

EXPERTUNITY

POWERING EXPERTS. INSPIRING TOMORROW.

SIX SMART EXPERTS

HOW THEY INCREASED THEIR INFLUENCE,
IMPACT, AND VALUE

“...MORE OF A TRUSTED ADVISOR...”

“...MUCH MORE COLLABORATIVE...”

“...TOOLS I COULD GENUINELY USE...”

“...NOW ABLE TO CHALLENGE THE BUSINESS...”

“...OPENED MY EYES TO NEW WAYS...”

“...CHANGED MY LIFE...”

INTRODUCTION

Dear Reader,

If you are reading this then it is very likely that you are either a subject matter expert yourself, or you are responsible for helping experts grow their influence, impact and value in your organisation.

You'll likely recognise these dynamics:

- Experts operate in complex and challenging environments, often involved in multiple projects and work streams;
- Experts often work for leaders that may not fully appreciate the value or contribution their experts make; or the conflicts their reports face every day in managing diverse requirements from many stakeholders;
- Experts are, by their nature, specialists, and very often long-term career growth gets stalled because while they are superbly proficient in their chosen discipline (technical skills), they have missed out on the development of 'enterprise skills' which become vital as they seek to have broader influence and impact across the organisation.

At Expertunity, we believe it's time to provide initiatives – designed by experts for experts – that address this injustice and imbalance. Experts need enterprise skills just as much as people leaders – perhaps, even more so. Their lot in life is to have to influence without authority, and that's harder than being in a position of authority and being able simply to tell someone what to do.

The featured SIX EXPERTS, in this short booklet, share their experiences of starting and progressing on the journey to what we call Master Expert status – experts who are extremely capable in both technical skills and enterprise skills. They have all attended an expertship program.

In their own words they explain the challenges they face in their roles, and how professional development of expertship skills is helping them grow in confidence, stature, seniority, influence and impact. They are adding more value. In their own words, in the following pages, they tell us how.

DOMINIC JOHNSON
ALISTAIR GORDON
Expertunity

WHAT IS EXPERTSHIP

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

It's your technical expertise combined with business acumen, to ensure you're in line with strategy. The addition of empathy to build relationships with diverse, and often divergent stakeholders. The agility to adapt when facing change and the self-awareness to pull all of this together, driving the business forward.

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

WHO ARE EXPERTUNITY?

OUR VISION

That every expert everywhere reaches their full potential, adding extraordinary value and being fairly recognised for doing so.

OUR MISSION

As a company we wish to act as a catalyst for this vision coming to pass – to research, grow, connect and encourage experts globally to fulfil this potential. We want to make a positive difference for experts everywhere.





DAVE BROWN

TECHNICAL DOMAIN: Technology & Transformation Projects

JOB TITLE: Program Director **EXPERIENCE:** 20 years an expert

ORGANISATION: Leading Gaming Solutions Company

WHAT DO I DO?

I am the bridge between the technology group and the rest of the business. I work with lots of different people within the company. We are constantly being asked to deliver new products, which involves working with lots of stakeholders.

CHALLENGES?

Most of my challenges and problems have to do with communication, or the lack of it. Early in my career I realised that it is very difficult for technical people to make it in senior management, particularly in a company such as ours that is led by sales and marketing. You have a hard time breaking through. You have to try and talk in terms of what other people understand.

Another major challenge in my job is time management. I try to take at least two hours every day when no one is around and just get things done. I can't do it in normal business hours so I started coming in at 7 AM. Then my manager started coming in early and I still didn't get any peace.

EXPERIENCE OF MASTERING EXPERTSHIP?

The program has really helped me move towards being a leader rather than a doer. It was very thorough. 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. The program gives you a range of tools, and you can choose which ones are most suited to you or the situation you are in. I could use it in chunks.

Even two years after doing the course I still remember the tools. I can really apply them. On the course we didn't just sit and listen, we worked through practical examples that we were able to apply in the workplace afterwards.

