

EXPERTUNITY

POWERING EXPERTS. INSPIRING TOMORROW.

**THE
EXPERTSHIP
MODEL**

WHERE THE HIGHEST PERFORMERS EXCEL

THE EXPERTSHIP MODEL

The Expertship Model was developed after years of studying the highest performing experts.

A familiar pattern of traits emerged and eventually we identified a skill set that could be learned – allowing more and more experts to reach their full potential.

It's the culmination of years' worth of work, and if you inspire your subject matter experts to explore the model and develop their skills, the sky's the limit.

“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

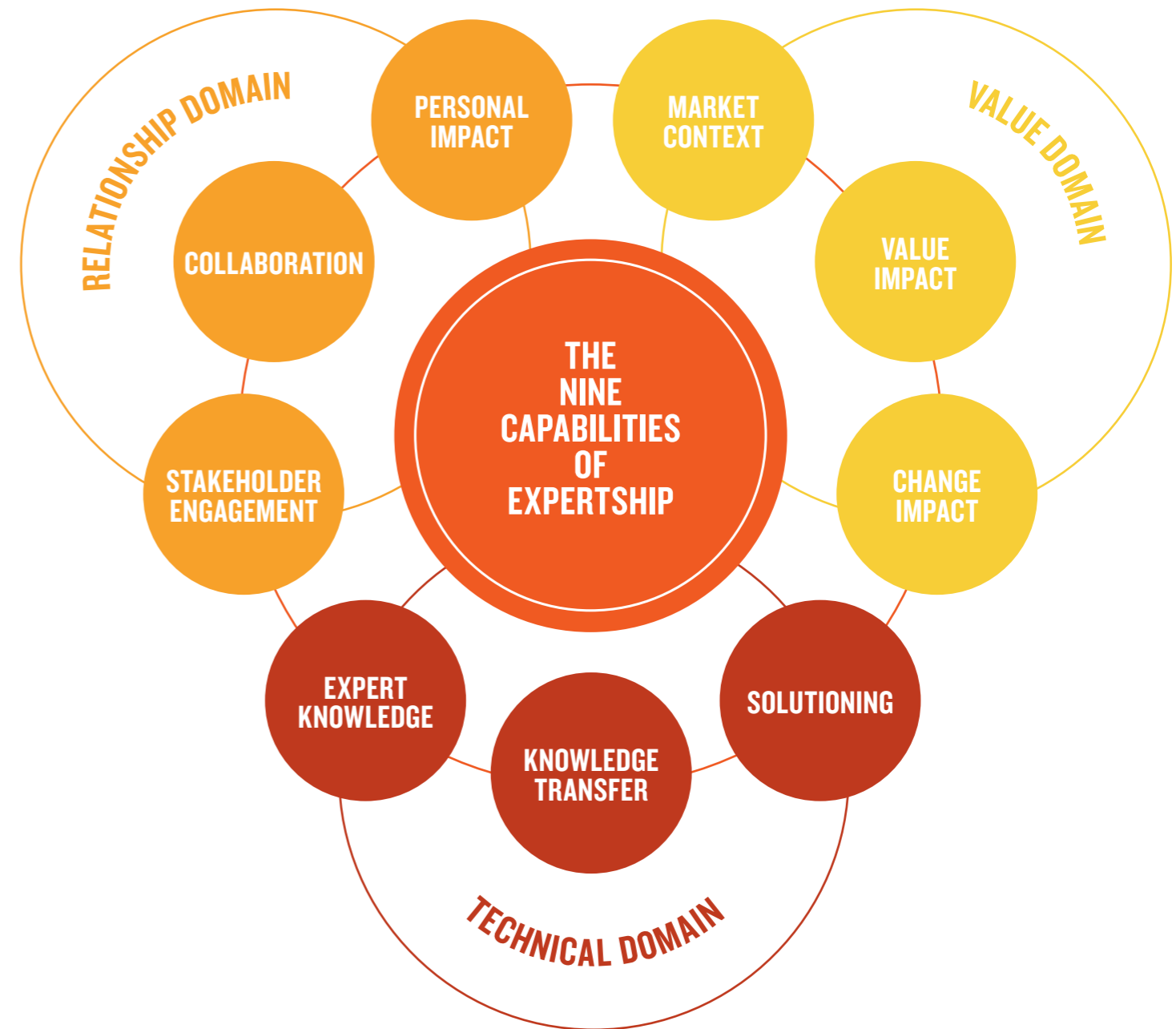
“It helped them understand that they are part of the team, and that other people are concerned about helping them grow their careers. The Expertship program is unique in that way.”

