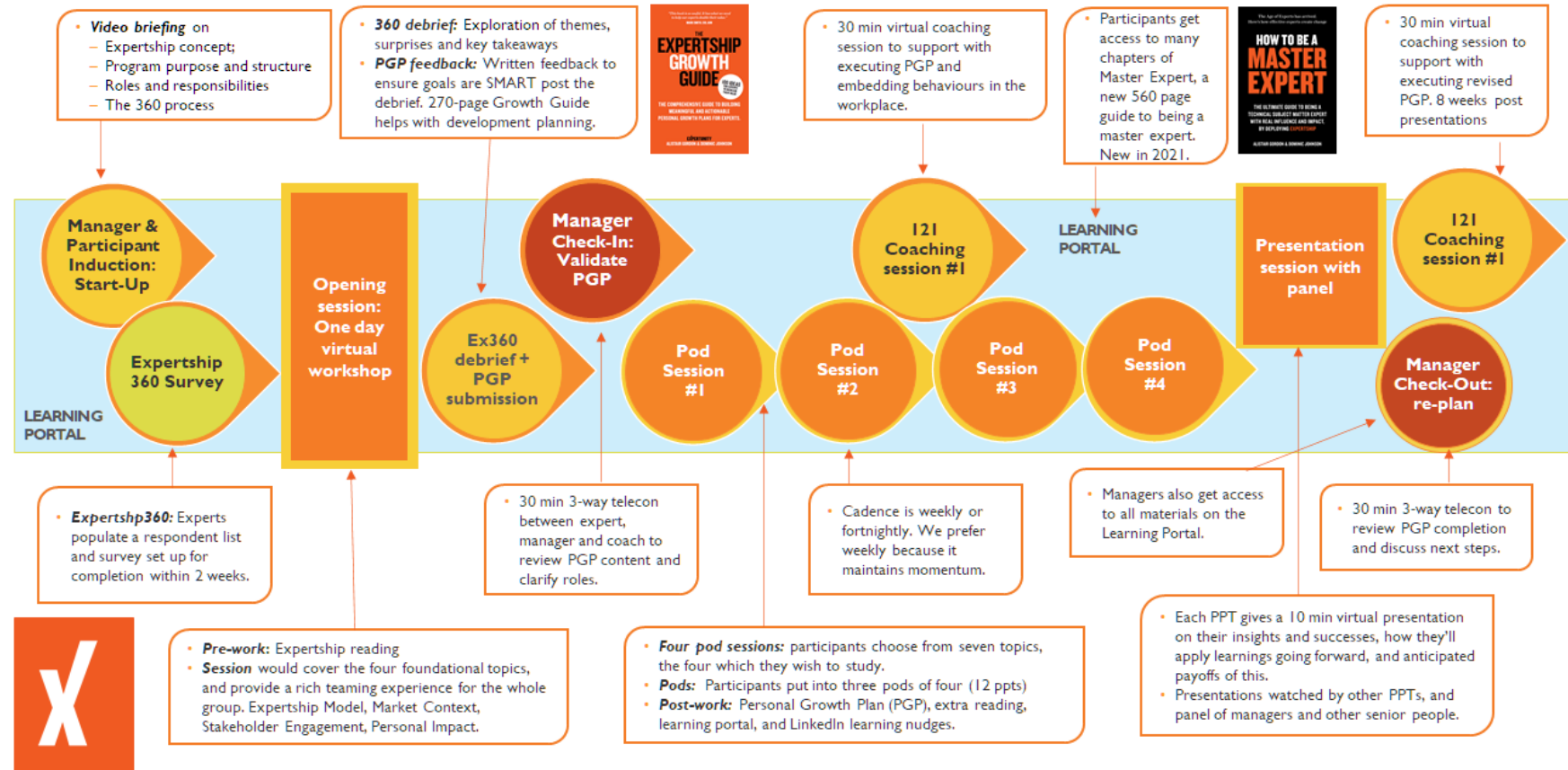
THE CORE: A ONE DAY FOUNDATIONAL WORKSHOP AND FOUR COACHING SESSIONS

One coach, four experts. Pre-work helps each participant understand how the topic applies to them. Post-work helps them practice and embed what they learned.

