

HOW TO SPOT AN IDEAL



**MASTERING
EXPERTSHIP
CANDIDATE**



**MASTERING
EXPERTSHIP**

MASTERING EXPERTSHIP

The success of any program depends on the right participants being selected to attend for the right reasons. After working with over 750 experts, here is our advice on how to choose the right experts who will benefit most from the *Mastering Expertship* program.

Important note: the very best candidates are not always *willing*. We offer our advice on “onboarding” potential participants in Section 2 of this document.

1

SELECTING THE RIGHT PARTICIPANTS

A. SENIOR EXPERTS

B. BUSINESS PARTNERS

C. JUNIOR EXPERTS





LONG-STANDING EXPERTS with much more value to give

Typically, this group – which comprise the majority of participants on the *Mastering Expertship* program – have 10-15 years of experience in their technical domain.

They are:

- Extremely competent in their technical field;
- Possess a large amount of accumulated knowledge (much undocumented) about their domain and the organization; and
- Highly valued by their managers – who are always concerned about flight risk, and the cost of replacement.

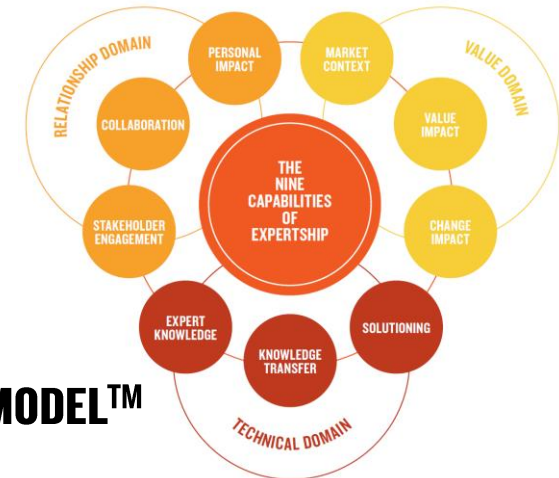
To reach the next stage of their expert evolution, they need to build enterprise skills to enable them to influence far more broadly within the organisation and beyond, contribute strategic value, and play a vital role in innovating and preparing the organization for the future through their domain skills.

They are likely to be:

- Frustrated that they can't influence policy and priorities as much as they would wish to;
- Feeling slightly trapped, because they are the only people who can fix certain problems and make highly complex technical things happen; and
- A fount of knowledge for others on the team, but can at times be guarded about giving too much of their expertise away (or simply don't have time for coaching and mentoring).

The *Mastering Expertship* program, based on the Expertship Model, allows them to achieve four things that enable career progression (not necessarily 'promotion to a leader'):

- Build their influencing and communication skills;
- Build their ability to positively impact the thinking of colleagues in the wider organization via the acquisition of commercial acumen and strategic understanding and alignment;
- Build their self-awareness, understanding how they are being experienced by colleagues and the broader organization, and learning how to adapt behaviour to be more effective; and
- Build their coaching, mentoring and delegation skills so they have more time to work on more strategic long-term work streams that make a difference.



THE EXPERTSHIP MODEL™



ONCE SPOTTED,
EXPERTS AREN'T
ALWAYS THAT KEEN.

MASTERING EXPERTSHIP

We have noticed that very often that potential participants in this group are:

- Faintly embarrassed about being described as an 'expert', but deep down know that their expertise is real, and that others see them as an expert;
- Do not want to progress their career as a people leader, but want to remain on the technical stream, but want to have their seniority recognised none the less; they are seen as informal leaders by those they work with;
- Perceive HR and OD wanting to 'send them on programs' as a way of 'fixing them', and consequently resist all non-technical program invites; and
- Have very often had poor experiences on non-technical development programs, and will assume *Mastering Expertship* is 'more of the same' until they research it in more detail. The comments from the alumni of the program tend to be persuasive.

We have a high proportion of participants arriving on the program not sure they should be attending, but by the end of the course they have become strong advocates of expertship initiatives.





Employees in critical BUSINESS PARTNERING roles

Positions that require technical experts to consult to the rest of the organisation – such as IT, HR, and finance business partners – get a great deal out of this program. Influencing skills, consulting skills, business acumen, and stakeholder engagement are at the centre of the enterprise skills that these business partners will master.

Many enter the ‘business partnering’ role having initially qualified as a technical specialist. But it is the broader enterprise skills that allow business partners to build value-add relationships with key stakeholders.

The challenges candidates in business partnering roles face are:

- Influencing stakeholders, many of whom will be more senior than the business partner;

- Shifting mindset from a compliance role to a partnering role, which requires consulting skills and organisational/industry knowledge well beyond their technical domain; and
- Developing confidence to build independence in their client groups rather than dependence.