CATHERINE PROUD, CENITEX

“The Mastering Expertship program helps you realise your own potential.”

SWETA TELKAR, SAP DESIGN AUTHORITY

THE EXPERTSHIP MODEL®



THE EXPERTSHIP MODEL

AT A GLANCE

Experts work in highly complex environments, yet the skills required to perform exceptionally can be narrowed down as follows.

THREE DOMAINS

The Technical, Value and Relationship Domains sit at the highest level of the model. The Technical Domain is where most experts are comfortable, and where most learning and development has historically occurred.

NINE CAPABILITIES

Next level down you'll find the Nine Capabilities we encourage experts to master. The Relationship Domain, for example, includes: Stakeholder Engagement, Collaboration, and Personal Impact.

EXPERT ROLES

But what does it mean to be a great Collaborator? You can see that demonstrated in the EXPERT ROLES table, where each capability has three 'roles' you need to perform, in order to master the Capability. To be a Master Collaborator, for example, you need to be a team worker, communicator and a diplomat.

THE EXPERTSHIP MODEL®

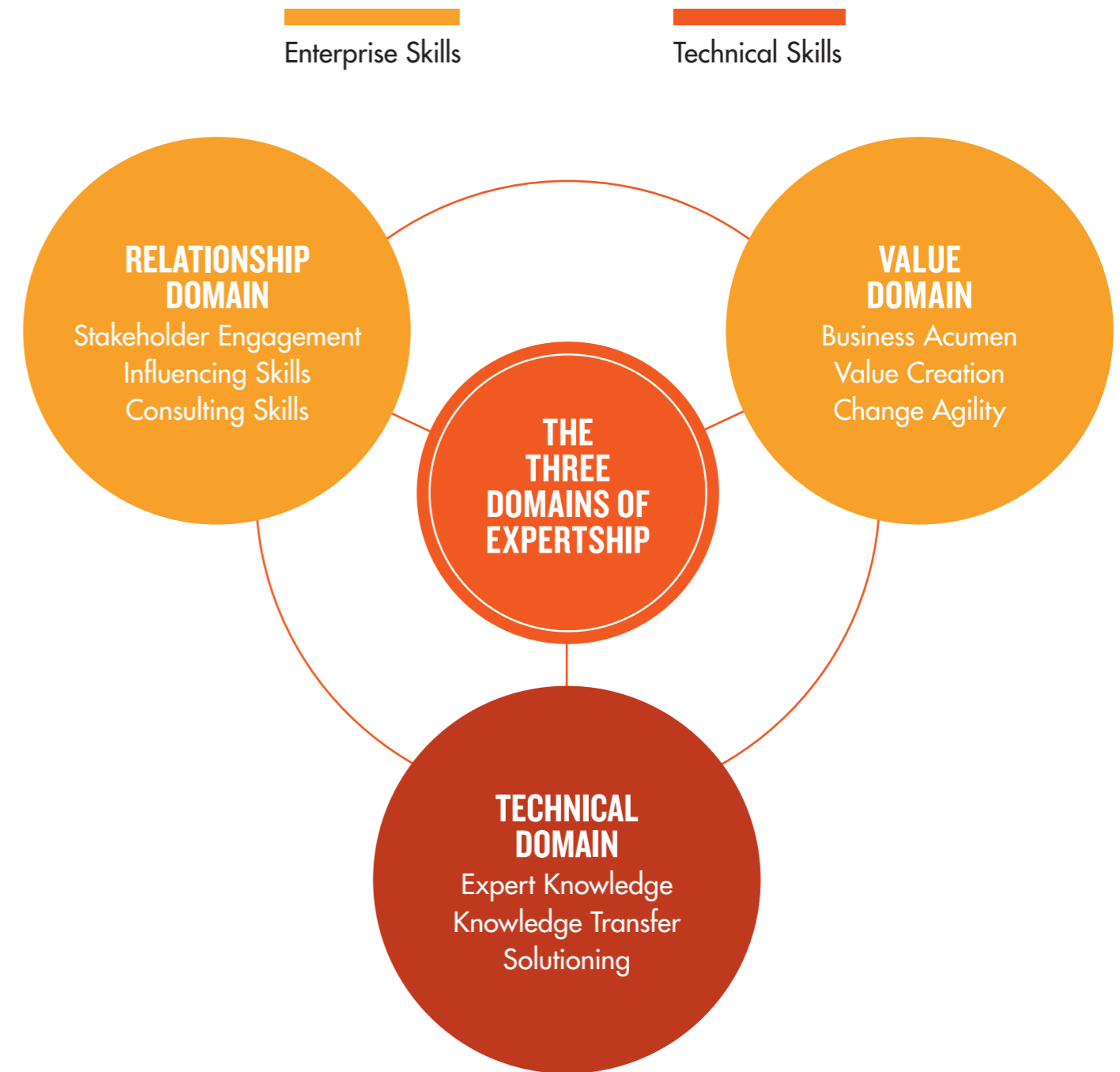


FIGURE 2. THE EXPERTSHIP MODEL AT A HIGH LEVEL



IN DETAIL

Now we can take a closer look at the Domains in detail, the capabilities that belong to each domain and the Expert roles within each of those.

