



DEVELOPING YOURSELF AND OTHERS



Your Development Roles



Development Is...



Building the capabilities of people who are **meeting** or **exceeding** job expectations to ensure success in their **current role** and to **prepare** them for **future opportunities**.



A Shared Responsibility

Leader

- Helps to target development needs.
- Removes barriers.
- Provides ongoing support.

Direct Report

- Makes development a priority.
- Enlists needed support.
- Takes action to develop skills.



Roles: Leader / Employee

- Help the employee target the right development needs.
- Remove any barriers that might prevent development.
- Provide ongoing support for development to be successful.

- Commit to development by making it a priority.
- Enlist the support needed to make development a success.
- Take action to develop the skill, knowledge, or ability.



Agenda



- High-Payoff Development Opportunities
- The Development Process
- Development Challenges
- Ongoing Support, Coaching, and Feedback
- Developing Yourself

Barriers to Development



- Time- No time to attend training or complete formal learning experiences due to workload or other priorities
- Budget- Limited budget for needed training resources, tools, etc...
- Accountability: Lack of accountability for development
- Priorities- frequent changes to current work priorities, getting transferred in the middle of a project
- Resources- inadequate or nonexistent resources or tools needed to complete the learning or training
- Support- inability to get the support of a coach, mentor, or manager due to other commitments or obligations.
- Emotional Barriers- lack of confidence fear of learning something new or failing
- Opportunity; lack of opportunity to try out new or enhanced capabilities
- Feedback- receiving untimely, inappropriate or inaccurate feedback or receiving no feedback at all.
- Maintaining the status quo- no desire to expand current skills, knowledge and abilities

