



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 60

Skills for Developing others

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Developing Others:

- 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.



Principles of Developing Others:

- People experience maximum development under certain conditions.
 - Personal conditions conducive to growth:
 - When there is a felt need
 - When encouraged by someone respected
 - When personal plans move from general goals to specific actions
 - When moving from a condition of lower to higher self-esteem
 - When moving from external to internal commitment



Principles of Developing Others:

- **Organizational conditions conducive to growth:**
 - Basic respect for the worth and dignity of all
 - Individual differences are recognized, and a variety of learning experiences are provided
 - Each person is addressed at his/her level of development and helped to grow to fuller potential
 - Good communication prevails
 - Growth is rewarded through recognition and tangible signs of approval



Principles of Developing Others:

- Principles to follow in developing others:
 - *Have a respectful attitude*
 - The desire to achieve something
 - Self-respect fuels success
 - *Build self-esteem*
 - *Use the correct medium or combination of techniques*
 - One-on-one coaching, formal education, professional conferences, on-the-job learning
 - Sabbaticals keep leaders fresh and motivated



What Leadership Skills Do you need most to develop others: HBR Study

WHAT LEADERSHIP SKILLS DO YOU NEED MOST?

These competencies were voted the most important for all management positions.



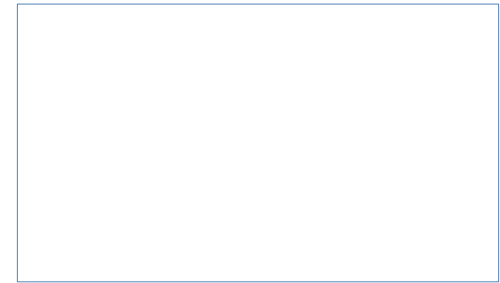
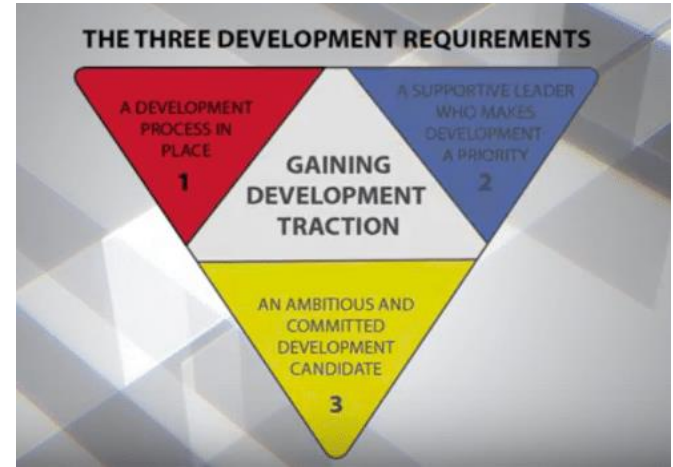
SOURCE ZENGER/FOLKMAN

HBR.ORG

Image Source: https://hbr.org/resources/images/article_assets/2014/07/whatleadershipskills.gif

Develop Leadership Skills in Others: 3 Development Requirements

- These are three pieces you need in place for effective leadership development. They work together like the three legs of a stool, which would fall over without one or two of the legs, so don't move forward in developing others without all three.
1. A Standard Development Process
 2. A Supportive Leader Who Prioritizes Development
 3. A Candidate Committed to Development



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

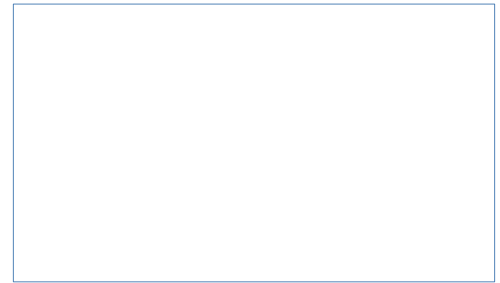
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Develop Leadership Skills in Others: 3 Development Requirements