Those who have enrolled in this program from this cohort have reported transforming their client relationships with the skills and tools that they learn on *Mastering Expertship*.

**TRANSFORM
YOUR
BUSINESS
PARTNERS.**



ACCELERATE THE IMPACT OF JUNIOR EXPERTS



JUNIOR EXPERTS who show potential to be fast-tracked

For several years we advised clients to send very experienced experts to this program, but more recently clients report outstanding results by exposing emerging experts early to the enterprise skills they need to perform at the highest level.

Younger experts showing a great deal of potential are ideal nominees.

Typically, these candidates will be showing:

- Elevated learning agility – a technical expert who is clearly picking up technical skills at a much faster rate than usual;
- Aspiration to learn – and progress quickly in the organization through merit; and
- Is volunteering for stretch assignments and projects and managing to execute them successfully.

In addition, organisations may wish to consider including more junior experts who nevertheless in their current role have to have significant exposure to much more senior executives (digital marketing, remuneration and benefits, legal, and risk are often typical domains where these conditions exist).

The *Mastering Expertship* program helps more junior experts to rapidly advance their skills and influence by:

- Exposing the participants to the importance of understanding and linking their initiatives to organization strategy and market context;
- Building advanced consulting skills early in their careers;
- Introducing the positive impact of deliberate stakeholder engagement strategies; and
- Sharpening communication and motivation skills.

2

ONBOARDING PARTICIPANTS

Existing expertship clients report that candidates who meet the criteria set out in earlier pages are often resistant to attending this program.

They report a variety of reasons, which often include those described (along with required insights) on the next page.

Experts have had the following experiences of the *Mastering Expertship* program:

- They have initially declined, but on hearing of the experiences of other experts who went in their place, asked to be added to the next program;
- They have arrived with a cynical view of the program, but been more than won over;
- They have been happily surprised at how collaborative and collegiate the whole experience was, rather than content being 'delivered' by a presenter.

GETTING THE
MESSAGE
RIGHT



TYPICAL REASONS FOR RESISTING AN INVITE

I'm already expert enough

This isn't arrogance, it may be true, if only technical skills are considered. Many experts believe they are as expert as they can be – and many arrive at the program with this view.

- *Required insight:* Understanding the relevance of the Expertship Model to provide a more holistic view of the expert role, and seeing enterprise skills as the key enablers to create more strategic value as an expert.

It isn't a technical program

Having spent most of their professional life being technically developed, experts may question why they need what are often described as "soft skills". However, many candidates will aspire to having greater influence, being listened to more, and wanting to make a larger contribution to the organization, if only they were given the chance.

- *Required insight:* The acquisition of enterprise skills is directly related to the advance of expert status, remuneration, influence, and opportunities to do interesting, higher level work.

I've been on soft skills courses and they are a waste of my time.

Many experts report having been randomly nominated for a course on emotional intelligence or coaching without ever having been told why. They find these programs mostly designed for people leaders (or aspirants). They don't enjoy the experience, or feel that the content was not relevant for them.

- *Required insight:* This program is designed by experts for experts, and everything is framed to be directly relevant to the complex world in which experts work. It is a highly collaborative, experiential program, with no PowerPoint.

I don't have the time

This is a typical response, which is often face valid – few executives these days have time to take a week off. Unless the technical conference is at an exotic location internationally – then we find the week, don't we?

- *Required insight:* The need to reframe the question – what is it they don't have time for? Their own development? Building skills that mean they have more impact? Learning tools that significantly increase their impact? Working on their enterprise skills will get results.



IT'S
DIFFERENT.
HELP YOUR
EXPERTS HAVE
THE
EXPERIENCE

MORE ALUMNI EXPERIENCES ON THE WEBSITE: WWW.EXPERTUNITY.GLOBAL

"I absolutely believe the course changes people's lives. I feel with my relationships with people at work have, I'm now more accepting of other people. I tend to be a bit of a perfectionist and the program has made me realise that is not reasonable hold everybody to the same standards."

Tony Horton, Senior Unix Administrator

"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."

Kellie Wills, Communications Engineer

"I found the course enabled me to develop a way of thinking that made for a more collaborative environment. It helped me refine my skills to become more of a trusted advisor, which is exactly the direction both I and the legal team need to move in. It has helped me to be an advocate for change and negotiate ways to achieve that change. The experience was overwhelmingly positive."

Lydia Juric, Legal Counsel

"I really wish I had done this course earlier in my career. In retrospect a lot of it seems like common sense, but common sense isn't very common. It's difficult to explain how innovative it is and how different the approach is."

Gabriel Andres, Learning & Development Manager





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