High-Payoff Development



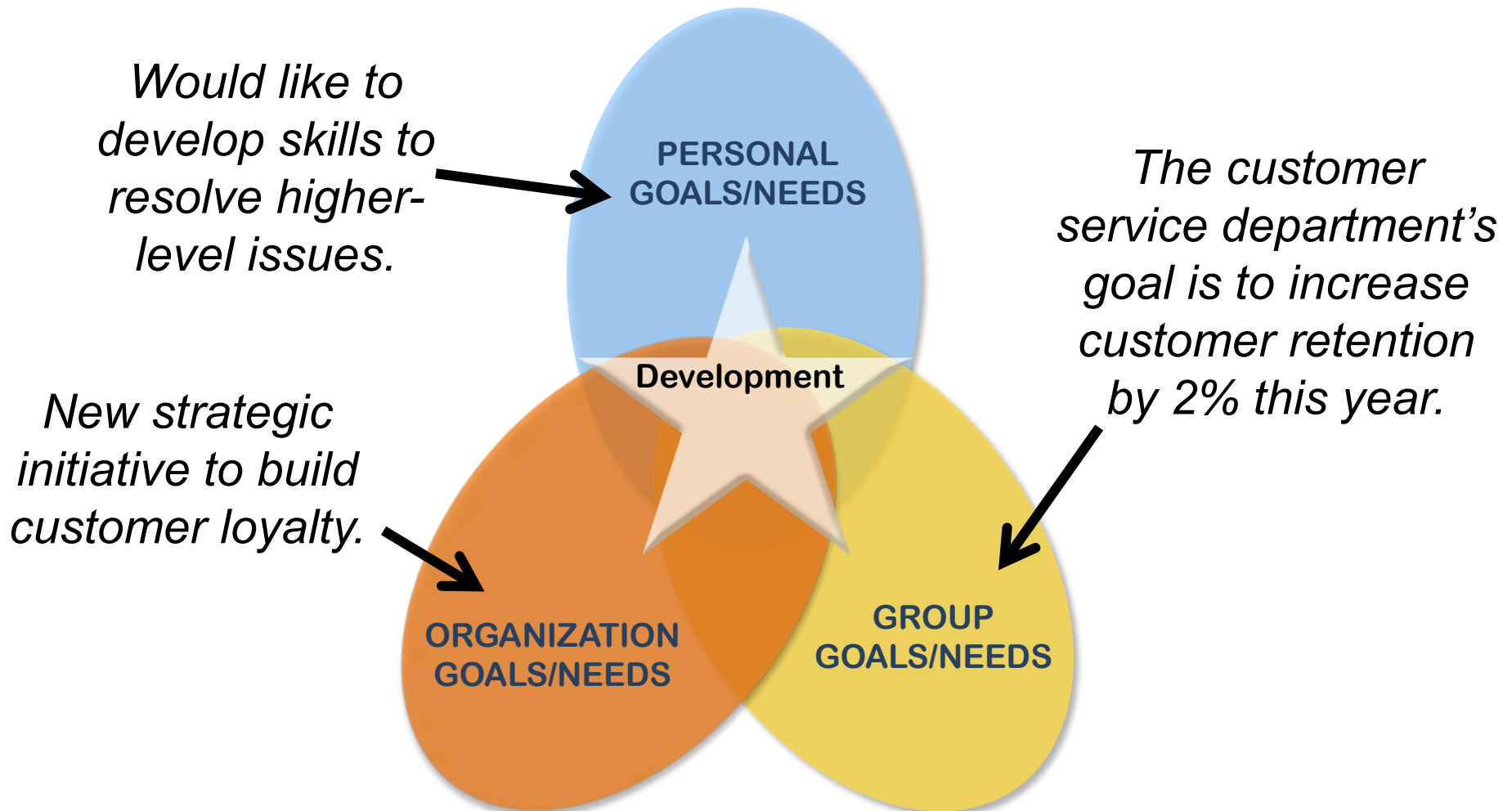
Fiona's Personal Goal

- Fiona is a customer service representative who works on her organization's help line, handling standard issues and frequently asked questions.
- She would like to start taking on more challenging issues.
- She has worked with her manager to align her personal goals to the goals of her team and the organization.