OUR MOBILE LEARNING PORTAL

Provides and tracks participation in pre- and post-work, lets coaches review participant response. It's reporting also gives you a window into progress and learning.

THE FULL PROCESS. A 360 REVIEW, COACH AND MANAGER CHECK INS, LEARNING PORTAL, GROWTH PLAN REVIEW AND ALUMNI SUPPORT.



WHO SHOULD YOU SEND ON AN EXPERTSHIP PROGRAM?

- ✓ Recognise, engage and retain mission-critical experts
- ✓ Grow high impact experts with deep understanding of organisational requirements
- ✓ Support experts to form collaborative partnerships with internal and external stakeholders



FAST TRACK JUNIOR EXPERTS

Help new or younger experts connect their great ideas with organisational goals and priorities. Teach them to consult and motivate stakeholders



PUSH HIGH PERFORMERS

Give high performers the polish they need to really shine. Offer Expertship coaching to show you value their contribution to your organisation



REFRESH ESTABLISHED EXPERTS

Ensure more established leaders don't get stuck in a rut. Build self-awareness about how their expertise could be better received.



“We’re changing and influencing how experts anticipate what’s expected of them. I think that’s terrific.”

“Mastering expertship has that ability to integrate teams, so you can take advantage of both technical expertise and people leadership capability.”

Leahna Hardie
Head of HR
Reserve Bank of New Zealand (RBNZ)



94%

Of participants recommend the **Mastering Expertship** programs to other technical specialists.



NEXT STEPS?

LEVEL UP YOUR TECH TEAM IN SIX MONTHS (OR SIXTEEN WEEKS IF YOU'RE IN A HURRY)

BOOK YOUR FIRST POD NOW.

On our site

Expertunity.global

Email us

sales@expertunity.global

Or call

+61 1 300 360 691

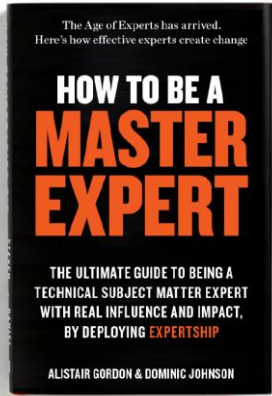
APPENDIX
FREQUENTLY ASKED QUESTIONS.
ABOUT US.
EXPERTSHIP RESOURCES ONLINE

EXPERTUNITY

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WWW.EXPERTUNITY.GLOBAL





WHO ARE WE? EXPERTUNITY IS PART OF HFL LEADERSHIP.

Founded in 2000, HFL Leadership offers bespoke leadership development and executive coaching.

Through our brands Expertunity and Fastlead, we support all forms of organisational development.



BESPOKE LEADERSHIP DEVELOPMENT AND BENCHMARKING

Once of AsiaPac's most established leadership development groups, we're the pioneers of small-group coaching to improve the practice and embedding of leadership capability.

HFLEADERSHIP.COM

EXPERTUNITY

TURN YOUR TECHNICAL TEAMS INTO ORGANISATIONAL SUPERSTARS

Expertship coaching, industry research and benchmarking, 360 reviews and more for individual contributors, subject matter experts and technical specialists.

EXPERTUNITY.GLOBAL

FASTLEAD

LEADERSHIP DEVELOPMENT FOR FRONTLINE LEADERS, MIDDLE MANAGERS AND SALES

Fast, effective upskilling of frontline leaders, with 1000s of successful alumni. Or deepen your frontline middle management capability through our Fastlead Plus program.

FASTLEAD.COM

YOUR QUESTIONS ANSWERED

DO YOU HAVE ANY CLIENTS IN MY INDUSTRY? WOULD THEY AGREE TO SPEAKING TO ME IN A REFERENCE CALL?

