







Quick Guide to Developing People

Moves	 <p>Clarify <i>Moves that define goals and describe desired capabilities</i></p>	 <p>Coach <i>Moves that introduce and hone knowledge and skill</i></p>	 <p>Challenge <i>Moves that provide the context for learning through work</i></p>	 <p>Connect <i>Moves that match people with others who can support growth</i></p>	 <p>Curate <i>Moves that make specific recommendations for learning materials</i></p>	 <p>Customize <i>Moves that address individual needs of employees related to their professional development</i></p>
Examples	<ul style="list-style-type: none"> Offer career conversations Assist with capability assessment; communicate clear quality criteria Collaborate on identifying development areas Assist in development of learning plans 	<ul style="list-style-type: none"> Teach fundamentals Ask generative and thought-provoking questions Help employees solve problems and learn to solve them on their own Provide effective feedback Scaffold self-directed learning Support learning to learn Share own learning projects (successes and challenges); model learning 	<ul style="list-style-type: none"> Make strategic work assignments Set people up for learning on the job Encourage thoughtful experimentation and make it safe to stumble Nurture curiosity 	<ul style="list-style-type: none"> Introduce employees to subject matter experts and communities Assign peer developers Assign collaborative projects Recommend role models Assist in finding mentors Identify people to follow on social media Fund attendance at professional meetings and conferences Create team learning opportunities 	<ul style="list-style-type: none"> Recommend appropriate training Share articles, books, videos, and other resources Capture and share team learning Showcase exemplary work Provide sharing tools 	<ul style="list-style-type: none"> Take a personal interest and show genuine caring Allocate time for learning Build on the individual's strengths Remove obstacles Check in on progress Celebrate advances in knowledge, skill, and behavior change
Anchors	<ul style="list-style-type: none"> ✓ Make it a two-way conversation ✓ Attend to process (how to get there), not just outcomes (desired result) ✓ Explore multiple moves for growth 	<ul style="list-style-type: none"> ✓ Keep your purpose in mind ✓ Lead with questions ✓ Model the way 	<ul style="list-style-type: none"> ✓ Articulate the learning goals of each assignment ✓ Aim for desirable difficulty or "zone of proximal development" ✓ Maintain psychological safety 	<ul style="list-style-type: none"> ✓ Nurture trust and rapport ✓ Foster informal conversations ✓ Attend to diversity and inclusion 	<ul style="list-style-type: none"> ✓ Annotate your curated recommendations ✓ Help people curate for each other ✓ Recommend resources in a range of formats 	<ul style="list-style-type: none"> ✓ Get to know people, their individual contexts, challenges, and dispositions ✓ Lean into being human: listen, empathize, relate ✓ Maintain regular contact, both scheduled and informal

Who comes into a person's life may be the single greatest factor of influence to what that life becomes. ~ Robert Kegan