1. A Standard Development Process

Create a standard process for developing others. As soon as anyone shows potential for or interest in leadership, you can take them through it. The process could include:

- An initial discussion about developmental goals
- Finding opportunities in which that person can learn and grow
- Building a [personalized development plan](#) together
- Setting up systems to hold the employee accountable
- Scheduling follow-up meetings with the employee



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>

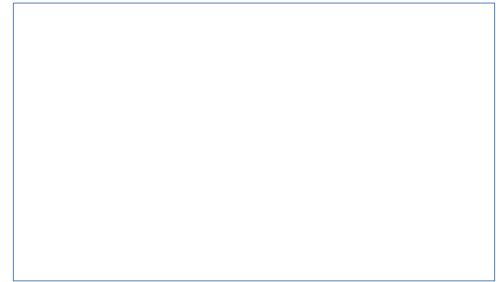


Develop Leadership Skills in Others: 3 Development Requirements

2. A Supportive Leader Who Prioritizes Development

Your employee should see you as a valuable resource or coach. Remember the person who helped you to develop? To be that for someone else, focus on these behaviors:

- Be committed to the process of developing others.
- Help your employees select relevant, interesting learning opportunities.
- Help him or her stay committed to the process.
- Be a good example by working on your own development.
- Stay in regular communication with the employee about development assignments.
- Give him or her developmental resources and remove barriers to improvement.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



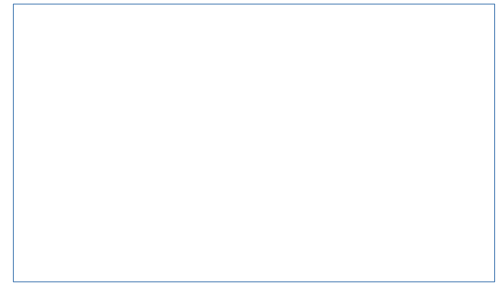
Develop Leadership Skills in Others: 3 Development Requirements

3. A Candidate Committed to Development

Even your best efforts can only have their intended effect if a candidate is committed to the process. Good candidates generally begin as one of two types:

1. **Already Interested:** These already have an interest in becoming better leaders. They'll be excited to learn as soon as you give them the opportunity.
2. **Easily Motivated:** Some employees can become excited about developing if you explain the many benefits they will receive from the process. They may then choose to make a commitment and stick with it.

Remember that everyone builds their skills just one step at a time. Patience is therefore essential for leadership and developing others.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



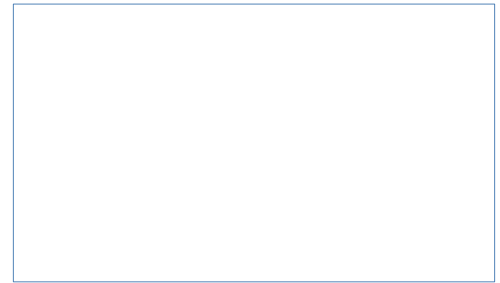
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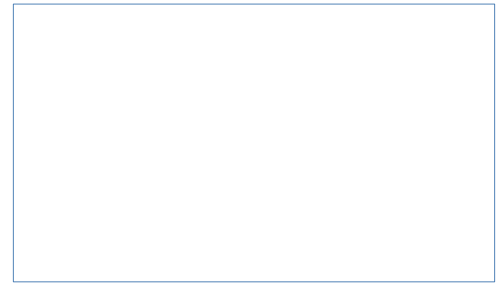


Develop These Five Skills To Develop others: Forbes Study

If you aspire to become a business leader, you'll need to develop these five skills, which will enable you to be viewed as “leadership material” and help you to eventually rise to a leadership position.

1. Creativity

According to the [LinkedIn Learning 2020 Workplace Learning Report](https://www.linkedin.com/learning/2020-workplace-learning-report), creativity is one of the top skills all employees need. Creativity is important because nothing in business is static. As conditions change, leaders must adapt and execute on a new plan. Without the ability to be creative, companies become obsolete very quickly.