The material on empathetic listening was very good. So often in my career I have felt that the other person didn't understand what I was saying, while at the same time I had a feeling that I didn't understand them. The program really changed that.

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TONY HORTON

TECHNICAL DOMAIN: Information Technology

JOB TITLE: Senior Unix Administrator IT **EXPERIENCE:** 21 years an expert

ORGANISATION: Global Professional Services Corporation

WHAT DO I DO?

I have been with the organisation for 11 years, and before that I was with an integrated services company for 12 years. I'm the team lead for the Unix team. I do the Unix admin but I also do a lot of high level troubleshooting, solutions design and quite a bit of consulting with other people.

Team leader is the limit of where I want to go managerially. I'm pretty much a diehard techie. I don't like the HR side of management. I'd be okay to be in a completely technical role without any of the HR side. I'm the team lead on the technical side but I don't manage people from a HR point of view, performance reviews and that sort of stuff.

CHALLENGES?

My biggest challenge is a personal one. That is – not to get vocal and upset. A lot of the time you can't always convince people that something is needed. Sometimes you just have to do it. If you know that it is going to cause real problems but there is no way you can convince people of that, that can be very frustrating. In the course we set development goals. I can get quite

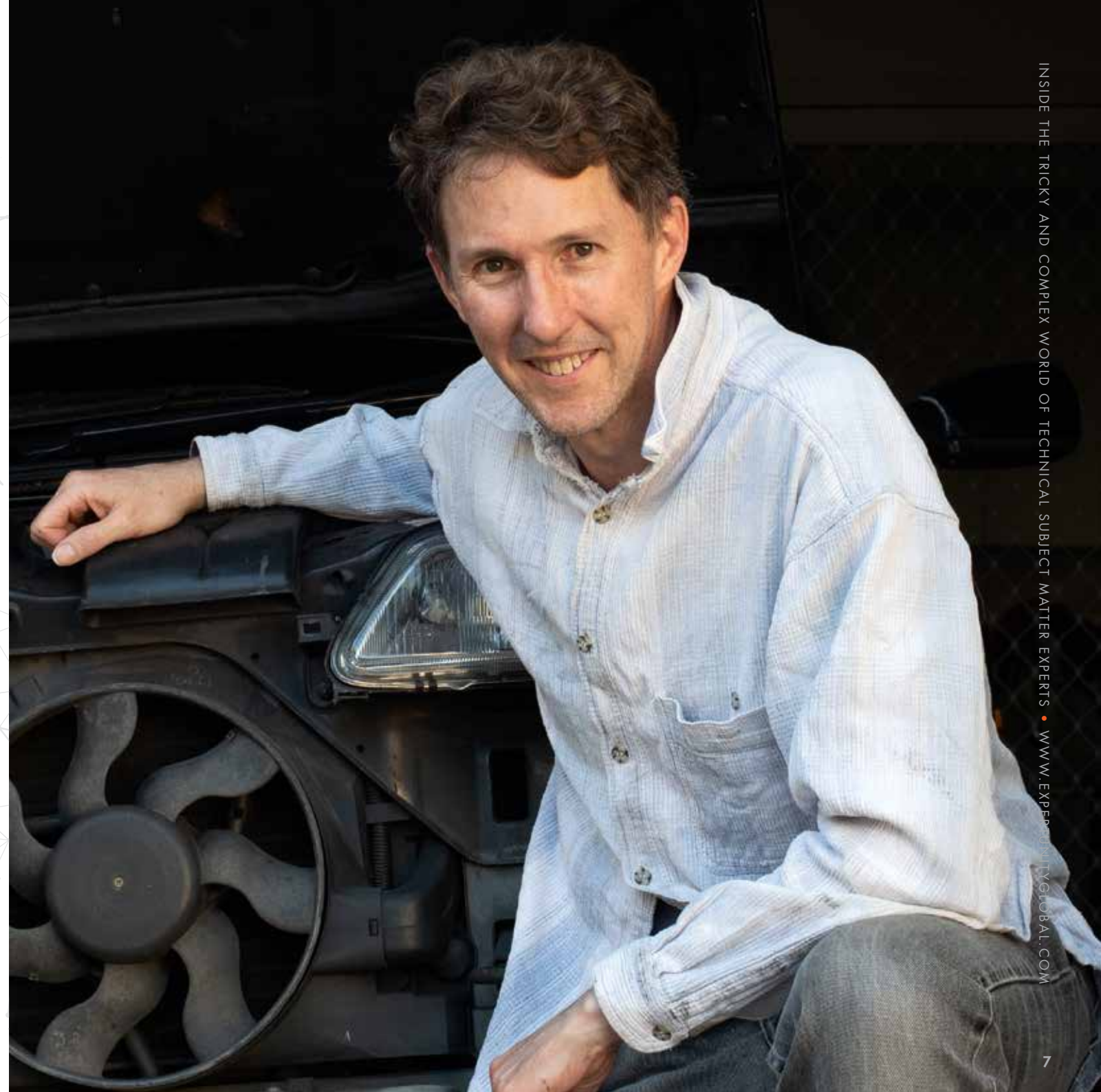
passionate about things and people would think 'there he goes again'. It would turn people off, and even if it happened once in three years that's what they remember. Everything is tainted by it. I knew that was an issue, but after doing the course I understood more about why it was an issue.

