

What do high performing technical specialists look like?

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We analysed the feedback from 4000 team members, managers and stakeholders to answer these questions:

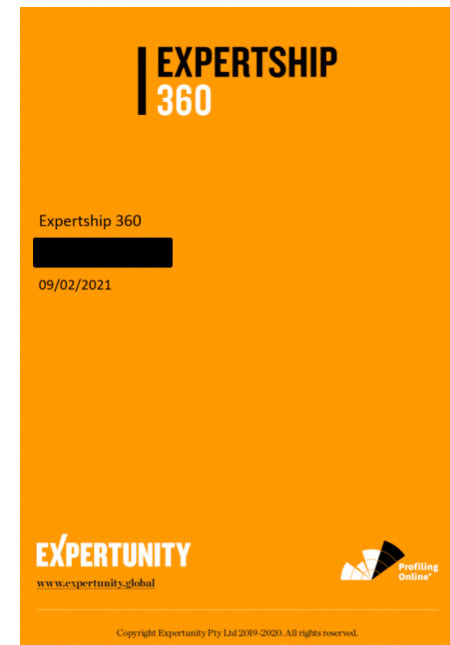
- What separates experts from master experts?
- How can you identify mastery?
- How can you develop masters?
- How do organisations get in the way of mastery?

Who are experts?

- Anyone undertaking specialist technical work in any field.
- Experts are also known as “individual contributors” and “subject matter experts”.
- Wikipedia - “someone widely recognised as a reliable source of knowledge, technique, or skill **whose judgment is accorded authority and status** by the public or his or her peers. Experts have prolonged or intense experience through practice and education in a particular field.”

The data:

- The Expertship360 is a feedback process designed for experts
- We ask for ratings of the experts' performance from five groups:
 - The expert themselves
 - Their manager(s)
 - Peers
 - Immediate stakeholders
 - Removed stakeholders
- This data reflects more than 4000 stakeholder ratings of 400 experts
- Our data includes software engineers, medical researchers, engineers, scientists, lawyers, economists and more.

