RICK'S TIPS

Rick's Tips **explores the competencies necessary for successful leadership and provides activities to assist with the development and mastery of these skills.**

THE EXECUTIVE GROUP

80 EAST US HWY 6
VALPARAISO, IN 46383
219.477.6378
WWW.THEEG.COM

DEVELOPING OTHERS

STRETCH PEOPLE WITHOUT BREAKING THEM

> "Just because you're trained for something doesn't mean you're prepared for it."
> – Anonymous

The cornerstone of excellent leadership is the ability to develop people. In developing others it is important to evaluate and monitor their true "gifts" and "limits" and find those activity based exercises that focus on their specific developmental needs.

There are enormous benefits to effectively developing your people including:

- Adding to their value
- Improved ability to problem-solve
- Increased creativity
- Higher productivity
- Loyalty
- Respect for your leadership

Moving your people forward provides you with benefits as well. You will realize greater opportunities to use your time and energy on more strategic, "big picture" issues. In essence, developing your people is creating the next generation of leaders within your organization.

EFFECTIVELY DEVELOPING OTHERS

- ✓ Make sure you choose the right person
- ✓ Make sure they have the proper tools and knowledge
- ✓ Clearly communicate time frame and level of importance

It takes skill and judgment to learn how to develop people. You must be able to:

- ✓ Read their strengths and weaknesses
- ✓ Know in which areas to focus development
- ✓ Know "what" can be delegated
- ✓ Have an understanding of how hard to push an individual's growth
- ✓ Be certain that the individual is open and ready to accepting the new challenges

BE A COACH, NOT A BOSS

The Coach's Credo	The Boss's Credo
Lift and support people	Push people and drive them
Engage in a dialogue by asking, requesting & listening	Talk to people by telling, directing and even lecturing
Empower others to make decisions & implement their own	Control others through the decisions they make
Constantly seek answers	Know the answers
Use purpose to inspire commitment and stimulate creativity	Initiate a healthy dose of fear on occasion to achieve compliance
Celebrate learning	Point out errors
Facilitate others to solve problems and make decisions	Solve problems and make decisions – focus on the bottom line
Modeling accountability	Delegate responsibility
Creating a vision and promoting flexibility	Create structures and procedures for people to follow

MASTERING THE DEVELOPMENT COMPETENCY

- **Hold regular meetings with your staff to discuss development**

- **Distinguish between short, medium, and long-term development objectives**
  Provide specific objectives for each and review progress at subsequent meetings.

- **Regularly take time to talk to individuals about their aspirations.**
  What do they want to do better, and what new things would they like to try out?

- **Maintain a development file**
  For each direct report, track their progress and identify developmental needs.

- **Tell people you expect them to excel and do their best**
  Find specific things that support your expectations and congratulate improvements.

- **Provide support to others for assignments or regular job responsibilities**
  Provide overall objectives and let individual determine how to carry it out.

- **Observe your staff in action**. Note specific examples of things they did well and areas for development. Give specific, behavioral, non-judgmental feedback.

- **Provide developmental challenges as often as possible**. Give challenging assignments that provide greater exposure as well as opportunities to develop management skills and abilities such as attending meetings in your place.

- **Nominate a person to undertake your role**
  If you are to be away from the office for any significant period of time. Try to ensure a degree of decision making autonomy so that the delegation of your role represents a real development challenge.

- **Guide a person through situations and problems when poor judgment is demonstrated.**

HOW WELL DO YOU DEVELOP YOUR PEOPLE?

In most organizations, the leader sets the tone for how people are treated. Take the following quiz to better understand your attitude towards this important leadership competency.

1) In my organization, new employees receive: _____

An orientation including training and review of policies & procedures (5 pts)
An orientation but no training on policies & procedures (2 pts)
New employees are asked to read policies & procedures (1 pt)
No orientation (0 pts)

2) In my organization, when considering training: _____

We undertake a formal needs analysis (5 pts)
Training is conducted as needed (3 pts)
We don't provide training (0 pts)

3) In my organization, our main reason for training is: _____

To meet licensing requirements (3 pts)
To meet immediate technical demands of the position (3 pts)
To improve employee's technical and people management skills (4 pts)
To improve performance AND improve future capabilities (5 pts)
We don't provide training (0 pts)

4) In my organization, "refresher" training includes: _____

Encouraging staff to review and re-read policies and procedures (2 pts)
Conducting regular and formal training sessions (5 pts)
Conducting training as needed (3 pts)
We don't provide training (0 pts)

5) I seek feedback from my employees by: _____

Holding regular staff meetings (4 pts)
Being approachable (3 pts)
Seeking feedback on a one on one basis (2 pts)
Participating in a formal system of upwards feedback (5 pts)
I don't seek feedback from my staff (0 pts)

6) I encourage and implement work practices such as: _____

        Providing staff the opportunity to work in different positions (5 pts)
        Ensuring staff finish whole pieces of work or projects (2 pts)
        Giving staff as much autonomy as possible (3 pts)
        Ensuring staff know how their work contributes to the organization (4 pts)
        None of the above (0 pts)

7) I provide feedback on performance: _____

        When they do something really well (4 pts)
        When they need encouragement (3 pts)
        Regularly through a formal system of feedback (5 pts)

        Informally at least once each week (2 pts)
        When they ask me how they are doing (1 pt)
        Never; I don't have the time or I don't know how (0 pts)
        Never; they are lucky to have a job (0 pts)

8) I reward and recognize good work by: _____

        Providing immediate praise (4 pts)
        Rewarding teams, not individuals so as to encourage teamwork (3 pts)
        Following a regular system of bonuses and incentives (5 pts)
        I don't believe in rewards – a job is reward enough (0 pts)

TOTAL POINTS _____

SCORING

31 – 40   TOP NOTCH DEVELOPER
Congratulations! You are doing a great job in developing your people to the benefit of the organization and yourself (remember your staff's success is your success).

21 – 30   CONSTRUCTION ZONE
For the most part, you consider developing your people to be an important aspect of your leadership. However, there is room for improvement!

11 – 20   SELF-DEVELOPMENT ALERT!
While you demonstrate some ability to develop your people, it would be beneficial for you to engage in self-development first. Look closely at the questions in which you scored 2 or less points and target those areas for your personal development. Books, seminars, classes or workshops on leadership and leading people is a great place to start.