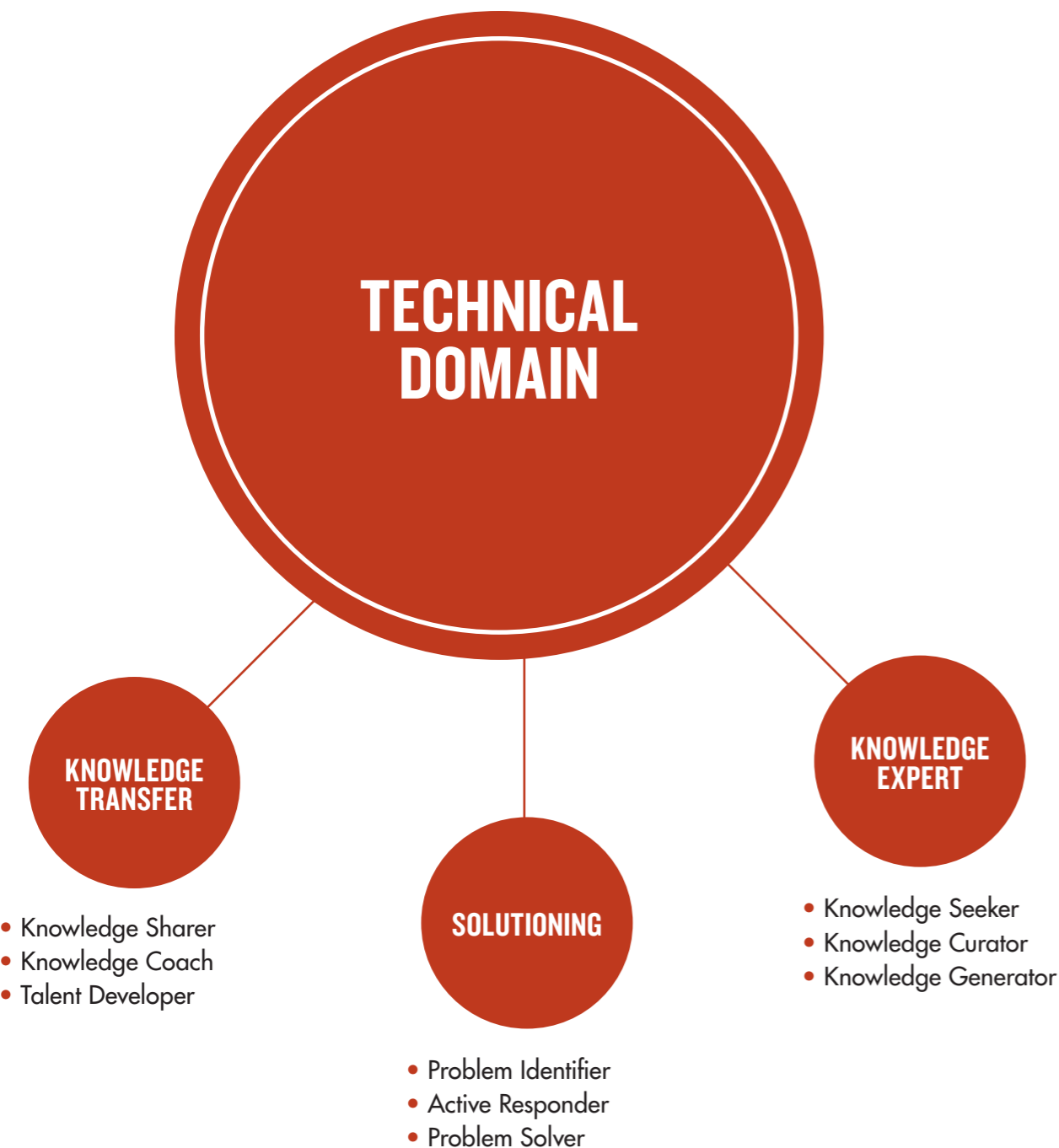


FIGURE 4. THE TECHNICAL DOMAIN CAPABILITIES AND EXPERT ROLES

THE TECHNICAL DOMAIN

The Technical Domain covers areas:

- Identifying which key information sources are critical to our success.
- Maintaining and providing access to information sources for key stakeholders across the organization, reducing their dependence on us.
- Understanding how stakeholders wish to consume information and applying relevant versioning, processes and policies.
- Maintaining currency of our expert information, and futurefocus.
- The ability to create new knowledge from the insights we receive from many information sources.

Underpinning all of these is understanding what information is valuable. Many experts have taken a repository approach to their expert knowledge. They regard this repository as the vessel in which all knowledge is stored and asking the organization to come to them to receive wisdom. Many experts we work with naturally consider this capability one of their strengths. But, while many experts are assessed positively by their peers as having great technical knowledge, they are typically rated less enthusiastically when it comes to making their knowledge accessible to others. The Technical Domain has three capabilities to be mastered. These are Knowledge Expert, Solutioning, and Knowledge Transfer. Figure 4. The Technical Domain Capabilities and Expert Roles

KNOWLEDGE EXPERT

The capability of Knowledge Expert deals with how experts acquire, retain and grow the deep specialist knowledge and experience they require to do their jobs effectively. This is more complicated and requires more deliberate effort than most experts allocate. If your knowledge is all inside your head, then you are definitely not operating at Master Expert level. Rather, you are a single point of failure risk for your organization and colleagues. The three roles:

- Knowledge Seeker: ensuring that the organization has the right knowledge which is current in their technical domain.
- Knowledge Curator: making sure that the relevant knowledge is available in meaningful versions to stakeholders and colleagues who need it, and can be easily accessed.
- Knowledge Generator: taking existing knowledge and experience and leveraging insights into building new knowledge.

