DEVELOPING OTHERS
Competency Development Guide

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Developing Others Defined:

The process of training and developing your employees or team members to enable them to become more effective, take on bigger/ more significant challenges. Developing others also involves helping current employees learn new skills as the nature of their work- or the organization-changes.

Managers play a critical role in helping their employees build the skills they need to be successful now and in the future.

Managers and leaders should help direct reports determine which changes in behavior they would find beneficial, exploring options for how to get there, and providing them with opportunities to experience situations in which they can try out the new behaviors and receive the feedback and support they need to continue to learn and develop.

Managing Performance Outside-In	Coaching For Development Inside-out
Issue specific	Patterns and trends
Deliberate, short term	Emergent, long term
Focus on problems	Focus on opportunities
Focus on control	Focus on agility
Advice and recommendations	Exploratory
Identifiable on performance reviews	Person specific
Focus on what you do	Focus on how you think

SOURCE: Becoming a Leader-Coach: A Step-by-Step Guide to Developing Your People, by Johan Naudé and Florence Plessier

Developing Self
Believe it or not, to be successful at developing others, you must start with yourself. Being aware of your own strengths and weaknesses can contribute to your own personal development which directly affects the growth of your employees.

Steps to Developing Yourself:
Identify your strengths
Improve your strengths
Increase your knowledge
Eliminate bad habits
Practice good manners
Avoid weak areas

Developing Others
Developing others is a competency that is too often left off of a skill level survey. This process takes time, therefore it can remain low on the priority list. Effectively developing another individual involves getting to know people on a deeper level and spending time getting an accurate picture of their strengths and weaknesses.

4 COACHING TIPS FOR MANAGERS AND LEADERS

Teach managers to ask good questions to enable the process. Great questions lead to great answers, and that leads to great conversations.

Help managers understand how to guide conversations. You guide a conversation by asking questions not by giving direction or directives. Employees learn the most and grow the most when they uncover the answers themselves.

Reinforce effective listening skills to make sure that the feedback understood by the employee.

Teach the importance of coaching in the moment. Learning happens best when things are occurring. Employees learn best by doing, so coach as you go!

Supporting Behaviors

Relationship and Trust Building
Take time to understand what challenges your direct reports are facing and express genuine interest in the direct reports' development. Show patience, model openness, follow through on promises and lead by example.

Setting Clear and Measurable Goals
Collaborate with direct reports in the goal-setting process. Consider using the S.M.A.R.T. method: setting goals that are Specific, Measurable, Achievable, Relevant, and Time-bound. Explore the current business priorities and main tasks of your direct reports and how the developmental goals will support these priorities and tasks.

Challenging
Help your direct reports explore new possibilities. What are they currently doing, or not doing, that is getting in the way? What is the cost of not making a change?

Giving Feedback in an Engaging and Inspiring Way
Providing feedback is an important part of the assessment process because it promotes insight and self-awareness.
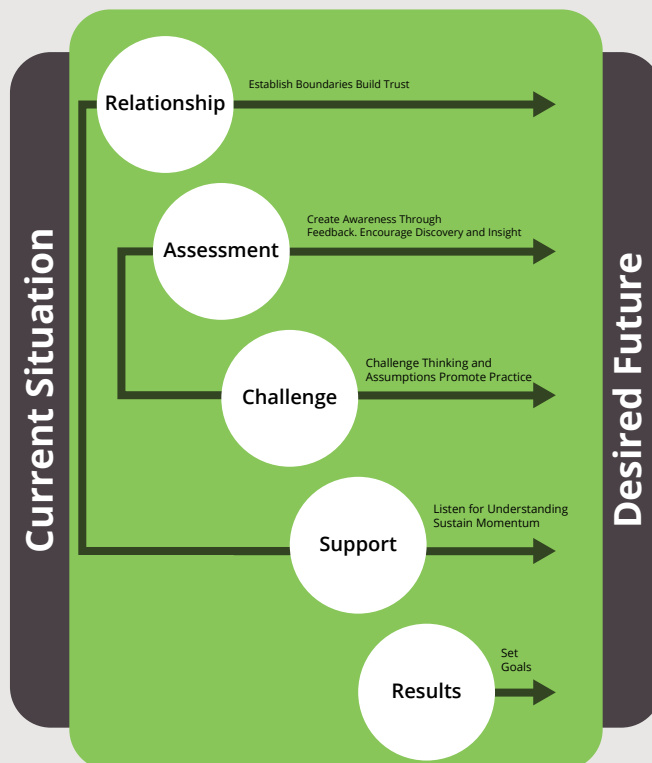
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SUPPORTING BEHAVIOR STATEMENTS

To identify competency skill gaps consider outlining key supporting behaviors that are important in your organization.

You can assign a basic Likert scale to each behavior statement (examples outlined below) and have the employee and the employee's manager rate proficiency.

CARING ABOUT DIRECT REPORTS:

Monitors workloads and shows appreciation for extra effort.

Treats direct reports equitably.

RELATIONSHIP BUILDING:

Initiates and participates in casual conversation.

Develops rapport with a variety of people.

Development Activities and Suggestions

Identify and Support Employees Strengths
Identify employee strengths, supported by specific examples. Try to highlight examples that reflect a variety of assignments performed under varying circumstances throughout the year. Also try to reflect different strengths, especially those reflecting growth and development since the time of hire or the last review.

Ask and Encourage Your Employees
When employees have a say in their development, it increases their buy-in and motivation to improve. In addition to knowing where your employees need to develop, it is important for you to learn where they desire to develop themselves. This is important because there will be greater commitment to growth if it aligns with an area they desire to improve.

Recommended Resources from the BizLibrary Collection

Developing and Coaching Employees: Improve the Feedback You Give Others

Coaching Your Team to a Higher Performance

Establish Credibility to Lead (Part 4 of 12)

Leadership: What's Trust Got to Do With It? 2nd Edition

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SUPPORTING BEHAVIOR STATEMENTS

EMPOWERING OTHERS:

Allows others to make mistakes and take risks to learn and grow.

Gives others the freedom to have control of their tasks and duties.

Provides guidance and support for others as they take on new challenges.

MANAGING PERFORMANCE:

Adjusts work activity and desired outcomes based on changes in business strategy.

Establishes means of measuring performance and objectives.

RESULTS ORIENTED:

Seeks and gives performance feedback to others.

Pays attention to quality and quantity of performance.