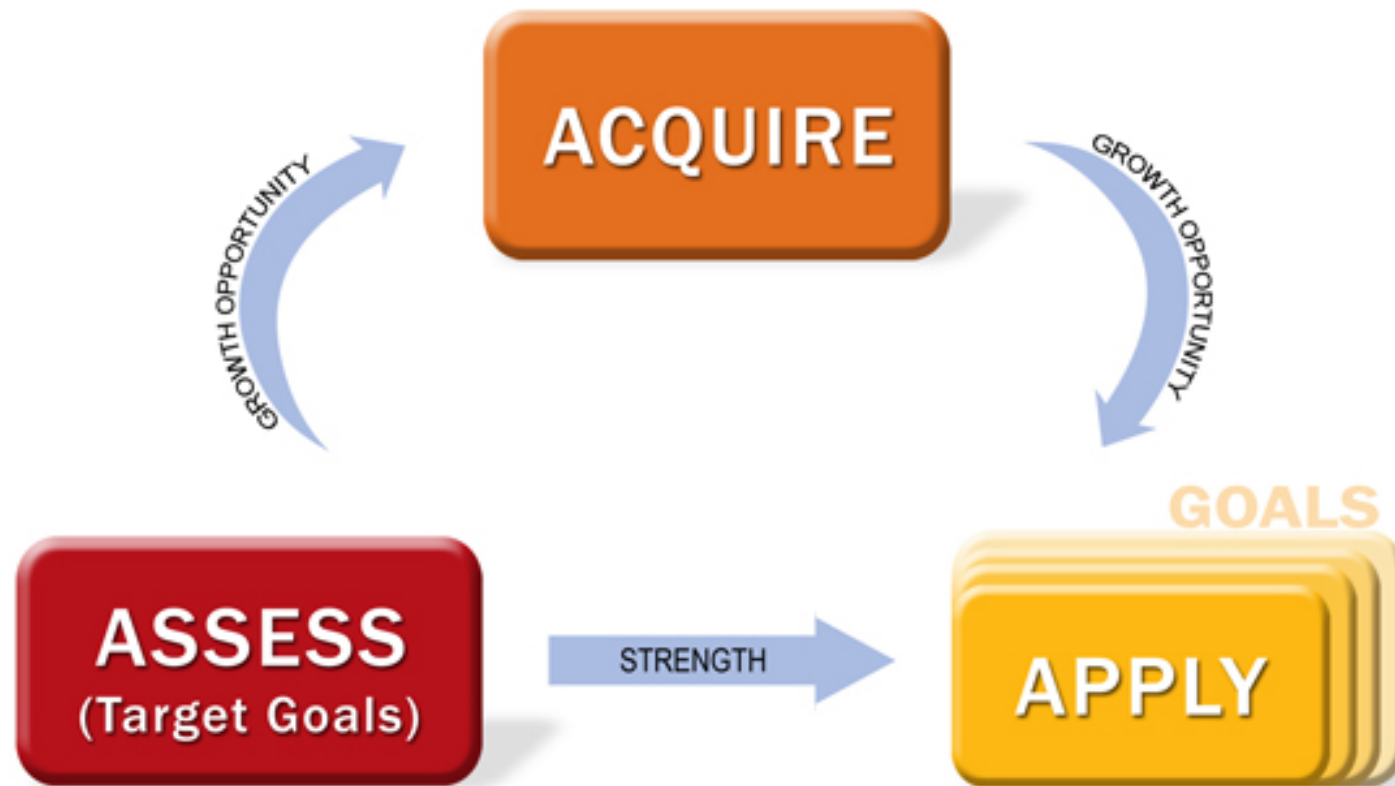
Fiona's High-Payoff Development





**Work got in
the way of
development.**

The Development Process





ASSESS (Target Goals)

Best Practices

- Identify **strengths** as well as **growth areas**.
- Review **insights** obtained from a variety of sources.
- Determine **high-payoff development opportunities**.
- Begin with the **application** in mind.
- Keep it simple: Focus on **one strength** and **one growth area**.

High-Payoff Development





Begin with the Application in Mind

**No Opportunity
to Apply**

No Development

**“If you don’t use it,
you’ll lose it.”**



**How many things
should I develop?**

KEEP IT SIMPLE!