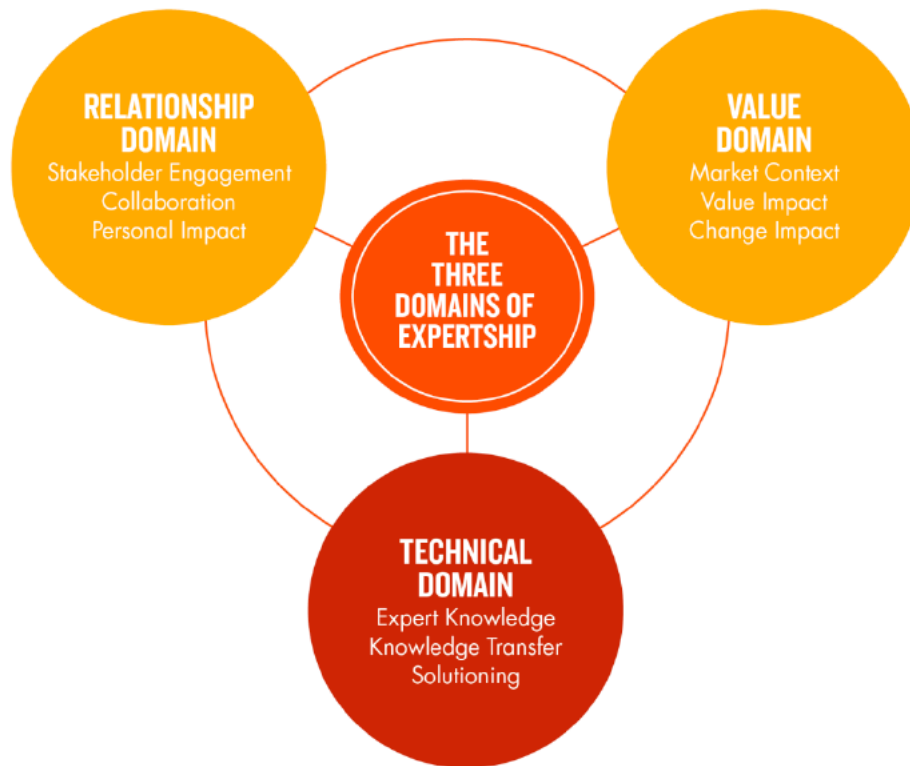


The Expertship Capability Model

THE EXPERTSHIP MODEL®

Enterprise skills

Technical skills



- Not expertise...
- But how experts leverage their expertise to generate value and lead
- Three domains
 1. Technical
 2. Relationship
 3. Value

Our top 4 recommendations

Key Recommendations

1. The most effective development to offer experts is to help them develop commercial acumen and take leadership of change.
2. Don't assume experts are "bad with people"
3. Recruit and support experts who show interest in mentoring, succession planning, and industry trends outside the technical sphere.
4. Motivate and retain experts by challenging them to take on the "hidden" parts of the expert role

Understanding the data

Recommendation One

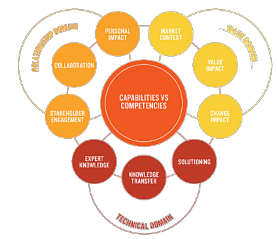
The most effective development to offer experts is to help them develop commercial acumen and take leadership of change.

Lowest scoring skills
I actively identify and groom successors
I explore future unmet needs of existing and future customers of the organisation
I ensure junior colleagues have personal growth plans and are actively executing them
I institute effective strategies to constructively engage people in change
I exhibit holistic knowledge of meta trends that will inform the future of the organisation and industry
I navigate complex political landscapes within the organisation to achieve goals
I act as a catalyst for change, and help set the change agenda
I lead without authority by assisting teams to make good decisions and action plans
I identify and successfully promote organisational change benefits
I objectively question enterprise and market assumptions, and challenge the status quo

Experts:

- Struggle to influence change or persuade others
- Underestimate the impact of “politics”
- Disconnected from customers and the real world of business

Recommendation One



Bottom 10	Domain	Topic
I actively identify and groom successors	Technical	Knowledge Transfer
I explore future unmet needs of existing and future customers of the organisation	Value	Market Context
I ensure junior colleagues have personal growth plans and are actively executing them	Technical	Knowledge Transfer
I institute effective strategies to constructively engage people in change	Value	Change Impact
I exhibit holistic knowledge of meta trends that will inform the future of the organisation and industry	Value	Market Context
I navigate complex political landscapes within the organisation to achieve goals	Value	Market Context
I act as a catalyst for change, and help set the change agenda	Value	Change Impact
I lead without authority by assisting teams to make good decisions and action plans	Relationships	Collaboration
I identify and successfully promote organisational change benefits	Value	Change Impact
I objectively question enterprise and market assumptions, and challenge the status quo	Value	Change Impact

7 out of 10 skills are in the Value Domain

- 4 in Change Impact
- 3 in Market Context

Recommendation Two

Don't assume experts are "bad with people"

Top 10

I actively respond to requests

I leverage my advanced, complex, comprehensive bank of specialised knowledge in my area of expertise

I present a positive and inspirational 'can do' attitude

I show humility

I exude personal warmth, empathy, and patience when dealing with colleagues from outside their technical domain

I work effectively across virtual global, multinational, and multi-cultural teams

I encourage teamwork, foster collaboration, encourage dialogue, and focus on outcomes

I am viewed by key stakeholders as a trusted technical thought leader

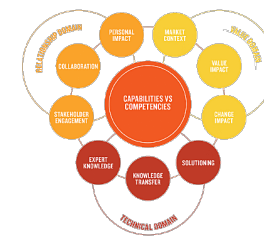
I work effectively across organisational boundaries

I actively and freely share all current and relevant information in order to empower others and enable self-reliance

Experts are "people people" too.