EXPERIENCE OF MASTERING EXPERTSHIP?

One of the modules in the course was on personal brand. That was the most difficult module for me. When we were doing the presentations I realised 'this is how people see me' and this is not how I want to be seen. I need to do something so my personal brand changes so I am not seen as "Tony's the guy who can't be wrong." It got to the stage where people were scared to invite me to meetings.

I broke down crying when I did my presentation. That was how much of an effect the course had on me. It was very emotional on a personal level. The realisation that this is the way people see me was quite upsetting but it helped me ultimately in my work and my life. We came off the course euphoric, feeling that we had the knowledge that was going to change the world. Then after a week or so reality starts to sink

"I absolutely believe the course changes people's lives. I feel with my relationships with people at work, I'm now more accepting of other people."





KELLEE WILLS

TECHNICAL DOMAIN: Information Technology

JOB TITLE: Senior Messaging and Collaboration Engineer **EXPERIENCE:** 24 years an expert

ORGANISATION: Government ICT support

WHAT DO I DO?

A server engineer, looking after the systems that run our email, collaboration and mobility applications. We run the IT for most of Victoria's public servants and we have 60,000 users. Most of my day is spent troubleshooting, tuning the servers when we get 'third level incidents' that require work at the back end. I don't have any direct reports, but I work closely with a team of eight.

CHALLENGES?

There are lots of challenges and irritations. Most of them have been because of the reactive nature of my role - you're always firefighting and it's hard to manage your time efficiently. We deal with a lot of high severity and urgent jobs - that's the nature of what we do. A lot of it is working with other teams, working across silos, communicating with the network people and the operating systems and identity management people.

One of the key difficulties is that I hold myself to very high standards. These are not always reflected in how the other teams work, and it can be hard to get the right level of support from them.

EXPERIENCE OF MASTERING EXPERTSHIP?

I would strongly recommend the course to anybody. I got so much out of it. It really changed how I see my role, and how I see myself. I didn't expect it to delve so much into soft skills that would help me do my job better. I was very pleasantly surprised. I thought it would be dry, but it was anything but.

It really made me realise how my role relates to the business and doesn't exist in isolation. 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. I really got a lot out of the stuff on Personal Impact - which is essentially how other people see you.

“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.”