**Focus on one strength
and one growth area.**

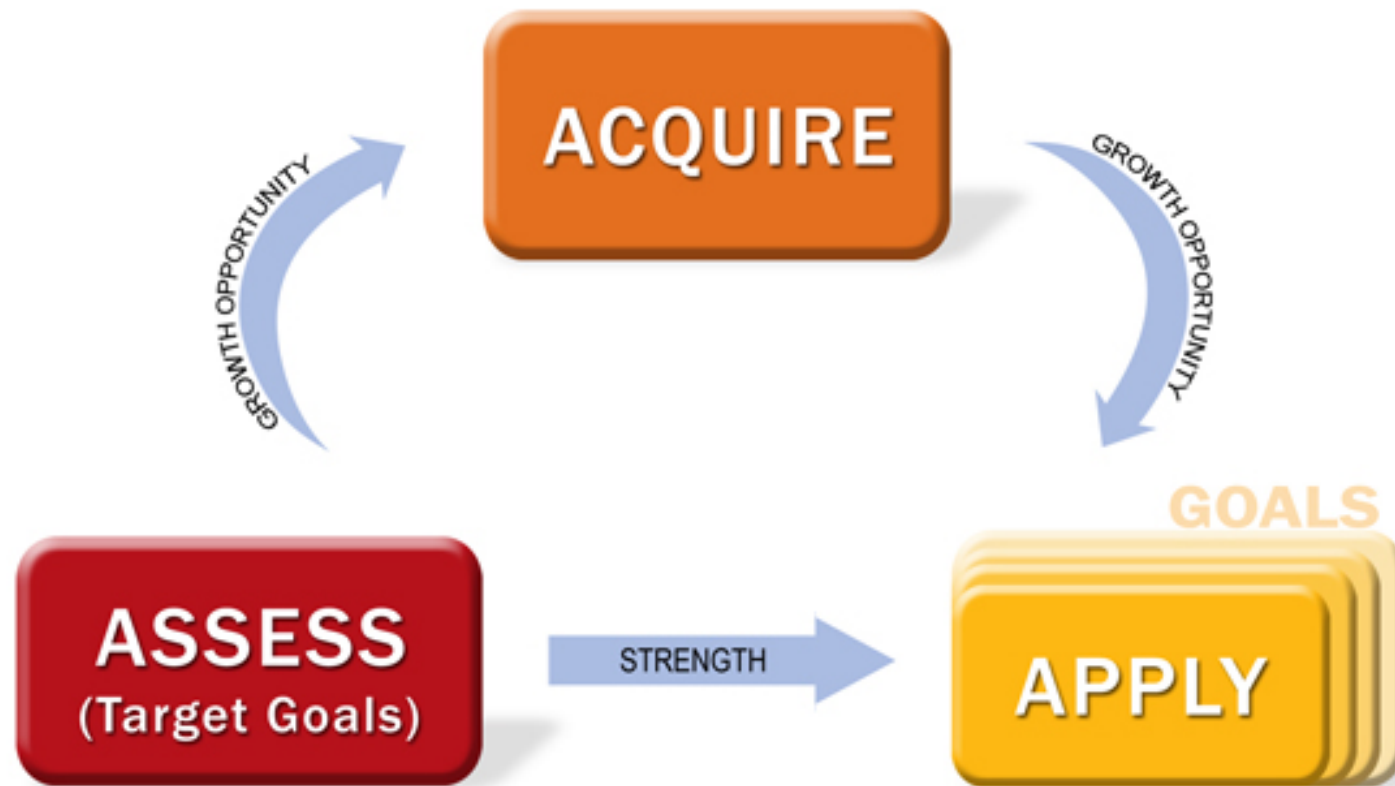


Write a Development Goal

Development Goal		
Goal:		<input type="radio"/> Strength <input checked="" type="radio"/> Growth Area
Group or organizational payoff:	Personal payoff:	Target completion date:

1. With a direct report in mind, identify one skill/knowledge/ competency that this person needs to develop.
2. Note the group, organizational, and personal payoffs.