- Team players
- Collaborative
- Positive
- Sharing thought leaders

Recommendation Two



Top 10	Domain	Topic
I actively respond to requests	Technical	Solutioning
I leverage my advanced, complex, comprehensive bank of specialised knowledge in my area of expertise	Technical	Expert Knowledge
I present a positive and inspirational 'can do' attitude	Relationships	Personal Impact
I show humility	Relationships	Personal Impact
I exude personal warmth, empathy, and patience when dealing with colleagues from outside their technical domain	Relationships	Personal Impact
I work effectively across virtual global, multinational, and multi-cultural teams	Relationships	Collaboration
I encourage teamwork, foster collaboration, encourage dialogue, and focus on outcomes	Relationships	Collaboration
I am viewed by key stakeholders as a trusted technical thought leader	Relationships	Stakeholder Engagement
I work effectively across organisational boundaries	Relationships	Collaboration
I actively and freely share all current and relevant information in order to empower others and enable self-reliance	Technical	Knowledge Transfer

7 out of 10 skills are in the Relationship Domain

- 3 in Personal Impact
- 2 in Collaboration, 1 in Stakeholder Engagement

Recommendation Three and Four

Bottom 10

1	I actively identify and groom successors
2	I explore future unmet needs of existing and future customers of the organisation
3	I ensure junior colleagues have personal growth plans and are actively executing them
4	I institute effective strategies to constructively engage people in change
5	I exhibit holistic knowledge of meta trends that will inform the future of the organisation and industry
6	I navigate complex political landscapes within the organisation to achieve goals
7	I act as a catalyst for change, and help set the change agenda
8	I lead without authority by assisting teams to make good decisions and action plans
9	I identify and successfully promote organisational change benefits
10	I objectively question enterprise and market assumptions, and challenge the status quo











Recommendation Three:

Recruit and support experts who show interest in mentoring, succession planning, and industry trends outside the technical sphere.

Recommendation Four:

Motivate and retain experts by challenging them to take on the “hidden” parts of the expert role.

Recommendation Three and Four

Bottom 10		Self
1	I actively identify and groom successors	 5
2	I explore future unmet needs of existing and future customers of the organisation	 0
3	I ensure junior colleagues have personal growth plans and are actively executing them	 2
4	I institute effective strategies to constructively engage people in change	 3
5	I exhibit holistic knowledge of meta trends that will inform the future of the organisation and industry	 -4
6	I navigate complex political landscapes within the organisation to achieve goals	 -3
7	I act as a catalyst for change, and help set the change agenda	 10
8	I lead without authority by assisting teams to make good decisions and action plans	 16
9	I identify and successfully promote organisational change benefits	 9
10	I objectively question enterprise and market assumptions, and challenge the status quo	 9

What are experts' biggest development opportunities? Experts and their stakeholders disagree.

Experts rate themselves higher on:

- Developing others
- Influencing change
- Supporting good decision-making

Recommendation Three and Four

Bottom 10		Self	Mngrs
1	I actively identify and groom successors	↑ 5	↔ 0
2	I explore future unmet needs of existing and future customers of the organisation	↔ 0	↔ 0
3	I ensure junior colleagues have personal growth plans and are actively executing them	↑ 2	↑ 2
4	I institute effective strategies to constructively engage people in change	↑ 3	↑ 3
5	I exhibit holistic knowledge of meta trends that will inform the future of the organisation and industry	↓ -4	↓ -2
6	I navigate complex political landscapes within the organisation to achieve goals	↓ -3	↓ -2
7	I act as a catalyst for change, and help set the change agenda	↑ 10	↑ 5
8	I lead without authority by assisting teams to make good decisions and action plans	↑ 16	↑ 20
9	I identify and successfully promote organisational change benefits	↑ 9	↑ 8
10	I objectively question enterprise and market assumptions, and challenge the status quo	↑ 9	↑ 15

What are experts' biggest development opportunities? Experts and their stakeholders disagree.

Experts rate themselves higher on:

- Developing others
- Influencing change
- Supporting good decision-making

And managers agree with their experts. Mostly.