Source: <https://www.forbes.com/sites/forbescoachescouncil/2020/06/12/develop-these-five-skills-to-leap-into-leadership/?sh=e22c44b7e788>



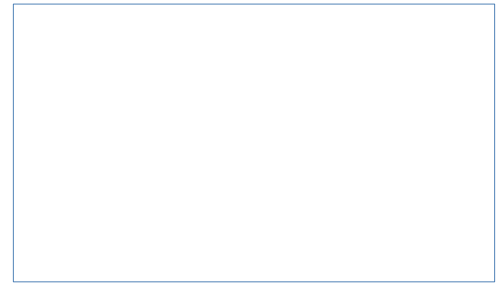
Develop These Five Skills To Develop others: Forbes Study

2. Team Mindset

For companies to function optimally, they need everyone to work together like a team. Everyone knows their position and knows that ultimately their role is to support other positions on the team. In the last few years, we've heard a lot about “brand you” and “you be you,” but to be viewed as a leader, you need to be seen first as a team player and a team supporter.

3. Business Acumen

Business acumen can be defined as an understanding of how business works in general and how your business works in particular. For instance, all companies have interdependencies — customer service is dependent on sales, which is dependent on marketing, which is dependent on product development, and so on.



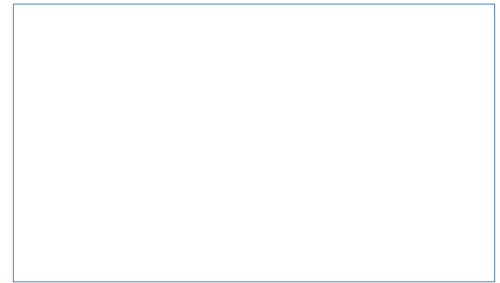
Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



Develop These Five Skills To Develop others: Forbes Study

4. External Perspective

This final skill is one that you won't see suggested often. To have an external perspective means to have a wide range of knowledge. Many individuals rely on being an expert in their field as a way to be promoted to leadership, but a true company leader understands more than just their role or even their company. They are conversant in their industry — its competitors, its challenges, new breakthroughs in the pipeline — as well as other industries and external factors.



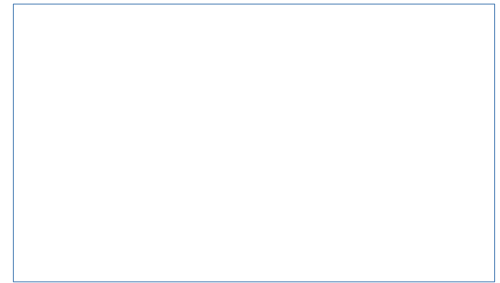
Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



Develop These Five Skills To Develop others: Forbes Study

5. Communication

The ability to communicate cannot be overstated. A business leader must be able to communicate his or her ideas to company employees so they buy into those ideas and execute them. As an up-and-coming leader, communication is the one skill that you can utilize daily to impress others. A confident verbal communicator will contribute during meetings without waiting to be called on and can lead discussions with others — even if they are not the ones managing the meeting.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



Six Cs for Guiding Behavior

1. Coaching

- Recognize gain
- Focused on improvement
- Instructive
- Balance of reason and emotion
- Informal and frequent

