

Quick Guide: How To Develop Others

Developing others frequently ranks last on just about every [competency framework for team leaders and managers](#). Mainly because developing others take time to do. But one of the by-products is that you gain satisfaction and stature as a result of their success. So here are the **top ten tips** to help you develop others:

- 1. Start with an accurate picture** of the person's strengths and weaknesses. They can't grow if they don't have good information about themselves. And you can't help them develop without the same kind of clarity.
- 2. Get to know your team** and their capabilities at more than a surface level. Build in to your schedule regular one to one meetings with each person, to help you do this. (See also point 6, below).
- 3. Give ongoing feedback.** Performance improves if feedback is as close to an event as possible. That way the learning is still fresh and the details clear.
- 4. Get feedback from multiple sources:** from bosses, peers and direct reports. Always ask for feedback from people outside the person's direct chain or usual working team. There's a wealth of information available, so get and use it.
- 5. Give first-time tasks** that progressively stretch people and allow them out of their comfort zone. No one grows from doing more of the same thing.
- 6. Build a learner mentality:** encourage them to think of themselves as professional learners as well as doing the day job. Ask them what they're learning that's new or different, and what they have learned in one situation that they can now use in others.
- 7. Promote and reinforce learning** and development by using coaching, mentoring, classroom, online and other members of the team. These allow people to learn and grow in a specific area or topic.
- 8. Communicate** by spending time with your team member. You could help them to know what is possible and encourage them to find out more about other opportunities.
- 9. Provide opportunities for people** to have hands on experience, perhaps by assigning someone to a specific project or task which allows them to practise and work in an area for development.
- 10. Send your team to workshops,** conferences and in-house training that focuses on topics that allow them to reach their potential. Develop them to help you!

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