Recommendation Three and Four

Bottom 10		Self	Mngrs	Peers	Immediate	Removed
1	I actively identify and groom successors	↑ ₅	↔ ₀	0	0	0
2	I explore future unmet needs of existing and future customers of the organisation	↔ ₀	↔ ₀	0	0	0
3	I ensure junior colleagues have personal growth plans and are actively executing them	↑ ₂	↑ ₂	0	3	4
4	I institute effective strategies to constructively engage people in change	↑ ₃	↑ ₃	0	-1	1
5	I exhibit holistic knowledge of meta trends that will inform the future of the organisation and industry	↓ ₋₄	↓ ₋₂	1	0	-2
6	I navigate complex political landscapes within the organisation to achieve goals	↓ ₋₃	↓ ₋₂	3	1	2
7	I act as a catalyst for change, and help set the change agenda	↑ ₁₀	↑ ₅	-2	-3	-1
8	I lead without authority by assisting teams to make good decisions and action plans	↑ ₁₆	↑ ₂₀	-1	2	-4
9	I identify and successfully promote organisational change benefits	↑ ₉	↑ ₈	1	-1	0
10	I objectively question enterprise and market assumptions, and challenge the status quo	↑ ₉	↑ ₁₅	-2	-1	0

Recommendation Three and Four

Items with widest range of opinions and N/As between stakeholders

I demonstrate a strong grasp of the current and emerging needs of stakeholders external to the organisation
I demonstrate a deep understanding of why existing and future customers will do business with the organisation
I articulate a clear line of sight between the organisation's competitive landscape and my own technical/professional contributions
I exhibit holistic knowledge of meta trends that will inform the future of the organisation and industry
I act as a mentor and coach to those who request it
I coach others to higher performance
I actively network beyond the organisation to build alliances
I actively identify and groom successors
I take active ownership of my personal growth plan , and make continuous professional development a priority
I ensure junior colleagues have personal growth plans and are actively executing them

Senior managers and leaders are more likely to believe...

- Experts do not have an active role in strategising for the future
- Developing the experts of the future
- Working outside the organisation

Yet, when leaders do agree this is part of the experts mandate, they rate the experts' capability higher than anyone else!

KEY RECOMMENDATIONS: What can I do?
The data and our experience

RECOMMENDATION ONE

The most effective development to offer experts is to help them develop commercial acumen and take leadership of change.

- **Change.** Strong relationship skills may not translate into change leadership skills. Develop understanding in change management techniques and tools.
- **Go mobile.** Expand narrow but deep focus by applying expertise to different areas of the business.
- **Get connected.** Find opportunities to work with customers or the front line.
- **If you do one thing, do this:**
Increase understanding in how the business makes commercial decisions ie which products, services and markets the business will compete in.

Capability: **Market Context**
The Market Context Canvas
 COMMERCIAL VERSION



RECOMMENDATION TWO

Don't assume experts are "bad with people"

- **Mythbusted #1** - Like all stereotypes, this one is proven wrong.
- **Mythbusted #2** - No such thing as "difficult people". Only situations which different people find difficult.
- **Get networking.** Support experts to develop internal and external networking skills can develop their own knowledge and improve your brand
- **If you do one thing, do this:**
Experts can benefit from increased influencing skills and understanding those irrational stakeholders' needs to change an entrenched point of view.

Stakeholder Health Check	
RELATIONSHIP: <input type="text"/>	
IMPORTANCE: <input type="text"/>	
PURPOSE	
1	From my perspective <input type="text"/>
2	From my stakeholder's perspective <input type="text"/>
SUCCESS MEASURES	
3	From my perspective <input type="text"/>
4	From my stakeholder's perspective <input type="text"/>
5	From the organization's perspective <input type="text"/>
DE-RAILERS	
6	From my perspective <input type="text"/>
7	From my stakeholder's perspective <input type="text"/>
HYGENE FACTORS	
8	Do we trust each other? <input type="text"/>
9	Do our aspirations enhance or inhibit us? <input type="text"/>
10	Do our individual styles align or clash? <input type="text"/>
OVERALL SCORE	
1 = Extremely poor, 10 = superb	
11	Does this relationship need work? <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 10
12	Action Plan <input type="text"/>

RECOMMENDATION THREE

Recruit and support experts who show interest in mentoring, succession planning, and industry trends outside the technical sphere.

