



HIGH PERFORMING SPECIALIST PROGRAMME

The Case for the Development of Specialists

Most organisations recognise that they need to develop their people and when doing this they split them into two camps. The people leaders are the obvious camp; they receive a significant amount of investment from the average organisation. This group needs to work with people, to manage others, to motivate and delegate, to deal with different types of people, strategise and plan or the people that work for them will become disengaged, disenfranchised or dysfunctional. There is a long established case for the development of people leaders.

The other camp is those that need expert skills. They don't manage people so their development is largely in 'technical' topics through upskilling of their spreadsheet skills, presentation skills, database skills or other tools of their trade, or attending specialist conferences with other people of similar backgrounds where the focus is on the latest changes in their sphere.

However, when you look at the role of specialists and experts in most organisations these days a focus on technical skills alone ignores the way that they have to work and the impact they can have on the organisation.

Technical experts have to interact and engage with a wide variety of people and if their attitude is purely 'I have the knowledge so you should listen to me' and their people skills are not developed, they can struggle to have their thoughts and ideas used for the benefit of the organisation. They may not delegate through positional power like a 'people' manager, but they hand work to others or receive work from others and often in that process they will critique and comment on that work with negative consequences without assistance in how to do this effectively. Specialists are encouraged to be 'thought leaders' and 'opinion leaders' yet they are often not equipped with what it takes to fulfil that role positively for their organisation.

The Altris High Performing Specialist programme has therefore been designed specifically for senior specialists, who don't run teams of people, to provide them with the increased understanding and skills that enable them to influence and collaborate to best effect with their colleagues / clients. The programme uses Altris' proven and award winning design methodology delivered over a number of months to allow time for changes to be implemented.

The Altris Approach

The Altris HPS (High Performing Specialist) programme follows a similar structure and philosophy to our successful HPT (High Performing Teams) programme for people leaders. Elements of overlap between the programmes are particularly beneficial for organisations who want to develop both groups as it ensures common language and consistent approaches and models. However, that is where the similarity ends as the HPS programme is a tailored programme for specialists who want to have a bigger impact within an organisation where they have a wide sphere of influence but no positional power.

For specialists, seeing themselves as having a leadership role is not as obvious a start point as it is for people leaders.

The HPS programme supports specialists as they develop their leadership through:

- An exploration of self;
- Impact on others;
- A realisation that they have stakeholders, influence, a brand and that the mindset of leadership is the same whether you manage people or ideas.

In our HPS programme leadership is a mantle you choose to take on rather than having it bestowed on you through a job title and you do so with the realisation of what leadership means to you.

Philosophies

There are a number of underpinning philosophies of all Altris programmes: two of the key ones are measurability, and coaching as a driving approach. The HPS is no different.

Measurability

Delivering a Return on Investment for organisations and programme participants is a key element in the way we design and run our programmes. We incorporate a number of mechanisms for setting and tracking goals and success measures, including:

- A measures process at the start of the programme to establish tangible organisational goals and individual objectives from the programme as well as key metrics.
- Regular feedback from participants on the content and approach to education sessions.
- Regular review of progress towards goals in group and individual coaching sessions.
- A formal measurement process and report at the end of the programme to review quantitative and qualitative results against the goals established at the outset as well as recommendations for future development.

Coaching

All Altris programmes are built on coaching approaches so that they are full of dialogue, reflection and review. In education sessions this means we always provide time to discuss the new concepts, practise the associated tools as well as working with peers to provide feedback, feed-forward and coaching. Outside of the training room setting we use our proven 'theory into action' methodology setting high expectations of attendees to practise their new skills. These are then embedded through group and/or individual coaching where they learn from success and challenges of their own and that of their peers.

For this reason our programmes are spaced out over a number of months giving time for reflection and embedding before new skills are added to their armoury.

The Benefits

- As a result of this programme you will have a group of technical leaders that may not have seen themselves as leaders before they started.
- They will be more aware of their impact on others and have developed skills that improve their ability to influence that go beyond their technical competence as experts in a field.
- Each will have developed personal insights on who they are and how they think and will be more aware of the drivers of their strengths and gaps.
- They will have enhanced communication tools and processes that improve their ability to work collaboratively. Most importantly, they will have a wide perspective on what collaboration means, beyond the process itself, with clarity on their stakeholders and how to engage with them.
- Each will have explored their personal brand and how that impacts on their ability to influence others and develop relationships with others, in particular those who are different from them.
- They will have developed the skills of feedback and coaching and know how to use them in a power free environment.
- They will be better equipped to work across your business, have a perspective as leaders of the business whether it be through opinion or thought, and certainly through more than knowledge or structural power.
- Each will have a suite of insights into their thinking, motivation and behaviour and will have had coaching around these.
- Feedback from peers on their skills and behaviours as a specialist will have been sought to open and close the programme as part of their own measures and personal development plan for the programme.
- The programme itself will be measured to show clear return for your organisation's investment.



Contact Us

For more information on how we can tailor this programme to meet the needs of your organisation's specialists, contact us at theteam@altris.co.nz

www.altris.co.nz