Yes. Please ask us and we can connect you.

CAN I CUSTOMISE THE PROGRAM CONTENT OR TIMING?

The program start and end times, and scheduling of individual group pods is entirely flexible - we'll fit in with you.

WHO ARE THE COACHES? HOW ARE THEY SELECTED? CAN I SELECT THE COACHES FOR MY PODS?

Managers and participants can also input into the order in which modules are undertaken. In the past we have developed additional content for certain clients, but that level of development incurs a cost.

When a new pod is planned, we will offer a set of coaches from whom you can select, and we make time for you to meet and sound out coaches as required.

All our 50+ coaches are accredited, and some have had a career as experts themselves (we have two ex-CIOs as coaches, for instance). We provide full biographies and advice on the most applicable coaches to all clients.

I NEED TO DEVELOP A LARGE NUMBER OF EXPERTS QUICKLY. WHAT'S THE MAXIMUM NUMBER OF PODS I CAN RUN AT ONCE?

We've had one client put 400 participants through the program at once. We have our own robust IT system to manage pods, and we're confident it can handle as many participants as you're prepared to send.

That said, we suggest new clients start with two pods. This gives you enough data about how well a pod has worked, while allowing you to fine-tune the process for the next round of participants.

WHAT REPORTING DO YOU PROVIDE? WILL I HAVE TO REWORK YOUR REPORTING TO PRESENT TO MY EXECUTIVE?

From April 2021, we will provide personal growth plan summaries, review of schedules, program progress, alumni reporting, coach notes, plus standard administrative data like attendance.

We own our reporting technology and are very open to providing additional reporting if it will benefit our clients.



YOUR QUESTIONS ANSWERED

CAN I MIX AND MATCH COACHING SESSIONS - TO HAVE SOME VIRTUAL AND OTHERS WITH EVERYONE IN THE SAME ROOM?

Yes. We already provide “mixed delivery” that swaps between remote and in-person work as a standard part of our programs.

Our research into remote work and virtual leadership suggests only 4% of teams want to return to the office full time in 2021. We therefore plan to offer mix and match delivery as long as you need.

CAN I HAVE MORE OR LESS PEOPLE IN A COACHING POD? HOW OFTEN SHOULD COACHING SESSIONS BE HELD?

The program start and end times, and scheduling of individual group pods is entirely flexible - we'll fit in with you.

Managers and participants can also input into the order in which modules are undertaken. In the past we have developed additional content for certain clients, but that level of development incurs a cost.

HOW QUICKLY CAN I GET A POD STARTED?

We always say “10 working days”.

On our side, it actually takes 24 hours. But while we can get our systems ready pretty much instantly, unless the participants are already bought into the program and have made space in their diary, it's reasonable to assume participants and managers will need a little warm up time.

CAN I OFFER EXPERTSHIP MATERIAL ON MY INTERNAL LMS / LEARNING MANAGEMENT SYSTEM?

We need to run pre- and post-work on our learning portal so we can measure progress and provide analytics.

But that doesn't mean we can't provide copies of that material, or additional material for your own LMS. That's not part of the standard Expertship program, but it can absolutely be discussed.

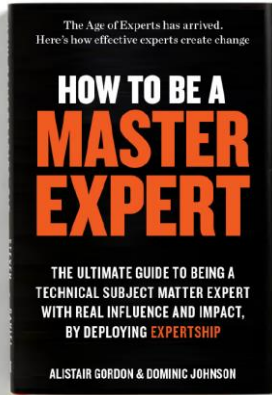
IS EXPERTSHIP ONLY FOR EMERGING EXPERTS, OR CAN I USE TO POLISH ESTABLISHED EXPERTS WHO ARE “STUCK IN A BIT OF A RUT”?

Often the first expert a tech leader sends to our program will be that exact person - an expert who is critical, unreplaceable, and viewed as hard to work with.