2. Clear Goals and Process

Linked to common context

Understood

Specific/written

Shared/of interest to us both

Systematic and universal

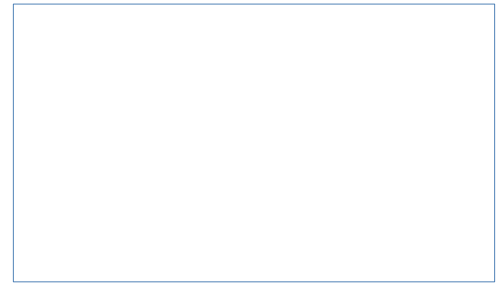


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Six Cs for Guiding Behavior

3. Confrontation

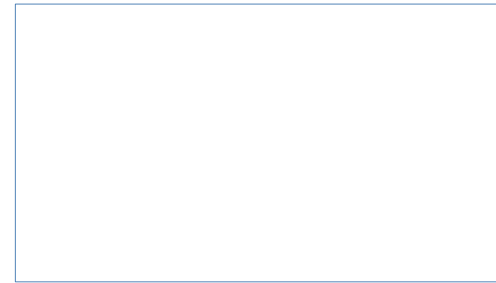
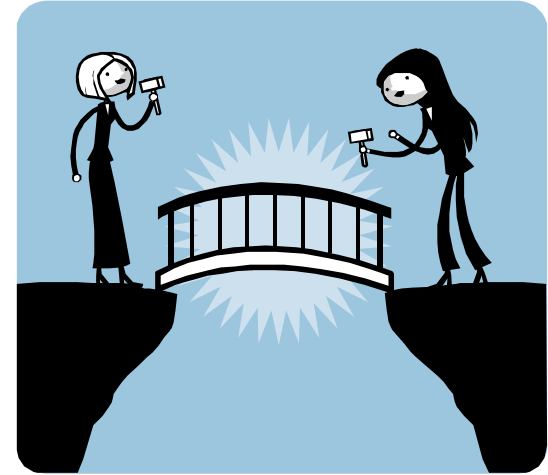
On a specific goal, commitment or behavior
Real data on performance or behavior and its impact on you or others
No speculation on your part as to motivation.

4. Capability

Skills in place

Attitudes aligned

Willing to make the effort



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Six Cs for Guiding Behavior

5. Consequences

Rewards

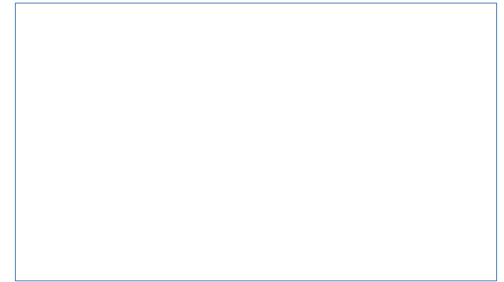
Sanctions

Consistency



6. Common Context

- Similar view of the end game/success
- Shared values, culture, expectations
- Comprehensive
- Both give and receive feedback



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The 4 Vital Keys To Developing Others

1. **Leader's Skill At Performance Management.** Employees were much more likely to feel positive about their individual growth and development if their manager had done a good job of reviewing and discussing their individual performance, provided them regular feedback and giving the employees stretch assignments.
 - The most effective managers take the time to regularly review performance, discuss development plans and challenge team members to accomplish stretch goals.

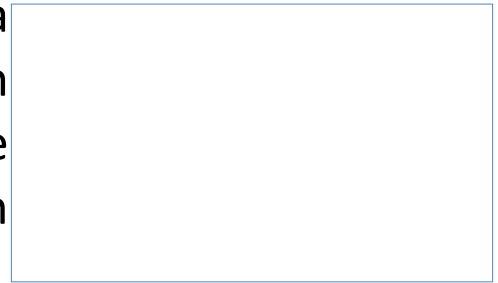


Source: <https://www.forbes.com/sites/joefolkman/2016/11/10/the-4-vital-keys-to-developing-others/?sh=24305565fa30/>



The 4 Vital Keys To Developing Others

2. **Involvement Of Team Members.** When team members are involved in decisions about their development, assist in solving problems and provide input into organizational issues, they felt better about their opportunities for growth and development.
- Manager who tell employees what to do, when to do it and where to develop think that they are developing others but in reality they are throwing darts blind folded. Team members appreciate development when they have input and involvement.
 - When development opportunities match up with a person's passion, they are energized. Even when employees get difficult assignments, when they are involved in the decision, there is a huge increase in performance.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



The 4 Vital Keys To Developing Others

3. **Recognition.** Many people believe they don't really need recognition, but every person appreciates being recognized for their hard work, initiative or effort. When leaders are more effective at recognition, their employees feel more positive about their development. Development without recognition is like home work that never gets graded or reviewed. It requires a great deal of effort, but nobody seems to care.



Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



The 4 Vital Keys To Developing Others

- 4. Job Fits The Person.** Have you ever been in a job that was hard and where it was very difficult for you to succeed? Have you ever been in a job that just fit like a glove and success came easily? The reality is some people are going to be much better at some jobs than others and finding a job that fits a person's ability not only helps that person but the organization also wins. The best managers help their team members discover their genius.

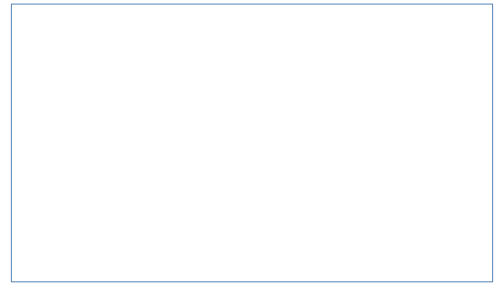


Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



Case Study: Andy's Recipe

Andy Garafallo owns an Italian restaurant that sits in the middle of a cornfield near a large Midwestern city. On the restaurant's far wall is an elaborate mural of the canals of Venice. A gondola hangs on the opposite wall, up by the ceiling. Along another wall is a row of real potted lemon trees. "My ancestors are from Sicily," says Andy. "In fact, I can remember seeing my grandfather take a bite out of a lemon, just like the ones hanging on those trees." Andy is very confident about his approach to this restaurant, and he should be, because the restaurant is celebrating its 25th anniversary. "I'm darned sure of what I want to do. I'm not trying different fads to get people to come here. People come here because they know they will get great food. They also want to support someone with whom they can connect. This is my approach. Nothing more, nothing less." Although other restaurants have folded, Andy seems to have found a recipe for success. Since opening his restaurant, Andy has had a number of managers.



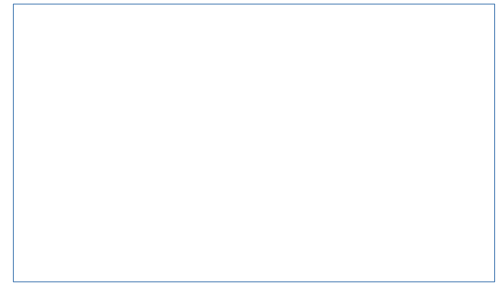
Source: <https://cmoe.com/blog/leaders-responsible-developing-others/>



Case Study: Andy's Recipe

Currently, he has three: Kelly, Danielle, and Patrick. Kelly is a kitchen (food prep) manager who is known as very honest and dependable. She loves her work, and is efficient, good with ordering, and good with preparation. Andy really likes Kelly but is frustrated with her because she has such difficulty getting along with the salespeople, delivery people, and waitstaff. Danielle, who works out front in the restaurant, has been with Andy the longest, 6 years. Danielle likes working at Garafallo's—she lives and breathes the place. She fully buys into Andy's approach of putting customers first. In fact, Andy says she has a knack for knowing what customers need even before they ask. Although she is very hospitable, Andy says she is lousy with numbers. She just doesn't seem to catch on to that side of the business.

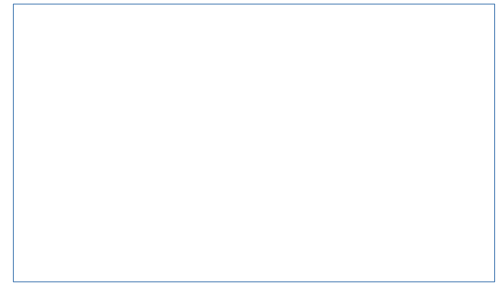
Patrick, who has been with Andy for 4 years, usually works out front but can work in the kitchen as well. Although Patrick has a strong work ethic and is great with numbers, he is weak on the people side. For some reason, Patrick treats customers as if they are faceless, coming across as very unemotional.