KNOWLEDGE TRANSFER

The capability of Knowledge Transfer deals with developing increased expertise in others to apply specialist knowledge and to facilitate overall increased organizational capability. The three roles:

- Knowledge Sharer: ensuring knowledge is disseminated effectively across the organization to relevant parties.
- Knowledge Coach: helping colleagues understand and make best use of our specialist knowledge.
- Talent Developer: ensuring that both ourselves and colleagues are involved in continuous learning and we actively identify and develop future talent.

SOLUTIONING

The capability of Solutioning deals with the ability of the expert to solve complex technical problems effectively and quickly, via insightful diagnosis, shaping long-term solutions that improve processes and create opportunities. The three roles:

- Problem Identifier: understanding where and why problems occur by deploying objective and complex analysis.
- Active Responder: responding at an appropriate speed to requests, and getting on the front foot by becoming proactive not reactive, and predicting where requests will come from and why.
- Problem Solver: seeing problems through to resolution, and working towards delivering long term solutions.

THE VALUE DOMAIN

The Value Domain covers areas such as:

- Understanding the context in which your organization operates, and the trends and pressures that impact its operation.
- Understanding, where relevant, the competitive environment of your organization; what are your organizations strengths and vulnerabilities in comparison to rival organizations? In the public service sector, this often means identifying alternative services the community substitute for yours, and the impact this might have on your organization.
- Understanding how internal and external customers choose what products and services to buy and consume, and why.
- Being curious and very informed about future trends on all of the above aspects of market context, and thereby being able to operate strategically and long-term in developing plans and initiatives that position your organization for future success.

Underpinning all of these is understanding that information is valuable. Many experts think of themselves as where the knowledge is stored, and that others must come to them to receive wisdom. A Master Expert will take a publishing approach to their expert knowledge – ensuring access via clever versioning and promotion of the locations where information is stored and available. The Value Domain has three capabilities to be mastered. These are Market Context, Value Impact, and Change Agility (see Figure 5.)

MARKET CONTEXT

The capability of Market Context deals with the capability of the expert to acquire, retain, refresh and deploy contextual, organizational, competitive and customer knowledge consistently and effectively. The three roles:

- Organizational Navigator: understanding and traversing the entire organization, and making contributions at departmental, whole-of-organization and where relevant, global levels.
- Competitive Analyst: understanding the competitive landscape from a wide-ranging external business and community perspective.
- Customer Strategist: deploying customer centric thinking and action, applied to both internal and external customers, and those who are current, prospective, and future customers.

VALUE IMPACT

The capability of Value Impact deals with the capability of the expert to articulate and realize tangible ways of adding commercial or community value, demonstrating an active engagement in improving overall organizational performance. The three roles:

- Operational Value Creator: creating real value from incremental technical initiatives to organization-wide efficiencies.
- Competitive Advantage Creator: creating real competitive advantage, from incremental change initiatives to breakthrough initiatives that deliver significant advantage over the competition.
- Customer Value Creator: creating value for customers and stakeholders, from internal customer value-adds, through to external customer value breakthroughs.

CHANGE AGILITY

The capability of Change Agility deals with the capability of the expert to act as a change catalyst and lead change initiatives effectively. The three roles:

- Change Supporter: champions productive change, avoiding a closed and negative mindset, instead embracing change constructively and positively.
- Change Catalyst: generating organizational change initiatives and being the catalyst to making things happen.
- Change Leader: leading change initiatives where required, inspiring and managing teams through change.