Expertship show experts that alternative, more effective ways to work with other teams. Many experts, we find, feel passionate about their work and annoyed it's not understood. Show them a way to be understood and they usually jump on it.



MORE RESOURCES: VISIT [EXPERTUNITY.GLOBAL/DOWNLOADS](https://www.expertunity.com/global/downloads)



Coming July 2021

The guidebook you've been missing as a technical specialist. A 550 manual to make sure you're heard, understood, and able to do good.

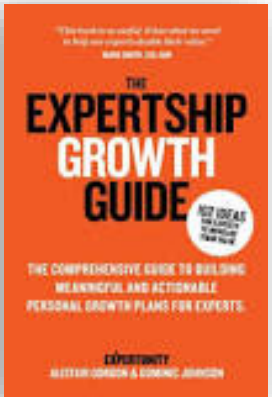
[MASTEREXPERTBOOK.COM](https://www.masterexpertbook.com)

HOW AON SUPERCHARGED ITS CONSULTANTS AND TECHNICAL EXPERTS BY TRANSFORMING HOW IT EVALUATED EMPLOYEE POTENTIAL

Many organisations aren't quite sure what to do with experts, but insurance giant Aon knows exactly how it will leverage their talent. Kim Johnson, Head of Organisation Development - Pacific at Aon, explains how Aon has made experts central to its organisation.



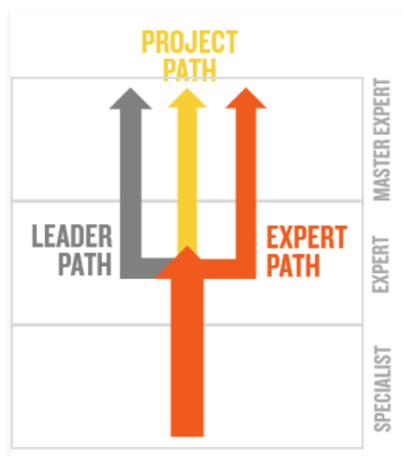
CASE STUDIES



The first ever handbook for creating expert growth plans.

260 pages and 102 ideas for experts to improve their effectiveness in the technical, relationship and value domains.

[BUY NOW ON AMAZON](https://www.amazon.com)



CASE STUDY

CASE STUDY: GENITEX EXPERTSHIP JOURNEY

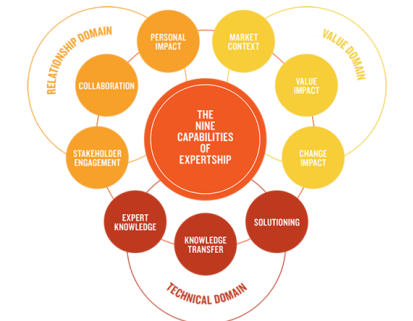
GenITex was an early adopter of Expertship. Why has it put more than 50 of its experts through the program?



WHITE PAPERS AND GUIDES

SMALL GROUP COACHING: HOW TO DO IT

13 rules to plan, execute and manage your own internal small group coaching program.



STEP 1	
GROWTH OPPORTUNITY Consider the 7 core areas and define what look of breakthrough would have the most impact for your own growth and value in the business.	
DATE	VERSION
STEP 2	
CURRENT SITUATION	IMPACTS
BEHAVIORS What are my false beliefs within the core area?	IMPACTS/PRIORITIES What are the outcomes I am seeing and the impacts to my and the business? Consider if there are any gaps between the current situation and where you would like to be!
STEP 3	
DESIRED SITUATION	IMPACTS/PRIORITIES
BEHAVIORS What are my false beliefs that need to be challenged to have better impacts/results?	IMPACTS/PRIORITIES What are the outcomes that I would like to see that are consistent with Master Expertship goal?
STEP 4	
ACTIVITY	MEASURE OF SUCCESS
1	
2	
3	
STEP 5	
ACCOUNTABILITY STRATEGY Consider who will be best to be accountable to and discuss how you will ensure personal accountability.	