RICHARD SILBERMAN

TECHNICAL DOMAIN: Insurance broking

JOB TITLE: Affinity and Structured Portfolio Solutions Placement Leader

EXPERIENCE: 19 years an expert

ORGANISATION: Global Professional Services Corporation



WHAT DO I DO?

I am an internal product manager for a range of our Affinity customers, about 80 percent of my time is internal, and even though my role is not supposed to be customer facing, about 20 percent is spent dealing directly with customers.

I deal with a lot of associations and organisations that offer insurance to their members. My role is to act as an interface between that part of the business and our other activities.

CHALLENGES?

When I first learned I was going on the Expertship program I thought 'not another management course. I've been on plenty, and they all seemed to comprise of nothing much more than a passive list of what to do. But I tried to go in with an open mind.

It was very different to what I expected. The main thing about the program was its practical nature. Unlike

“Before I did the Expertship program I honestly thought there was something wrong with me. The program helped me realise that I am far from being alone. There was nothing wrong with me at all, I had just not learnt the right skills.”

any other management course I've ever done, I felt it equipped me with the tools I needed to work more effectively and to advance my career.

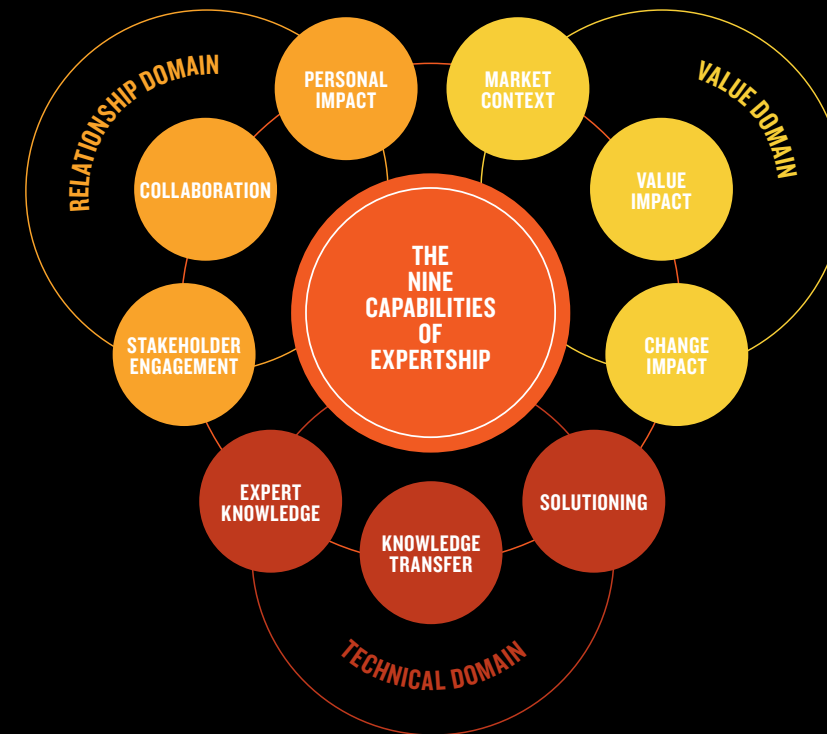
EXPERIENCE OF MASTERING EXPERTSHIP?

It's now nearly two years since I did the program, and it's still very relevant to my work and my life. I think about it all the time. The lessons keep returning to me. When I got back from the course, for a few weeks I tried hard to implement what I had learnt, then I fell off a cliff. And the lessons came back to me, and I applied them again, then I fell off the cliff again.

But each time I found myself operating at a higher level. It is astonishing how the lessons and techniques I learnt remain applicable to what I am doing as I progress my career. My advice to anybody considering the program is: "Just do it!" You will not be disappointed.