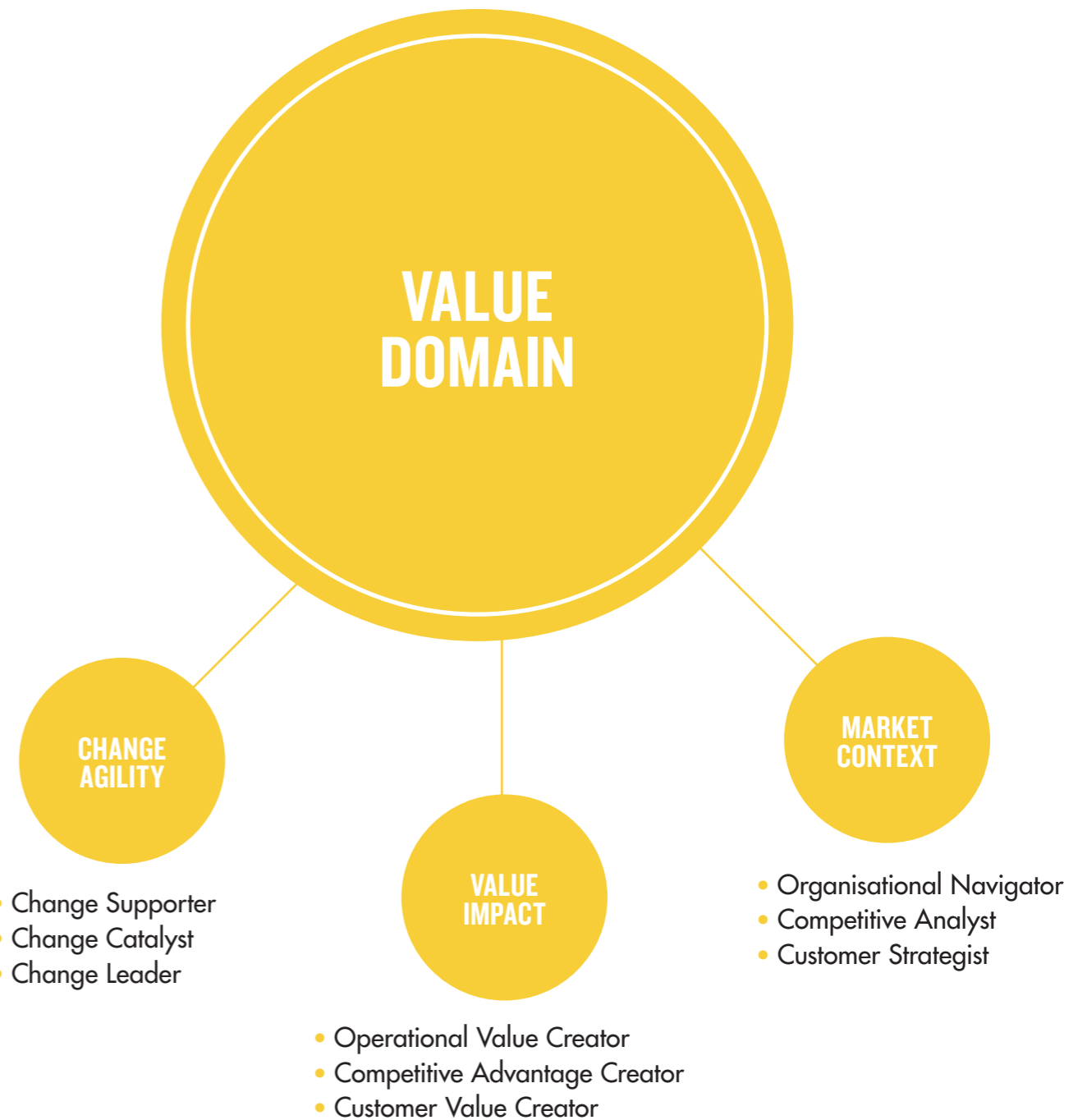


FIGURE 5. THE VALUE DOMAIN CAPABILITIES AND EXPERT ROLES

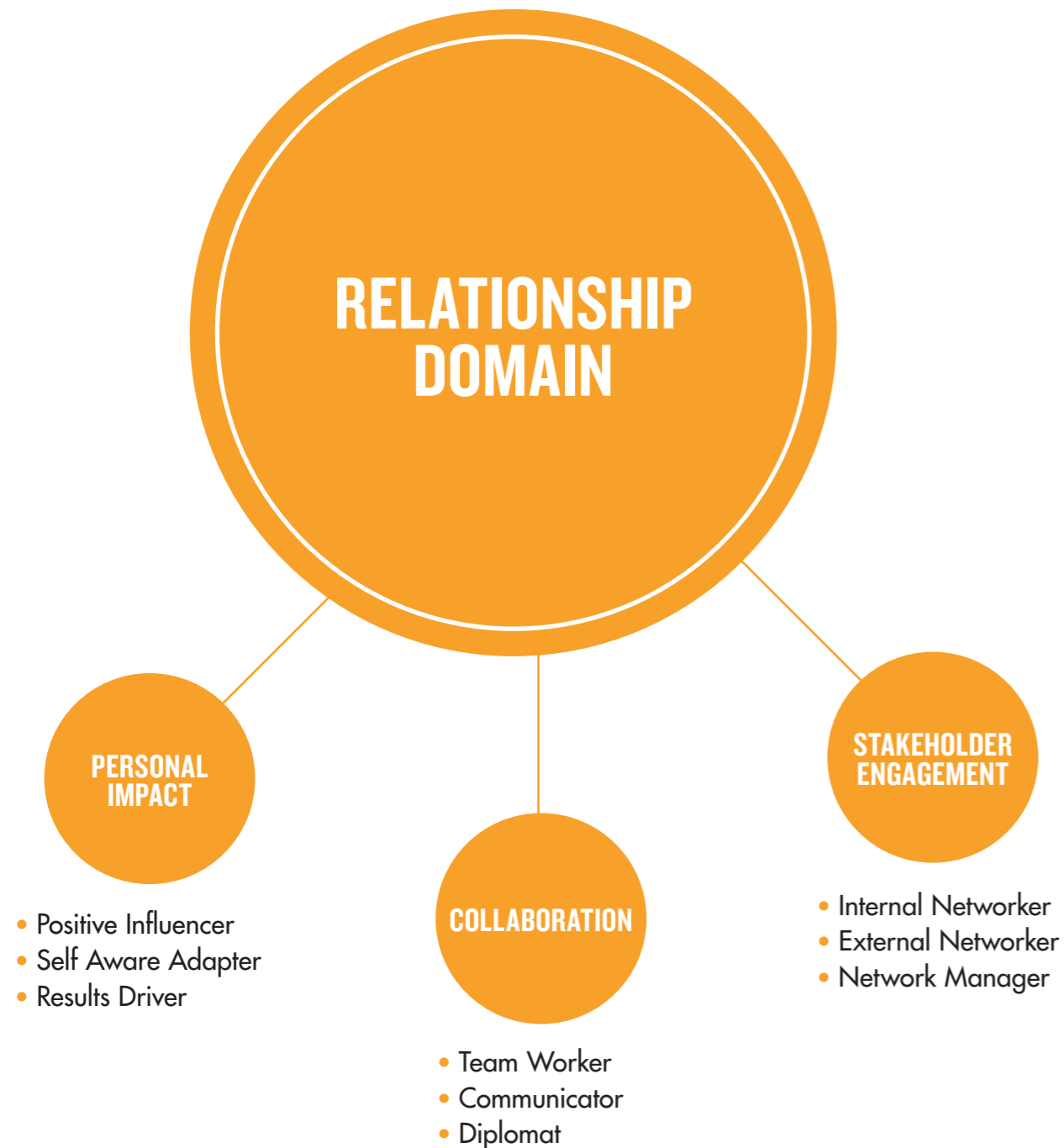


FIGURE 6. THE RELATIONSHIP DOMAIN CAPABILITIES AND EXPERT ROLES

THE RELATIONSHIP DOMAIN

The Relationship Domain covers such areas as:

- Identifying which key relationships and stakeholders are integral to your success.
- Understanding their needs and drivers.
- Engaging and influencing these stakeholders.
- Relationship building and collaboration skills – building trust, listening, courageous conversations, influencing, coaching.