The Development Process

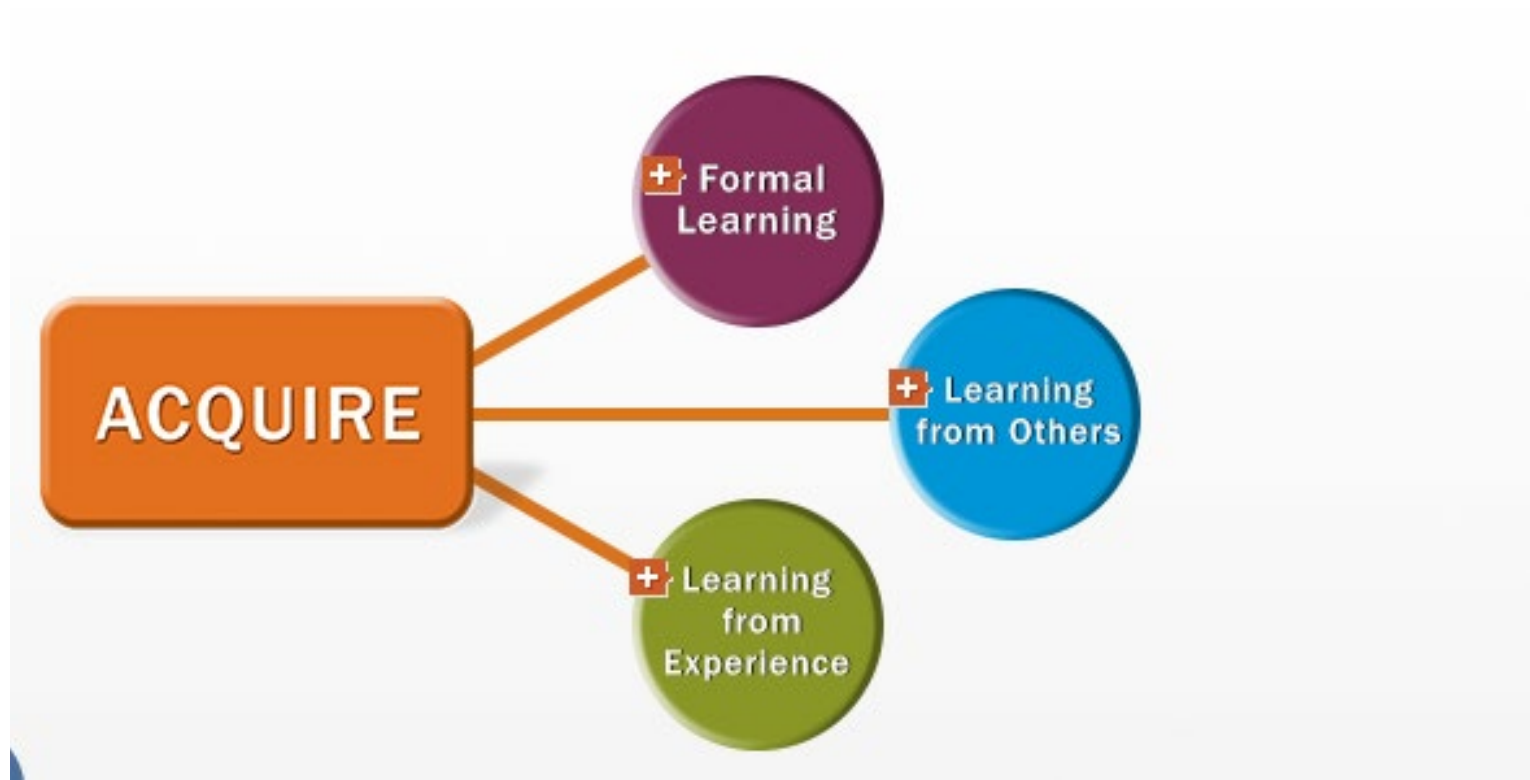


Provide ongoing support, coaching, and feedback.

ACQUIRE

Best Practices

- Use a **combination of learning methods.**
- Leverage opportunities for learning that **address more than one need at the same time.**
- **Identify potential barriers** and agree on support needed to address them.
- **Define measures** of successful acquisition.





