



rev 4.2

PARTICIPANT SELECTION & ORGANIZATIONAL BENEFITS

PARTICIPANTS WHO HAVE BENEFITED

Professionals and their managers in organizations who deliver their expertise to managers, customers or clients—internally or externally.

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| <ul style="list-style-type: none"> engineers human resource professionals project leaders safety advisors administrative services | <ul style="list-style-type: none"> IS/IT systems analysts financial professionals quality advisors medical professionals OD/OE consultants | <ul style="list-style-type: none"> scientists / R & D professionals environmental professionals information specialists/librarians public relations/communications advisors <i>any professional expert</i> |
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CHARACTERISTICS OF THE MOST SUCCESSFUL PARTICIPANTS

- Considered professionally skilled, not an apprentice (usually 2 or more years work experience).
- Provides professional services to internal managers and/or external clients and customers.
- Has discretion in his/her role; has flexibility to influence and wishes to exercise influence.
- Is professionally competent but may have difficulties with communication and interpersonal skills.

WHERE RESULTS HAVE FLOURISHED

Results flourish where the organization and its management:

- have a strategy and commitment to more client or customer oriented professionals and professional groups.
- support their professionals in a more value-added role.
- are willing and able to coach professionals in how to deliver their expertise.

ORGANIZATIONAL AND INDIVIDUAL BENEFITS

Typical professional issues:	Participants will learn:
? Professionals are competent at their professional expertise but may lack 'people skills.'	• how to better partner with their clients to produce results.
? Professionals have projects going nowhere—but which would benefit their organization.	• how to successfully 'sell' their expertise and ideas to their clients or customers.
? Professionals are great technical experts but need 'organizational savvy' or connect to the organizational needs.	• how to use a 5 stage expertise delivery model, questioning skills and strategic thinking to gain leverage on their expertise.
? Professionals have made costly mistakes due to unclear expectations.	• how to clarify and manage expectations and roles early in a project.
? The best solution is not implemented.	• how to connect professional expertise to organizational needs.
? Professional work doesn't have the impact it should.	• how to understand and market value-added services; how to avoid low impact work.