

# Developing people to develop people

*Use this worksheet to think through a strategy for enabling managers to be more effective at supporting the development of their direct reports and others they want to impact.*

**What do you want or need managers to DO to be a more integral part of the overall development strategy?**

## Leaders' developmental modes of engagement

*Developmental moves managers can make to guide employees to peak capability*

 <b>Clarify</b> <i>Moves that define goals and describe desired capabilities</i>	 <b>Coach</b> <i>Moves that introduce and hone knowledge and skill</i>	 <b>Challenge</b> <i>Moves that provide the context for learning through work</i>	 <b>Connect</b> <i>Moves that match people with others who can support growth</i>	 <b>Curate</b> <i>Moves that make specific recommendations for learning materials</i>	 <b>Customize</b> <i>Moves that address individual needs of employees related to their professional development</i>
<ul style="list-style-type: none"> <li>Offer career conversations</li> <li>Assist with capability assessment; communicate clear quality criteria</li> <li>Collaborate on identifying development areas</li> <li>Assist in development of learning plans</li> </ul>	<ul style="list-style-type: none"> <li>Teach fundamentals</li> <li>Ask generative and thought-provoking questions</li> <li>Help employees solve problems and learn to solve them on their own</li> <li>Provide effective feedback</li> <li>Scaffold self-directed learning</li> <li>Support learning to learn</li> <li>Share own learning projects (successes and challenges); model learning</li> </ul>	<ul style="list-style-type: none"> <li>Make strategic work assignments</li> <li>Set people up for learning on the job</li> <li>Encourage thoughtful experimentation and make it safe to stumble</li> <li>Nurture curiosity</li> </ul>	<ul style="list-style-type: none"> <li>Introduce employees to subject matter experts and communities</li> <li>Assign peer developers</li> <li>Assign collaborative projects</li> <li>Recommend role models</li> <li>Assist in finding mentors</li> <li>Identify people to follow on social media</li> <li>Fund attendance at professional meetings and conferences</li> <li>Create team learning opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Recommend appropriate training</li> <li>Share articles, books, videos, and other resources</li> <li>Capture and share team learning</li> <li>Showcase exemplary work</li> <li>Provide sharing tools</li> </ul>	<ul style="list-style-type: none"> <li>Take a personal interest and show genuine caring</li> <li>Allocate time for learning</li> <li>Build on the individual's strengths</li> <li>Remove obstacles</li> <li>Check in on progress</li> <li>Celebrate advances in knowledge, skill, and behavior change</li> </ul>

From the *Quick Guide to Developing People* © Catherine Lombardozi, Ed.D. 2022

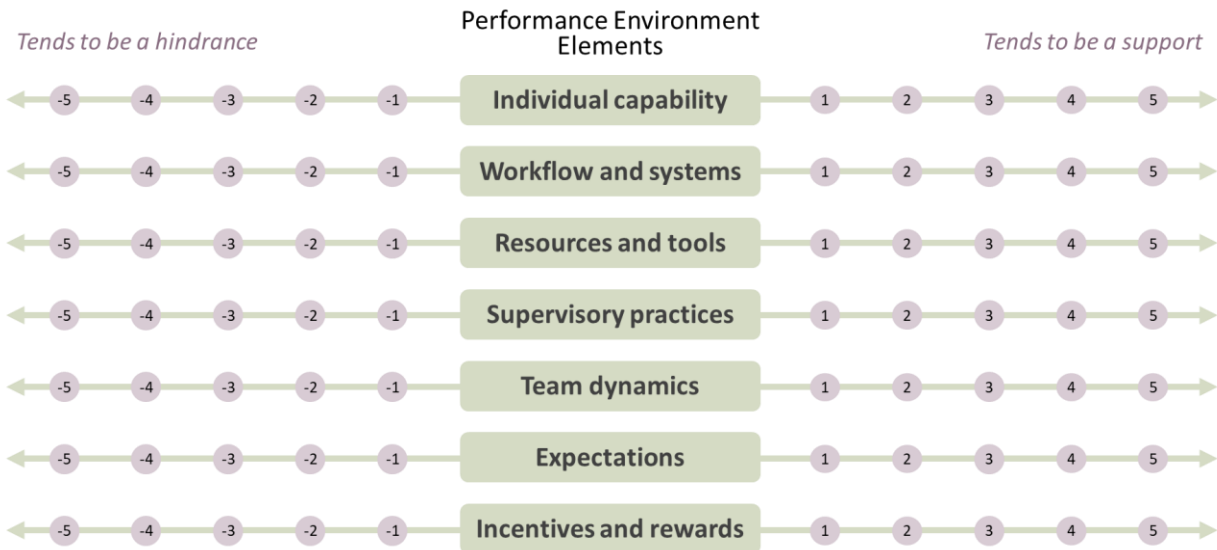
**Determine the managers' specific role and responsibility for development (which may be department- or initiative-specific). From the list of potential developmental activities, which few will be most applicable in their context?**

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## What supports and hinders engaging in these development activities?