- **Make experts accountable** - for their own succession planning, increasing the level of knowledge in the business and mentoring others.
- **Recognition** - celebrate experts who do this well.
- **Recruit** - If you find experts who do this well, hire them!
- **Coaching skills** - provide experts with the same coaching and development skills you provide your people leaders.
- **If you do one thing, do this:**
Introduce a technical career stream from junior specialist to real organisational influence at senior levels.

Capability: **Knowledge Transfer**
Expert Role: **Talent Developer**

MASTER EXPERT	<ul style="list-style-type: none"> • Owns their own personal growth plan, and makes continuous professional development a priority. • Oversees junior colleagues' personal growth plans, and provides timely feedback to support execution. • Creates challenging and stretch opportunities for colleagues, aligned with their career goals. • Actively identifies and grooms a successor.
EXPERT	<ul style="list-style-type: none"> • Owns their own personal growth plan, and makes continuous professional development a priority. • Ensures more junior colleagues have personal growth plans, and provides timely feedback to support execution.
SPECIALIST	<ul style="list-style-type: none"> • Owns their own personal growth plan, and makes continuous professional development a priority.
DERAILING	<ul style="list-style-type: none"> • Shows little interest in, and spends no time on, helping emerging technical talent develop. • Considers developing talent a threat to their status and employment.

RECOMMENDATION FOUR

Motivate and retain experts by challenging them to take on the “hidden” parts of the expert role.

