

*“This book is so useful. It has what we need to help our experts double their value.”*

MARK SMITH, CIO, AON

# THE EXPERTSHIP GROWTH GUIDE

**102 IDEAS  
FOR EXPERTS  
TO INCREASE  
THEIR VALUE**

**THE COMPREHENSIVE GUIDE TO BUILDING  
MEANINGFUL AND ACTIONABLE  
PERSONAL GROWTH PLANS FOR EXPERTS.**

**EXPERTUNITY**

**ALISTAIR GORDON & DOMINIC JOHNSON**

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# INTRODUCTION TO THE EXPERTSHIP GROWTH GUIDE

We believe this is the first guide of its kind ever published. It is designed by experts for experts, to help them actively build their capability. It assists experts in becoming the very best experts they can by helping them craft meaningful and actionable Personal Growth Plans. It contains 102 growth opportunities – initiatives which, when put into action, position experts, no matter what their expert domain, to have greater impact and influence, and add more value.

## GROWTH FOR EXPERTS

Many of those using this book will have participated in one of Expertunity's growth programs for experts around the world. So, you'll understand about the concept of the *Expertship Model*, and the process by which you should develop your *Personal Growth Plan* using our template.

It is however designed to be a standalone tool, so we have included chapters at the beginning of this Guide explaining these concepts. If you know about them already you can jump straight over them. If you're new to the concept you can read about how Expertship is for experts what leadership is to leaders.

## THE EXPERTSHIP MODEL

The Expertship Model is a result of years of research and testing and is acknowledged as one of the leading capability frameworks for experts. Experts from places as far afield as Las Vegas, New York, London, New Delhi, Singapore, Sydney and Auckland use the model. These experts operate in a wide variety of expert domains – IT, law, HR, Engineering, Sales, Finance, Risk and Science.

## THE EXPERTSHIP360

This Guide is best used in conjunction with a feedback tool, such as the *Expertship360*. Recipients of a 360 report get valuable feedback from a range of their stakeholders, and thus can determine which capabilities are their strengths to be built upon, and which capabilities present opportunities for significantly more value to be added. The growth initiatives listed in this Guide are organised by capability area.

## A GUIDE FOR MANAGERS OF EXPERTS, TOO

Some readers may lead a team or division of experts. You might be responsible for helping them identify and satisfy their development needs. This Guide represents the latest thinking on how to motivate and get the best value from your experts. You may be receiving it as an accompaniment to Expertunity's *Leader of Experts* program.

## TOP EXPERTS COMBINE TECHNICAL AND ENTERPRISE SKILLS

Experts face many challenges that are unique to them. Many challenges are resolved by deploying *technical skills* – skills which experts have typically been trained in many times over the years. In fact, usually nearly all of an experts' capability development has been in these technical areas.

However, the very best experts combine these technical skills with what we refer to as *enterprise skills*. These are the additional skills – such as business acumen, change agility, stakeholder management, and personal impact – which enable experts to deploy their technical skills best. Many experts have missed out on training in these skills, and the arrival of Expertship programs seeks to restore this imbalance. You can find out about all of our Expertship services at [www.expertunity.global](http://www.expertunity.global)

Of course, we would love to hear your feedback on how we can continue to improve this Guide. Please let us know how you found it helpful, and how you think we could make it easier to use.

We would also love to hear your success stories putting these growth initiatives to work. Our website provides you with a direct line of contact with the authors. Good luck with your personal growth plan.

*Alistair Gordon  
& Dominic Johnson*

# WHAT CAPABILITY AM I SEEKING TO GROW

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**FUTURE-PROOF YOUR PRACTICE**

*Think outside the square. Anticipate what stakeholders will want to know, and plan for those conversations rather than them being a surprise.*

**CURRENT & FUTURE ISSUES**

Think ahead. We all use assumptions to underpin opinions, policies and approaches to the expert work we do, but we face the danger that changing information of market dynamics or indeed customer needs will render these assumptions obsolete or only partially relevant. We want to avoid being asked about issues or requirements that we have not previously considered.

**SUGGESTED ACTIVITY**

- Undertake a refresh of the evidence-based assumptions you have been using that underpin your practice. Collaborate with others to ask and review whether they are still valid.
- Deliberately go out to test assumptions with stakeholders and customers, undertaking a peer review exercise, and/or doing a scan of what competitors and new entrants to markets may be doing.
- Adopt a mindset to stay open and curious around what can be improved and how your practice will evolve (because to stay relevant change is certain). Consider what new approaches, processes and/or assumptions could be more beneficial.

**DESIRED SITUATION**

On many occasions as Master Experts we will be asked to explain the thinking behind our policies, procedures and approaches. The ability to reference recent assumption checks and new insights that have been added to our thinking sets us apart from those who stay in their comfort zone. We must guard against being like the frog in the boiling pot of water, unaware of our receding relevance and currency.

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## AUDIT HOW YOUR CUSTOMERS EXPERIENCE YOU

*How difficult are we to deal with? Do we know? Do we care? We'd better – there is a reason expert departments get outsourced, and it's because they have failed to engage properly with stakeholders and get regular feedback.*

**CURRENT & FUTURE ISSUES**

Sometimes stakeholders' experiences of seeking to engage experts are not what we would wish. This can lead to a souring of relationships or make them less likely to approach you or other experts in the future.

**SUGGESTED ACTIVITY**

- Analyze how easy it is for your stakeholders to engage with you. Do you have any default responses which they might take issue with? Are you unresponsive or do you appear hassled or annoyed? How would you like those 'moments of truth' to play out in an ideal world?
- It may be helpful to survey them about how they view your responsiveness. Are they generally satisfied with what you do? If not, is there a pattern to what they're dissatisfied with?
- Where necessary, remove any problematic hurdles. Some of the shortfalls in the stakeholder experience might be process-related. Perhaps the steps in the process weren't designed with the human experience in mind, and are technical procedures.
- At other times, the shortfalls may be entirely behavioral. Either way, both types of issues can be addressed through intentional redesign.
- Design and engineer the ideal stakeholder experience – their journey from first contact through to total satisfaction. This is a common practice in customer experience initiatives. Create a flowchart starting with the point of first contact through to the confirmation of a successful resolution.
- Determine precisely how you would like each step of the process to be experienced by the stakeholder. For example, when they raise a problem:
  - What type of response would you prefer they experience for them to think positively (and realistically) about you and your team?
  - How should they be kept informed while you are working on their problem?
  - How would you like them to experience the closing out of the issue?
  - Once you have mapped the ideal stakeholder journey, ensure you are able to deliver it consistently.

**DESIRED SITUATION**

By applying some design to stakeholders' experiences when they approach you, you will set up an environment for happier stakeholders who will regard you as helpful and responsive. You'll have paced their expectations about such things as your preferred lead times and data requirements, and your preferred focus and priorities. They're more likely to engage you constructively – in the right way and at the right time.

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**EXPERTSHIP  
360**

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EXPERTSHIP**

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EXPERTS**



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