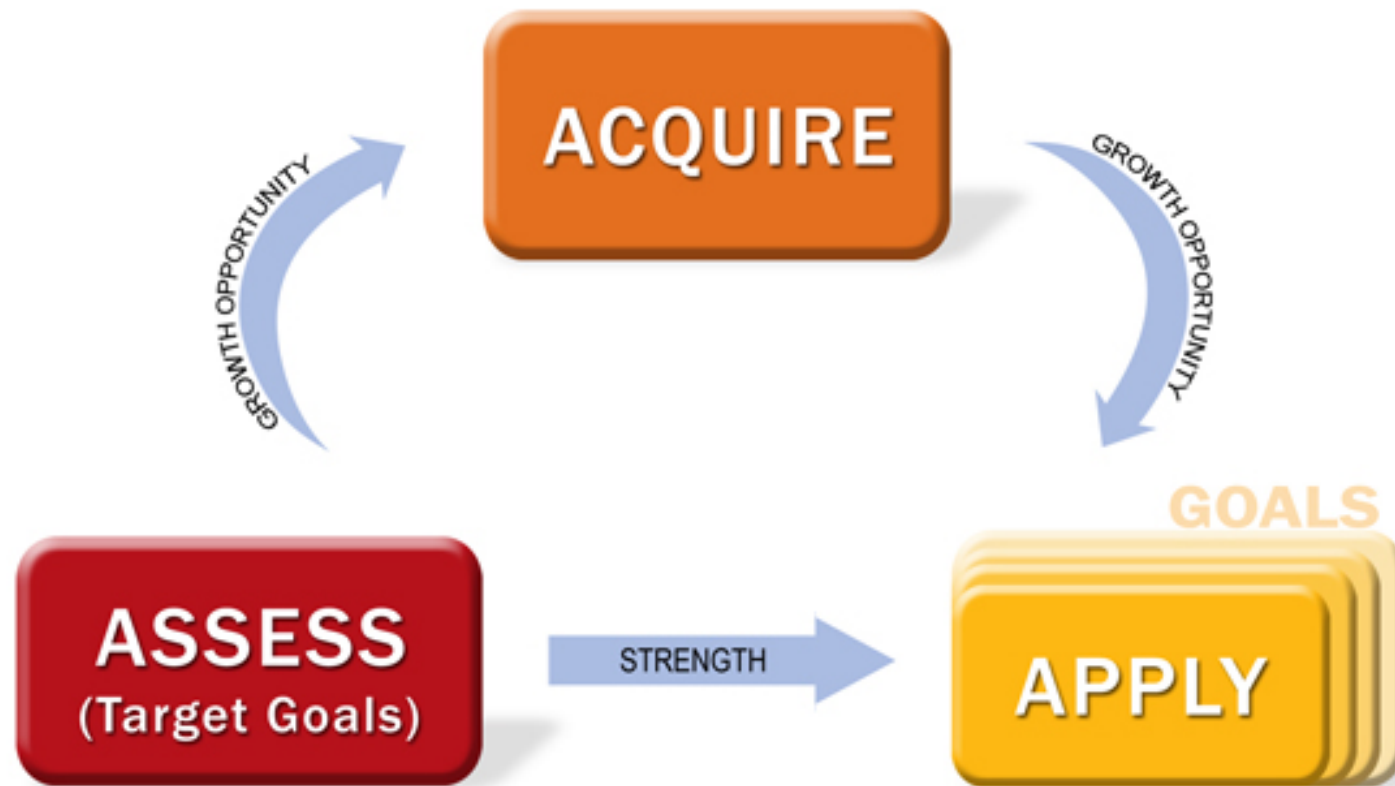
Learning Methods

Formal Learning	Learning from Others	Learning from Experience
<ul style="list-style-type: none">• Online training• Instructor-led sessions• Self-study• Reading• Industry-related seminars or conferences• Webinars	<ul style="list-style-type: none">• Feedback from mentors, leader, and peers• Ongoing, real-time coaching• Observation• Shared experiences• Job shadowing• Networking	<ul style="list-style-type: none">• New job assignments• In-place developmental assignments• Off-work experiences• Cross-functional assignments• Stretch assignments• Job rotations