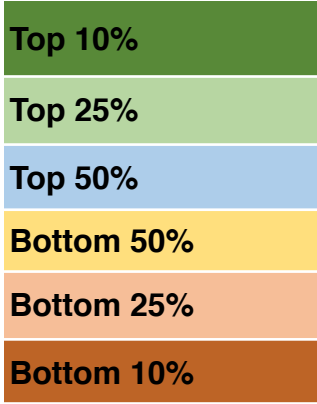
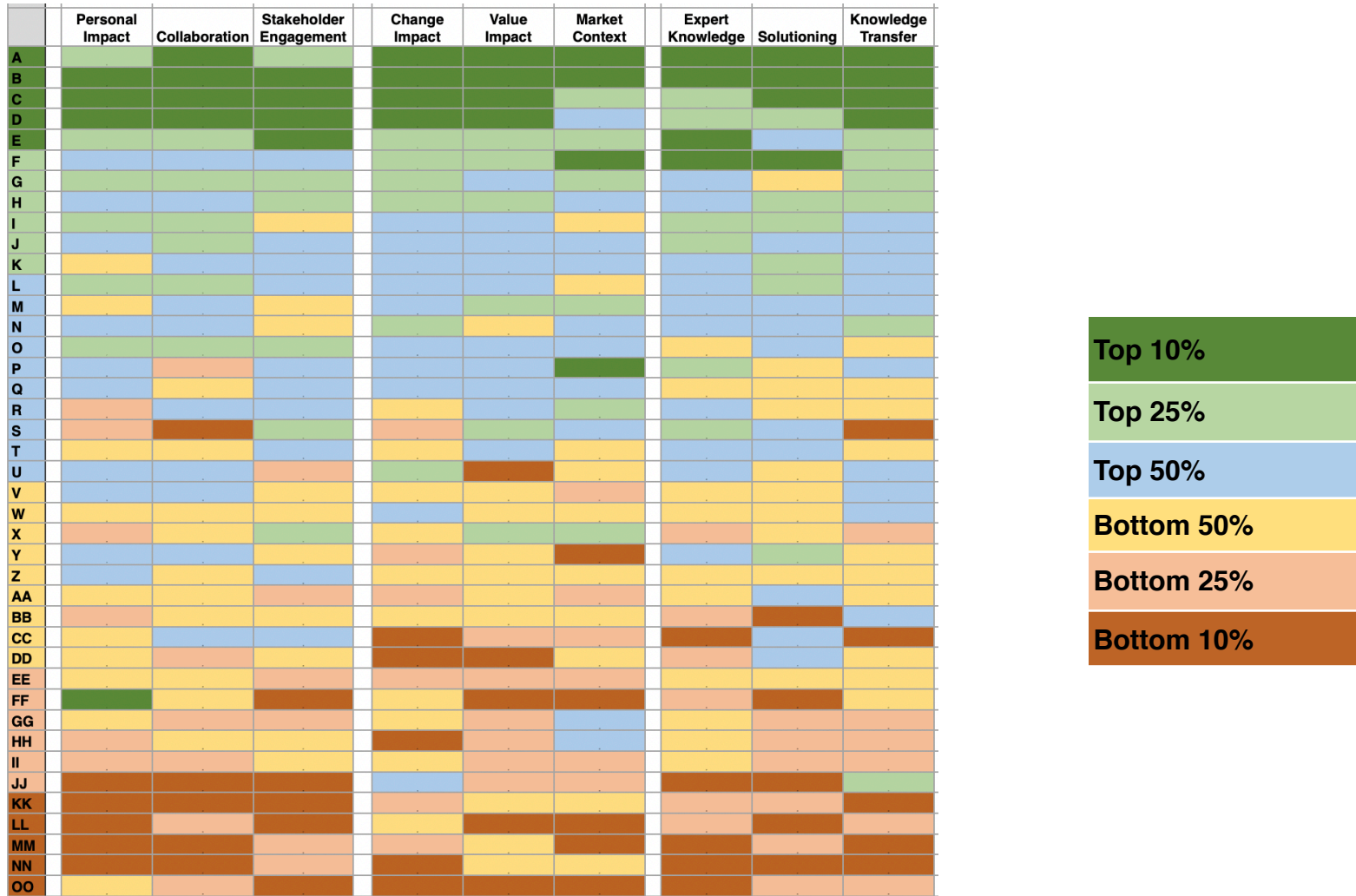
- **Partnership** - Shift the role of experts in strategic planning from a “service” to “partnership”.
- **Share** - Support your experts to share their knowledge externally. Be brand ambassadors.
- **Capability** - Introduce a capability framework specific to experts. Don't retro-fit your leadership framework.
- **Get outside** - Provide the access and tools to monitor external trends to identify threats and opportunities for your business.
- **If you do one thing, do this:**
Culturally, expand your organisational definition of leadership beyond the role of people managers.



What do your experts need to achieve mastery?

What are you going to do to make the “hidden” visible?

Upcoming research: Benchmarking your experts



“ORGANISATIONAL EXPERTSHIP”

- Identify how organisational practices might hinder and support the performance and potential of internal technical experts
- Our audacious goal - *“Help one million experts globally to improve their lives and reach their full potential”*

Outcomes for early research participants

- Show you which organisational levers have greatest positive and negative impact on an expert’s ability to achieve their full potential, and value to your organisation.
- Benchmark your organisational capability for Expertship against other Australian and global organisations.
- Make recommendations to segment your workforce strategy to improve your ability to attract, retain, develop your experts’ capacity.

Want to know more? Contact Darin Fox at 0422 752 756 or Darin.Fox@hflleadership.com

The Age of Experts has arrived.
Here's how effective experts create change

HOW TO BE A MASTER EXPERT

THE ULTIMATE GUIDE TO BEING A
TECHNICAL SUBJECT MATTER EXPERT
WITH REAL INFLUENCE AND IMPACT,
BY DEPLOYING **EXPERTSHIP**

ALISTAIR GORDON & DOMINIC JOHNSON

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