Case Study: Andy's Recipe

In addition, Patrick tends to approach problems with an either-or perspective. This has gotten him into trouble on more than one occasion. Andy wishes that Patrick would learn to lighten up. “He’s a good manager, but he needs to recognize that some things just aren’t that important,” says Andy. Andy’s approach to his managers is that of a teacher and coach. He is always trying to help them improve. He sees part of his responsibility as teaching them every aspect of the restaurant business. Andy’s stated goal is that he wants his managers to be “A” players when they leave his business to take on jobs elsewhere. Helping people to become the best they can be is Andy’s goal for his restaurant employees. Although Andy works 12 hours a day, he spends little time analyzing the numbers.

He does not think about ways to improve his profit margin by cutting corners, raising an item price here, or cutting quality there. Andy says, “It’s like this: The other night I got a call from someone who said they wanted to come in with a group and wondered if they could bring along a cake. I said ‘yes’ with one stipulation. . . .

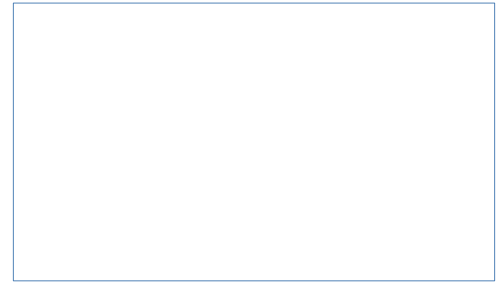


Case Study: Andy's Recipe

I get a piece! Well the people came and spent a lot of money. Then they told me that they had actually wanted to go to another restaurant but the other place would not allow them to bring in their own cake.” Andy believes very strongly in his approach. “You get business by being what you should be.” Compared with other restaurants, his restaurant is doing quite well. Although many places are happy to net 5%–7% profit, Andy’s Italian restaurant nets 30% profit, year in and year out.

Questions:

1. What accounts for Andy’s success in the restaurant business?
2. From a skills perspective, how would you describe the three managers, Kelly, Danielle, and Patrick? What does each of them need to do to improve his or her skills?



Research Paper

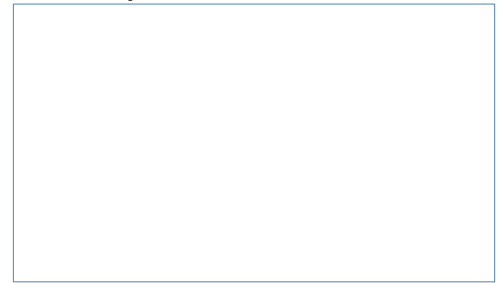


Journal of
Management
Development

Leading after the boom: developing future leaders from a future leader's perspective. Katie Lynn Akers

Purpose

This paper aims for an open discussion of new traits which are important to the success of future leaders. By understanding what is important to the new generations coming into leadership roles and how that differs from previous generations, a new set of leadership traits can be developed to help future leaders find success. The purpose of this paper is to challenge the current practices of leadership traits that are being developed and defined for making successful leaders.



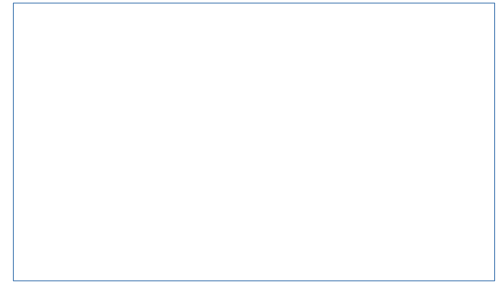
Research Paper

Design/methodology/approach

This paper was designed to raise questions regarding what traits are being developed in current leaders to make them successful and provide two suggestions for new traits to be developed in future leaders. The bulk of the research was from books that analyzed leadership characteristics and the generational needs of the previous and current generations. The information was accompanied with personal experience working as and with the new generation of potential leaders.

