

# Developing Your Direct Reports

## Development Coaching vs. Performance Management

Performance Management	Development Coaching
Focuses on correcting performance issues	Focuses on employee development
Looks at the past and present performance	Focuses on the future and long-term goals
Conducted annually, with frequent feedback throughout the year	Conducted quarterly, separate from performance management, with frequent feedback throughout year
Uses competencies to assess how performance is achieved	Uses strengths and skills to develop comprehensive development plan

### Strengths-Based Focus

- ✓ Leveraging strengths is more efficient and takes less effort than trying to change a weakness.
- ✓ Strengths-based work is stimulating, not tedious.
- ✓ Letting employees use their strengths to achieve outcomes gives them autonomy, contributing to job satisfaction.
- ✓ Don't make all high-performing employees identical in skill sets; a diversity of talents enhances the performance of the organization.

## Employee-Directed Development

- **Characteristics of Effective Development Goals:** compelling, attainable and consistent with organization's vision, values, or purpose
- **Employee-Defined Outcomes:** Encourage the employee to define development goals, take responsibility, and increase self-awareness.
- **Your Role:** Support employee's development efforts, actively look for development activities, and provide ongoing feedback.

## Using Assessments to Advance Goals

### Four-Step Process

1. Self-reflection: goal development
2. Employee and manager assessment of employee's strengths
3. Application of strengths to progress toward goals
4. Review and revise
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## The Development Discussion:

### Where Are You Now?

- Identify Strengths
- Apply Strengths
- Manage Weaknesses

### Where Do You Want to Be?

- Review Employee Self-Reflection
- Encourage "Blue-Sky Thinking"
- Shift to Realistic Perspective

### How Will You Get There?

- Expansion: increases employee's tasks or responsibilities within current position
- Lateral: Shifts to different position but not necessarily more responsibility
- Vertical: Moves up in position and responsibility

## Types of Training

### On-the-Job Training or Shadowing:

- Benefits: Develops skills for a particular position
- Create a Plan: Assign a "coach," identify subject to be covered, choose completion date and how training will be evaluated.
- Carry it Out: briefly explain, demonstrate how to perform the task, provide job aids and references.

### Job Rotation and Cross-Training

- Benefits: Creates project-focused, cross-functional teams that break down barriers among departments.
- Job Rotation: Employee is assigned to position for extended period and has sole responsibility for that position's results and outcomes.
- Cross-Training: Employee is "loaned out" to position on a short-term basis and is generally not solely responsible for position's results and outcomes.

## Components of an Individual Development Plan

Definition: a document that describes an employee's career objectives and the plans to achieve them.

### Components

- Overall career and short-term development goals
- Strengths needed to achieve goals
- Specific development activities and manager's role
- Measurable results and outcome

### Reviewing the IDP

- Are goals realistic based on assessments of capabilities and strengths?
- Are goals consistent with the organization's vision, values, and purpose?
- Do development activities support the goals? Are they reasonable given the employee's workload?

Stand alone or as part of a Coaching Engagement.