Use a Combination of Learning Experiences



The Development Process





Best Practices

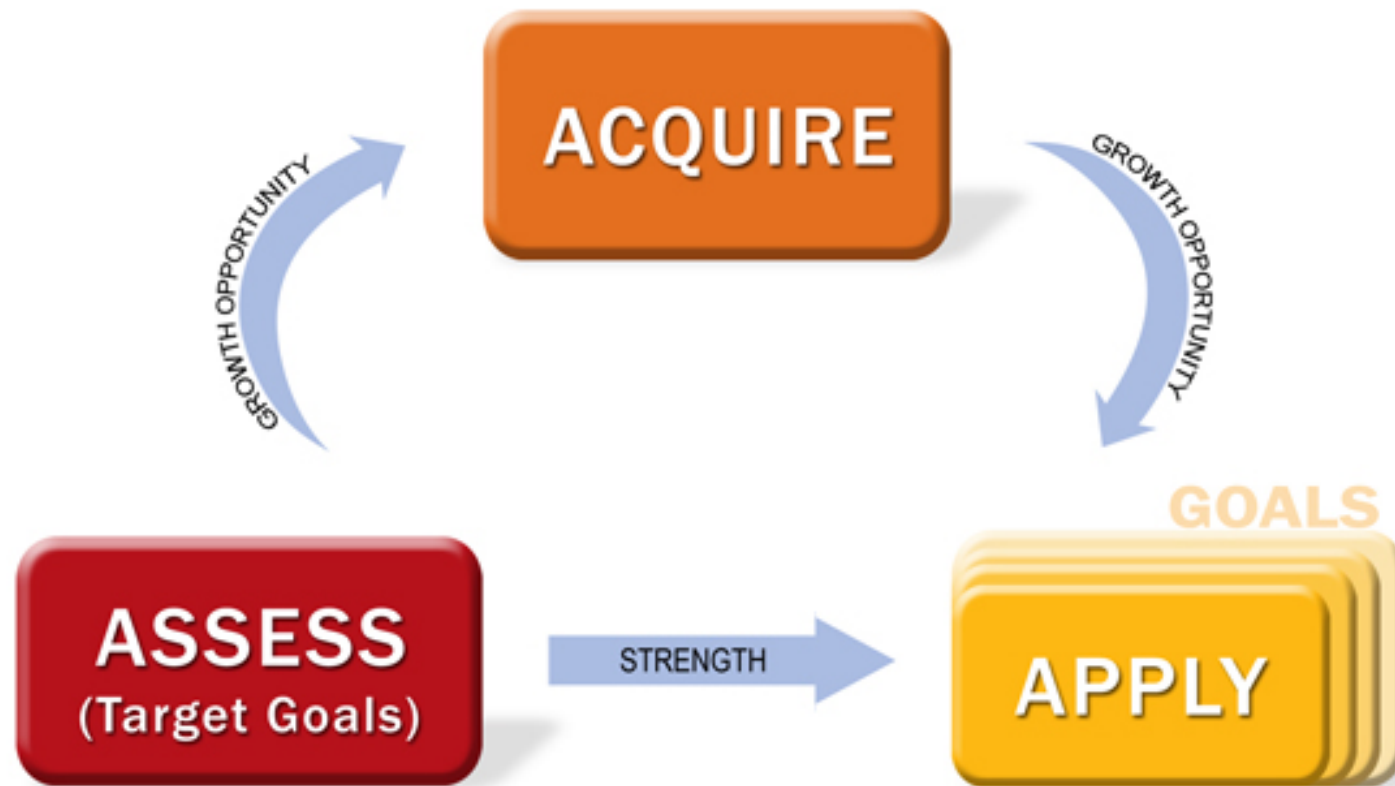
- Ensure that application is **immediate** and **progressive**.
- Agree on **progress** and **outcome** measures.
- **Anticipate barriers** and **plan** how to overcome them.
- **Leverage application** opportunities with **multiple benefits**.
- Be open to **unexpected application opportunities**.



Measurement

- When you identify progress measures-
you create
 - Learning tension
 - Establish accountability
 - Keep the learning momentum going

The Development Process



Provide ongoing support, coaching, and feedback.

Progressive Application





Progressive Application Opportunities

- Working with a partner, identify possible progressive application opportunities for your direct report and capture these on Course Journal **page 16**.
- Refer to **page 15** to help prompt ideas.
- You will have **7 minutes**. Make sure you each get a turn.



Why Measure?

- Monitors proficiency level.
- Identifies the level of support needed.
- Allows people to see the progress achieved.
- Creates learning tension to see the development through to success.

Agree on Progress Outcome Measures

- Progress measures:
 - How am I doing?
- Outcome measures:
 - Have I succeeded?





Planning Your Development



Development Insights



*What did I learn
from this
experience?*

What I've Learned...



What insight have you gained that will help you develop yourself and others?

What challenge might prevent you from applying what you've learned, and how do you plan to overcome it?



●●● Thank you.