

EXPERTISE (EXP)

Expertise includes the motivation to expand and use technical knowledge or to distribute work-related knowledge to others.

<i>This Means...</i>	<i>This Doesn't Mean...</i>
<ul style="list-style-type: none"> proactively sharing what you know in your area of expertise with others to help them achieve their business plans 	<ul style="list-style-type: none"> only sharing what you know when asked
<ul style="list-style-type: none"> going beyond just the basics when asked a question in an effort to help others and to better understand your area of expertise 	<ul style="list-style-type: none"> giving unnecessary detail that will confuse people
<ul style="list-style-type: none"> helping others to gain insight and expertise in your specified area or on a specific topic so they are able to resolve technical problems on their own in the future 	<ul style="list-style-type: none"> telling people how to solve technical problems and expecting they will not need to seek your advice again
<ul style="list-style-type: none"> talking about new developments in your area of expertise across ministries; spreading the news 	<ul style="list-style-type: none"> expecting others to hear what new trends have emerged in your area of expertise from someone else
<ul style="list-style-type: none"> constantly distributing your knowledge and understanding so that others can benefit 	<ul style="list-style-type: none"> sitting on your laurels as the expert in a given area and thinking others should come to you
<ul style="list-style-type: none"> capitalizing on opportunities to gain public recognition for an area of expertise or new technology and enhancing the Organization's visibility 	<ul style="list-style-type: none"> waiting to be invited to attend or speak at conferences

Developmental Activities

Level 1-2 Activities

Be accessible to people who count on your expertise.

- Broadcast some time periods people can find you to discuss specified topics where you 'hold' the resident knowledge in your organization.

- Offer to attend cross-functional meetings to speak about your area of expertise and help others learn it.
- Prepare a master list of sources and circulate it regularly to relevant parties.

Reflection Tip:

- * Do you have a complete list of those who rely on your expertise?

Examine and assess your own knowledge base and consider what would be useful to share with others in order to increase your organization's capability.

- Recognize and know you have something worth knowing.
- Identify what knowledge you hold in your area of expertise that is useful to others. What is it and who should know about it?

Reflection Tip:

- * What have you assumed people already know and understand? Is that an appropriate assumption?

Promote sharing of 1-2 learning points from particular events for both clients and colleagues.

- Write up a summary of the key learnings you think are worth sharing.
- Call your contacts, depending on the depth of the topic and what you want to share or discuss. Schedule a learning session as appropriate.

Keep your level of expertise in your specified area current.

- Prepare a list of magazines, journals and regular publication that relate to the technical areas of your job.
- Review a number of back issues of each to determine the three or four best publications, in terms of relating to your job function.
- Create a schedule for yourself and block a specific two to three hour period of time each month to review each edition of these.
- In your review, scan the table of contents and read only those articles that relate to your present function.
 - ⇒ Develop the habit of reading with a highlighting pen, noting segments of the articles that are of particular interest.

⇒ This way, when you refer to them later, you will not have to re-read the entire article.

- Clip, copy or save to read later any additional articles which interest you and/or may relate to future opportunities in your function.

Reflection Tip:

- * What systems can you put in place to ensure you do this regularly?

Expand your own technical knowledge.

- Identify a technical area of your job in which you would like to increase your knowledge.
- Look for an opportunity to work with a colleague, within the organization or outside, on a short project or assignment.
- Prepare a business case for presentation to your immediate supervisor outlining the benefits of the activity.
- After the project is completed, review it with your supervisor to discuss what you learned, and present precise key learnings to your team.

Level 3-4 Activities

Share your approach to keeping current in an effort to spread your knowledge and create interest in your field of expertise.

- Consider one of several options: create a "journal club" with others, splitting the list of relevant publications between several people with the commitment to share articles with each other.
- Alternatively, send copies of articles you locate to co-workers and team members with relevant sections highlighted for their review.
- Ask for their comments and discuss new ideas with them for applicability to your situation.

Reflection Tip:

- * What barriers get in the way of disseminating knowledge among content experts?

Plan your professional development and how you will spread your knowledge within the organization.

- This could include things such as attending seminars or conferences that relate to the technical aspects of your job, joining professional associations that relate to your function, subscribing to related publications, job-shadowing with others either within the government or in the private sector whose jobs are similar to yours etc.
- In preparing your plan, include the specific items you wish to accomplish, the related costs and time commitments involved, time-tables for implementation and the benefit to your organization, (i.e., how will you apply what you learn from these activities and share the knowledge within your Organization).
- Compare your plans year on year to ensure you are continuing to both develop and share expertise.

Reflection Tip:

- * Seek feedback from those involved.

Make your area of expertise interesting and relevant to others.

- Identify common problems that you and your colleagues deal with, develop potential solutions and present your ideas to the appropriate individuals or groups.
- Keep a list of tricks and techniques that will help others be more effective and share that information.
- Practice presenting your expert knowledge with enthusiasm and in a concise manner. Highlight the relevant information and find simple ways to express the information.
- Ask for feedback to determine whether you have pitched your presentations, summaries, reports at the right level.

Reflection Tip:

- * What assumptions have you made about what others will find interesting and relevant?

Target your knowledge to a specific group who needs it.

- Identify a technical area or management issue requiring technical knowledge in which you believe your team or co-workers have less knowledge than you.
- Offer to make a presentation on the main points that other people need to know about this area.
- Plan the presentation carefully, complete with overheads and/or handouts that you will distribute for their use.

- Ensure that you structure the presentation to include how additional knowledge about this topic will help them in their jobs.
- Follow up with them after the presentation to solicit their feedback about the usefulness of the presentation.
- Adjust future presentations to incorporate their suggestions.
- Consider expanding this activity to teaching an entire course or workshop in an area where you have strong knowledge and experience. Deliver the workshop and then write a short summary of what you did and what it was that others learned from your efforts, based on the feedback you receive.

Reflection Tip:

- * Are there any themes in the feedback you receive?

Set up a mentoring program.

- Prepare and implement a mentoring plan with an individual who needs to learn more about a particular technical area in which you have particular knowledge.
- The plan should include mutual identification of the individual's learning goals, how the plan will enhance their on the job performance, specific activities that each of you will undertake with timeframes and a determination of how you will measure the success of the plan.
- Ask the person you are mentoring to provide feedback both in turns of the technical know-how they have gained and in terms of how the mentoring process is working for them.

Reflection Tip:

- * Speak to someone in HR about setting up a more wide-spread mentoring program.

Tap into outside forums to share your expertise.

- Invite a number of experts and interested parties to participate in an ongoing exchange forum of ideas and learning. Include people from different companies and industries in the forum and keep your colleagues up to date on the learnings that come out of your forum.
- Contact local community groups or schools and volunteer to participate in an activity in which you could function as a technical advisor or mentor.

Develop mastery.

- Seek out and participate in conferences and speaking engagements on behalf of the government relative to your specialty area.
- Share your successes and challenges in your work, and how you handled situations.
- Emphasize your thesis or new technology or approaches; seek to defend them in a debate.
- Recognize and acknowledge that others have helped to develop the level of expertise.
- Mentor others and provide them with resources needed to get ahead.

Reflection Tip:

- * What are the characteristics of other masters in your field? Is there anything you could learn from them?