THE EXPERTSHIP MODEL

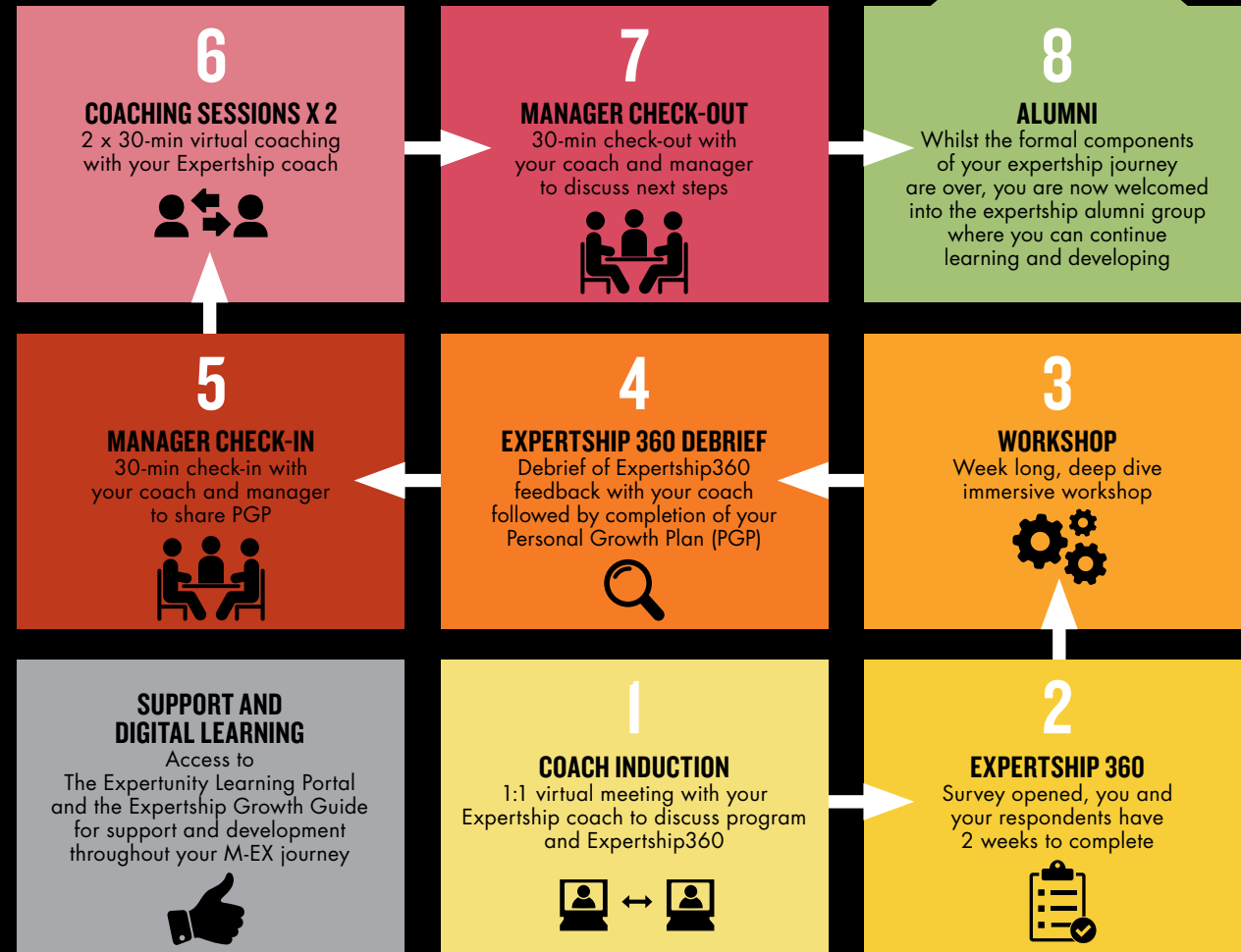
The Expertship Model describes three domains in which experts operate – the technical, value and relationship domains. These latter two domains represent the enterprise skills experts need to increase their value, influence and impact.



