



DEVELOPING YOURSELF AND OTHERS

LEARNING FORMAT: CLASSROOM
(ONSITE ONLY)

Development is critical to attracting and retaining talent, driving employee engagement, preparing future leaders, and ultimately ensuring the success of the organization. Clearly, development is just as important to leaders as it is to their direct reports.

In this course, learners are introduced to a practical process to guide their own and their direct reports' development-planning efforts. The outcome is a meaningful development plan that supports the organization's current and future business needs.

DO YOU FACE ANY OF THESE ISSUES?

- > Are development plans something that people only do if they have time?
- > Does development planning break down at key points?
- > Do leaders fail to guide and support their people's development?
- > Do leaders fail to measure and monitor the progress of development plans?

PERFORMANCE OBJECTIVES

Helps leaders:

- > Recognize the role of the leader and the team member in development planning and execution.
- > Recognize the importance of development to the success of individuals, teams, and the organization.
- > Use a three-step process—Assess–Acquire–Apply—to identify strengths and growth areas, plan development actions, and successfully implement development plans.
- > Employ a set of best practices to overcome common development barriers and challenges.
- > Measure the effectiveness of their development efforts so they know they are successful.

PRIMARY COMPETENCIES DEVELOPED

- > Developing Others
- > Continuous Learning

SECONDARY COMPETENCY DEVELOPED

- > Gaining Commitment

COURSE OVERVIEW

- > **Why is Development Important?:** Learners share examples of business needs, successful development, and barriers in their organization. The facilitator discusses shared responsibility and introduces the concept of high-payoff development.
- > **The Development Process. Assess:** The facilitator describes the three phases of the Development Process—Assess, Acquire, and Apply—and the Assess best practices. Table teams share high-payoff development and potential application opportunities for their direct reports. Learners write a development goal focused on a growth area. The facilitator shows a video of a person who is indifferent to learning new skills. Learners share observations on the Assess best practices they observed.
- > **What Now? Acquire:** The facilitator introduces Acquire and the three learning methods. Learners brainstorm ways to acquire the skill, knowledge, or ability needed to develop the identified growth area. The facilitator introduces the Acquire best practices and shows a video of an employee feeling overwhelmed. Learners identify which best practices they might use to address this challenge.
- > **What's Next? Apply:** The facilitator provides an overview of Apply and progressive application. Partners work to identify application opportunities for their growth area and share examples. The facilitator explains monitoring and measuring the acquisition and application of skills, knowledge, or competencies and introduces progress and outcome measures. Learners write measures for their progressive application opportunities. The facilitator shows a video of a person seeking manager support and asks learners which best practices they would use in the situation.
- > **Planning Your Development:** The facilitator asks learners to identify a high-payoff development opportunity and decide how they will acquire and apply the skills. Learners describe and discuss what they've learned. The facilitator points out creative examples for discussion and discusses the importance of reflecting on a learning experience and being open to unplanned application opportunities.

VIDEO SEGMENT SUMMARIES

- > **Challenge 1:** A leader responds to a development challenge with a direct report who would prefer to work alone rather than train other team members.
- > **Challenge 2:** A leader collaborates with a direct report who is feeling overwhelmed to create a high-payoff development goal that is integrated into the person's current workload.
- > **Challenge 3:** A direct report wants to create a development opportunity but needs to get a commitment of support from her leader, who is not receptive at first.

COURSE DETAILS

- > **Target audience:** Any employees through mid-level leader.
- > **State-fundable:** Yes (onsite only).
- > **Course length:** 4 hours (onsite)
- > **Facilitator Certification:** Certified facilitator required.
- > **Prerequisites:** None.
- > **Optimal Group size:** 8 to 16. 20 maximum
- > **Course Prep:** Yes, 15 minutes.
- > **Notes:** Suitable for all environments. Onsite training available in Spanish.

OTHER COURSES TO CONSIDER

- > Advanced Coaching
- > Coaching for Peak Performance
- > Setting Goals and Reviewing Results