

Developing people

Definition

Recognizes individuals’ strengths and opportunities for development and provides developmental feedback to grow team members accordingly – also targeted to future business needs.

Empowers people by delegating true responsibility and decision-making power.

Identifies and challenges talents with developmental and stretch-tasks.

#Development #Empowerment #Growth #Feedback

Mindset

WE NEED LESS OF THIS	WE NEED MORE OF THIS
“I only give feedback to my employees during the annual performance evaluation.”	“I actively engage in providing developmental feedback conversations, using growth mindset as a framework for discussions.”
“Of course I delegate! I have so much on my plate, that I would not get my work done without outsourcing to others”.	“I delegate to my people with the purpose of giving them exposure to new development opportunities and ways of enhancing their skills.”
“I do not need to develop all my people, some of them are not interested in it, and that’s fine”.	“Some of my people might be interesting in developing but if we would all think the same, this organization will not grow. I however try to create an environment where we share knowledge and learn from each other”.
Why should I ask for feedback? I am a manager / leader!”	“I use every opportunity to ask for feedback as a way of improving and I encourage others around me to do the same”.

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Behavior anchors

1. Emerging

- Understands and recognizes own strengths and areas of development and acts upon them.
- Works one-on-one to understand individual strengths, development areas, career aspirations and their unique capabilities in order to identify development solutions.
- Provides ongoing constructive and timely feedback to others to support their development, focusing on their skills and capabilities.
- Connects development needs with available learning offerings and on the job opportunities, and acknowledges progress as demonstrated.

2. Evolving

- Prioritizes discussions focused on personal and/or professional development to enable growth within their team.
- Supports others in building their development plan and regularly evaluates their development journey together.
- Explores growth opportunities for team members related to stretch assignments, job crafting, job rotation, on-the-job opportunities and/or tasks delegation for development purposes.
- Encourages and supports others to learn from mistakes and to share these learnings within the team and with others.

3. Influencing

- Engages in growth mindset and continuous developmental conversations with team members; setting challenging development goals for self and the team.
- Empowers and supports others to take on responsibility, new challenges and make self-driven development solutions.
- Encourages team members in their development by sharing knowledge, and providing them with guidance, mentoring and/or coaching.
- Sets clear expectations with regard to developing people, inviting direct reports to develop their teams and support their development journeys as well.
- Clearly approaches delegation as a way of empowering and supporting others' growth and development.

4. Transforming

- Leads with dedication to people development by demonstrating clear commitment to the growth and success of others.
- Inspires the organization to focus on people growth by championing development topics and creating an environment of psychological safety, trust, and continuous feedback.
- Is committed to developing a people strategy that is focused on capability building, as well as development of talent to meet current and future organizational needs.
- Advocates for the development of all talent, ensuring including internal movement and mobility across the organization, recognizing opportunities to develop and stretch top and underrepresented talent.
- Creates a culture of continuous improvement and learning by sharing own knowledge, development experience, personal failures and best practices, to inspire others in their continuous learning and development journeys.

EMPOWER PEOPLE

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How it helps



Me

By spending time with my team and helping them to recognize their strengths and skills, and set challenging development goals, I am supporting individual development and achieving organizational goals and strategy.



My Team

Creating an environment that focuses on providing continuous feedback, guidance, and best practice sharing enables others to develop and reach top performance.



Konica Minolta

By fostering a culture of collaboration, knowledge sharing and development, we grow and maintain our competitive advantage now and in the future.