Findings

This paper initiates the need for a discussion on why it is important to start discussing the development of the future generation of leaders. It suggests that the traits of curiosity and belief will be beneficial to the success and fulfillment of future leaders.



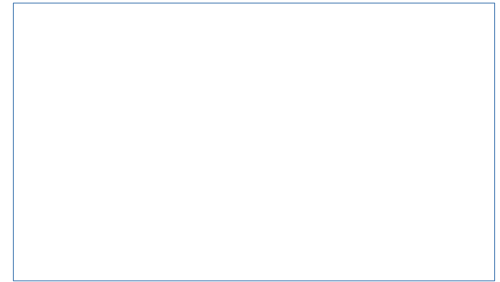
Research Paper

Research limitations/implications

Because of the newness of this concept in regards to curiosity and belief being leadership traits, the research comes from theories and a real life, relevant understanding of leadership development. Therefore, it is encouraged to continue to build upon the thoughts and ideas presented in the paper.

Practical implications

This paper includes implications that there is a need for leadership development and that through the development of future leader traits, based on what they want from the workforce, will help to make them successful and sustainable future leaders.



Book Recommendation

Remarkable Leadership: Unleashing Your Leadership Potential One Skill at a Time

Authors: Kevin Eikenberry

Publisher: Jossey-Bass; 1st edition (31 August 2007)

Language: English

Paperback : 288 pages

ISBN-10 : 078799619X

ISBN-13 : 978-0787996192

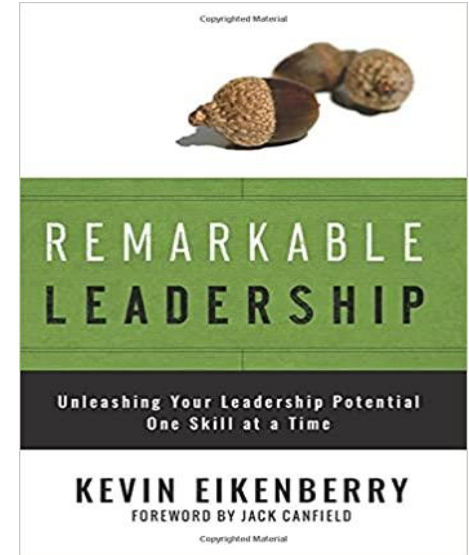


Image Source: https://images-na.ssl-images-amazon.com/images/I/41Sp3XpdZQS._SX346_BO1,204,203,200_.jpg

Book Recommendation

Remarkable Leadership is a practical handbook written for anyone who wants to hone the skills they need to become an outstanding leader. In this groundbreaking book, Kevin Eikenberry outlines a framework and a mechanism for both learning new things and applying current knowledge in a thoughtful and practical way.

Eikenberry provides a guide through the most important leadership competencies, offers a proven method for learning leadership skills, and shows approaches for applying these skills in today's multitasking and overloaded world of work. The book explores real-world concerns such as focus, limited time, incremental improvement, and how we learn.

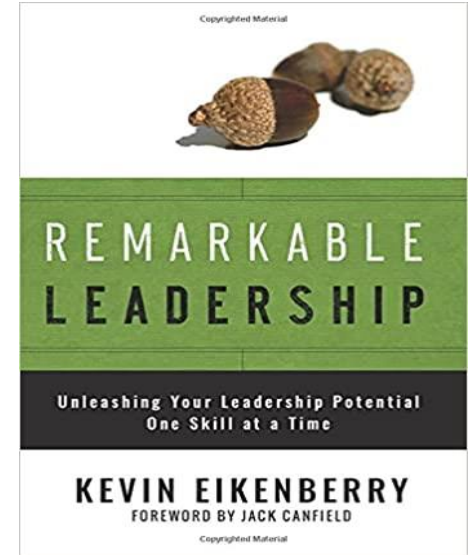


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Thank You

