

# Developing Your Direct Reports

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PREVIEW



## Course Objectives

**Upon completion of this course, you'll be able to:**

- Recognize the difference between performance management and development coaching.
- Implement a strengths-based approach to development.
- Provide employees with the tools to assess their strengths and development needs.
- Conduct a positive development discussion.
- Identify a variety of paths to development.
- Create an effective individual development plan.

# Developing Your Direct Reports

## Module One: Understanding Development

## Introduction

You're a busy manager. You may be wondering why you can't just save time and talk about an employee's career goals when you're conducting their annual performance review.

Developing your direct reports involves more than an annual performance appraisal. That is performance management. Performance management is critical to the success of the organization and should not be neglected. However, development coaching is important to the vitality of the employee and requires a separate focus.

“The task of the leader is to get his people from where they are to where they have not been.”

*Henry A. Kissinger*

## Development Coaching vs. Performance Coaching

This chart highlights some of the major differences between performance management and development coaching.

Performance Management	Development Coaching
Focuses on correcting performance issues and tying employee performance to business results.	Focuses on employee development.
Looks at past and present performance.	Focuses on future and long-term performance.
Is conducted annually, ideally with frequent feedback throughout the year.	Is conducted quarterly, separately from performance appraisal, with frequent feedback throughout the year.
Uses competencies to assess how performance is achieved.	Uses strengths and skills to develop a comprehensive development plan.

## Strengths-Based Focus

Traditional development often focuses on an employee's weaknesses and tries to improve them.

### Why focus on strengths?

- Recent studies have found that capitalizing on strengths leads to better performance and happier employees.
- Strengths-based work is stimulating and not tedious.
- Allowing employees to use their unique strengths provides the greatest autonomy, which contributes to job satisfaction.
- The diversity of strengths exhibited by employees will enhance the overall performance of the organization.



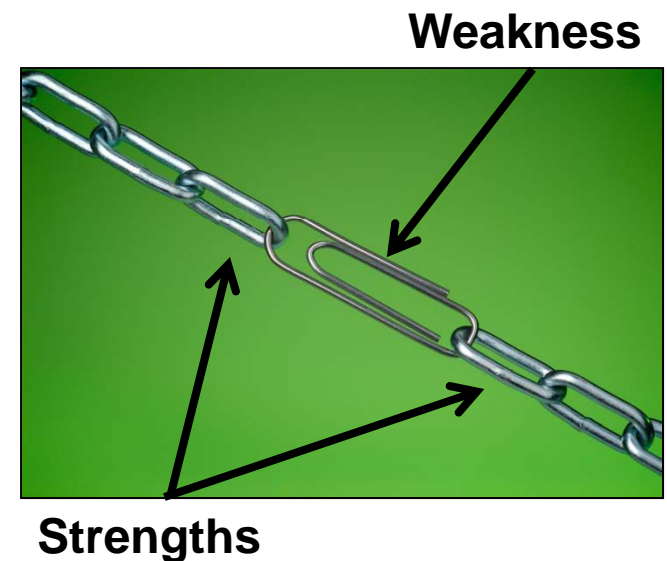
## Manage Weaknesses

“Strength is achieved by developing our strengths, not by eliminating our weaknesses.”

Marilyn vos Savant, American journalist

### New ways to think about weaknesses:

- Underperformers probably have strengths that don't match their current role, or they're not being allowed to use their talents. Finding their unique talents could make them a valuable contributor.
- You can use strengths to overcome weakness. For example, if time management is a weakness and influencing others is a strength, you could convince others to hold you accountable when you're late or risk missing a deadline.



## Employee-Directed Development

When employees take ownership of their development, they will be more successful in achieving their goals. They will take more responsibility, increase their self-awareness, and become more self-reliant.



### Characteristics of effective development goals:

- **Compelling:** The employee should feel passionate—or at least excited—about achieving the goal.
- **Attainable:** The goal should be challenging but not impossible.
- **Consistent with the organization's vision and values:** Any development goal the employee has should also serve or support the organization.



## Your Role in Employee Development

- Support and encourage the employee's self-directed development efforts.
- Actively look for and plan appropriate development activities.
- Provide ongoing feedback.



“I believe the real difference between success and failure in a corporation can be very often traced to the question of how well the organization brings out the great energies and talents of its people.”

Thomas J. Watson, Jr.,  
*A Business and Its Beliefs* (1963)

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