For a complete primer on the Expertship Model, visit our website and download www.expertunityglobal.com/expertship/the-expertship-model/

MASTERING EXPERTSHIP PROGRAM DESIGN

All the experts featured in this booklet participated in the Mastering Expertship Program



LYDIA JUKIC

TECHNICAL DOMAIN: Legal

JOB TITLE: Senior Corporate Counsel **EXPERIENCE:** 12 years an expert

ORGANISATION: Global Professional Services Corporation



WHAT DO I DO?

I work to manage and mitigate risk within the risk services division, which accounts for about 90% of the organisation's business. I work on the non-contentious aspects of legal – contracts and compliance, property leases, arrangements with customers and partners and the like. Legal is in a unique position within the organisation, because we come into contact with all parts of the business. We have access to all teams, and we deal with everyone from the CEO down – finance, business implementation, IT, etc.

CHALLENGES?

The biggest challenge is that legal is often seen as a roadblock within the organisation. We have done a lot of work to change that misconception, but we are not there yet. We want to be seen as trusted advisors, helping people to manage – not eliminate – risk. We want to help people with their growth initiatives and work in partnership with them, and help give our organisation a foot in the door in new areas. Legal is often an unnoticed stakeholder working quietly in the background. We need to let more people in the organisation know what we're doing and have them understand how we can help them.

Another big challenge – and we are hardly alone – is having to do more for less. We need to do more with the business to influence change to enable us to do this. But we were always very busy and it's difficult to find the time to get onto the front foot. Our role has historically been very reactive and we need to change our method of operating to be more efficient.

EXPERIENCE OF MASTERING EXPERTSHIP?

I did the Expertship program in April 2017. I thought it was a course with a limited purpose, but it ended up being much more. It helps us as subject matter experts to advertise within the organisation what we can do and how we can help people. I didn't appreciate before I did the program just how much I have the potential to influence change in the organisation. I found that it equipped me with the insights, the learnings and the tools to become a much more effective member of both the legal team and the overall organisation. It helps you identify and understand your capabilities and how they fit into the larger scheme of things. The program helped me properly understand how I can have conversations with stakeholders, not just on compliance and legal matters, but about how to change the business.

“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.”

SWETA TELKAR

TECHNICAL DOMAIN: Information Technology

JOB TITLE: SAP Design Authority **EXPERIENCE:** 13 years an expert

ORGANISATION: Asia Pacific Facilities Management Corporation



WHAT DO I DO?

I am supposed to be in a support role, but that would be only 20 percent of my day, I support the SAP production applications that we use for procurement and finance. SAP is my bread and butter. I do all of the support except for a few things that I have to send over to head office in the UK, because all the changes are done there. But I spend a lot of time talking to the business, understanding their challenges and seeing how much we can do here, locally.

CHALLENGES?

We try to be proactive but often we have to be there doing support. We try to see if there are any patterns with the type of problems we are getting. If we get a lot of a certain type, then we try to be proactive and get to the root cause. So some of it is reactive, which is what support is - basically, firefighting.

EXPERIENCE OF MASTERING EXPERTSHIP?

The program has been a big help. It has made me aware of my positive and negative traits and helped me to be more in tune with myself. It highlighted areas that I needed to improve, as well as the areas that I'm strong in, so it has made me more aware of my strengths and my weaknesses.

I always felt that I was unable to articulate what I wanted to say. I felt I lacked self-confidence, I did not have a lot of confidence before I assumed this role, and the course has done a lot for my confidence, in a big way. It's about having enough business knowledge to be able to challenge the business. Talking in their language has been one of my biggest challenges.

The Expertship program helps you realise your own potential. It makes you more aware of your strengths and weaknesses. It is not typical training, it is a whole interactive program with a lot of one-on-one interaction.

“The course has done a lot for my confidence, in a big way. It's about having enough business knowledge to be able to challenge the business.”



THE EXPERTUNITY ECO-SYSTEM

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