Underpinning all of these is understanding what makes human beings tick. While many experts in technical roles have had little or no exposure to this kind of material – and have probably been convinced that they are chronically incapable in the relationship domain – in our experience, they learn really fast and have no fundamental disqualifications. The Relationship Domain has three capabilities to be mastered. These are Stakeholder Engagement, Collaboration, and Personal Impact (see Figure 6)

STAKEHOLDER ENGAGEMENT

The capability of Stakeholder Engagement deals with how the expert has to build and maintain mutually rewarding stakeholder relationships across a variety of internal and external stakeholder groups. The three roles:

- Internal Networker: developing a large and diverse network of stakeholders and colleagues across the organization, both local and global.
- External Networker: developing a highquality external network which is multilens and transformational.
- Network Manager: effective and efficient at managing and maintaining a large network of colleagues and stakeholders and being proactive and strategic in doing so.

COLLABORATION

The capability of Collaboration deals with the capability of the expert to act as a valuable, proactive member of their teams, virtual or co-located, taking on a leadership role when required and appropriate. The three roles:

- Team Worker: a culturally effective team player, from local and technical to global and organizational.
- Communicator: displaying advanced communication skills from rational influence and technical descriptions, to sophisticated influencing skills, with both technical and business fluency.
- Diplomat: enabling fast and informed decision making, managing negotiations, all from a facilitative leadership approach, supporting win-win prioritization and outcomes.

PERSONAL IMPACT

The capability of Personal Impact deals with the ability of the expert to effectively influence others positively, their being self-aware of the impact they have on others, empathetic and adaptive, and the ability to make individual and collective results happen. The three roles:

- Positive Influencer: making positive contributions, avoiding cynical and disengaged behavior, instead being inspiring and warm, and demonstrating a can-do attitude.
- Self Aware Adapter: aware of their position within the organizational context, very aware of their personal impact on others, and caring.
- Results Driver: demonstrating a results orientation, combining advanced prioritization and on-time delivery of agreed outcomes and value.

FINALLY,

SOME WORDS OF INSPIRATION

Following this roadmap can truly change people's lives. We know that because over 1,000 technical experts from a wide range of professions have already begun the journey, and we've witnessed the transformation in them, and the organisations around them.

“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.” TONY HORTON, SENIOR UNIX ADMINISTRATOR IT

And we've also come to realise that when you provide an extremely intelligent and precise individual, with specific guidelines on how to become better at their jobs - they don't waste any time in getting on with it.

“The change was visible on the Monday they got back from the workshop. The impact was immediate.”

STATE GOVERNMENT MANAGEMENT

SO WHAT NOW?

THERE ARE LOTS OF WAYS TO BEGIN THE JOURNEY.

DEVELOP YOUR OWN EXPERTSHIP PROGRAM

We'll give you the benefit of our experience, and help you develop a program that's unique to your business.

FIND OUT WHAT LEVEL OF EXPERTSHIP YOU'RE AT NOW

The Expertship 360 was developed to specifically measure the effectiveness of subject matter experts, and there's nothing like it in the market.

BEGIN MASTERING EXPERTSHIP

The world's only professional development program designed specifically for experts, for experts and run by experts too!

DEVELOP YOUR TEAM'S EXPERTSHIP

Either send some of your employees on the Mastering Expertship program, or sign up for a one-day Leader of Experts course.

Visit www.expertunity.global for upcoming programs and more information

Or contact us to discuss the best approach: info@expertunity.global

“Before I came across Expertship I honestly thought there was something wrong with me. Expertship helped me realize that I am far from being alone. There was nothing wrong with me, I just hadn't learned the right skills.”

RICHARD SILBERMAN, INSURANCE BROKER

“I found studying Expertship enabled me to develop a way of thinking that made for a more collaborative environment. I didn't appreciate before the program just how much I have the potential to influence change in the organization. I found Expertship equipped me with the insights and learnings and the tools to become a much more effective member of both the legal team and the overall organization. It helped me refine my skills and become a trusted advisor.”

LYDIA JUKIC, SENIOR CORPORATE COUNSEL