### Performance Environment Elements

Individual capability	Workflow and systems	Resources and tools	Supervisory practices	Team dynamics	Expectations	Incentives and rewards
<p>To what degree do they have the knowledge and skill to be impactful in the way you want them to be?</p> <p>And do they have self-efficacy – do they believe they can be effective in this arena?</p>	<p>To what degree is it easy for them to engage with employee development from a workflow and systems point of view?</p> <p>Are there process or system-generated prompts or nudges?</p> <p>To what degree is your individual development planning process and/or LMS helpful or hurtful in this process?</p>	<p>Do they have access to information and tools that help in this process? E.g. curated resources, guidance on development activities,</p> <p>To what degree do they have funds for education, conferences, subscriptions, books, etc.</p> <p>Are there places and people from which they can get help?</p>	<p>To what degree do <i>their</i> managers support their efforts in this part of the job?</p> <p>To what degree is developing people noticed and to what degree is there a feedback loop on how well they are doing?</p> <p>To what degree are they role models?</p>	<p>To what degree do they get social support from their peers?</p> <p>To what degree do they know how their peers are doing in developing people and the strategies they use?</p>	<p>To what degree do managers know what is expected of them as developers?</p> <p>Is there constant communication or are there nudges as reminders?</p> <p>Most importantly, is this just one expectation on a list of too many? Where does it fall in priority?</p>	<p>How is their work in this arena recognized and rewarded?</p> <p>Are these strong enough to make a difference?</p>



Analyze potential performance supports and hindrances. Bolster supports and address hindrances. Especially ensure managers have allocated time and a culture that is supportive. If you could make improvement in just one of the elements, which would have the most impact? Start there.

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## What specific capabilities need to be developed?



### Capabilities Needed for Developmental Leadership

#### CORE

- Strategic thinking
- Emotional intelligence
- Building trusting relationships
- Communication skills
- Enhanced listening
- Productive inquiry
- Tenacity
- Risk-taking
- Adaptability
- Passion about development

#### PEOPLE DEVELOPMENT

- Conceptualizing the developer role
- Identifying goals
- Teaching
- Role modeling
- Coaching
- Sharing stories
- Making assignments
- Nurturing psychological safety
- Scaffolding
- Building collaboration
- Identifying role models
- Connecting people
- Recommending resources
- Cultivating a learning environment

Adapted from: Make Talent Your Business  
by Wendy Axelrod and Jeannie Coyle (2011)

Adapted from: Quick Guide for Developing People  
by Catherine Lombardozi (2022)

Identify the nuanced knowledge or skill to be developed to engage effectively in mission-critical development activities.

## What L&D techniques best support leader development in these areas?

### Elements of a leader development strategy



#### Learning IN Courses

- Training
- Workshops
- Certificate programs
- Online courses
- Formal on-the-job training
- Academic degree programs



#### Learning FROM Resources

- Books
- Articles
- Journals, magazines
- Internet search
- Chatbot interactions
- Manuals
- Videos
- Podcasts
- Internal repositories
- eLearning
- Job aids



#### Learning THROUGH Activities

- Note-taking
- Job aid creation
- Structured learning activities
- Discussion; group reflection
- Practice
- Observation and feedback
- Cohort programs
- After action reviews
- Working out loud
- Action learning groups
- Rotational assignments



#### Learning WITH People

- Peer support
- Subject matter experts
- Teaming and collaborative projects
- Mentors and coaches
- Supervisor support
- Professional gatherings
- Internal chats and discussion boards
- Social media connections
- Communities of practice



#### Learning BY Doing Work

- Doing the work
- Collaborating with others
- Engaging in reflection
- Experimenting
- Self-assessing

Adopted from: Learning Experience by Design. By Catherine Lombardozi, ATD Press, 2015



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## Developing people to develop people

Craft a flexible multifaceted strategy to develop people in these areas, leveraging processes and tools that are already available.

Consider starting here:



### Learning IN Courses

- Keep training modules short
- Offer only for new skills
- Take advantage of opportunities for interaction, practice, and feedback



### Learning FROM Resources

- Curate in-depth, rich, on-target resources
- Provide annotations
- Include motivational materials
- Include support materials to help them coach their employees on content and skills the employees are getting in training



### Learning THROUGH Activities

- Provide simulations, role plays and other safe spaces
- Suggest reflection questions for long curated resources



### Learning WITH People

- Enable peer-to-peer conversations
- Make structured interaction available – as in action learning, conferences, mentoring
- Share stories, especially from senior execs
- Offer coaching



### Learning BY Doing Work

- Provide job aids, templates, etc.
- Offer self-assessment tools and quality checklists

How can we sustain attention on the people development role and continuously develop leaders as developmental managers?

Implement, monitor, and reinforce.

For more, see: <https://l4lp.com/learning2023/>