DEVELOPING OTHERS

Continuum of Leadership Behavior*

Directing........................Developing......................………Delegating
(Telling)   (Collaborating)   (Entrusting)

| Supervisor has most of the control | Supervisor and employee share control | Employee has most of the control |

Area of Control by Employee

GROW

Area of Control by Manager
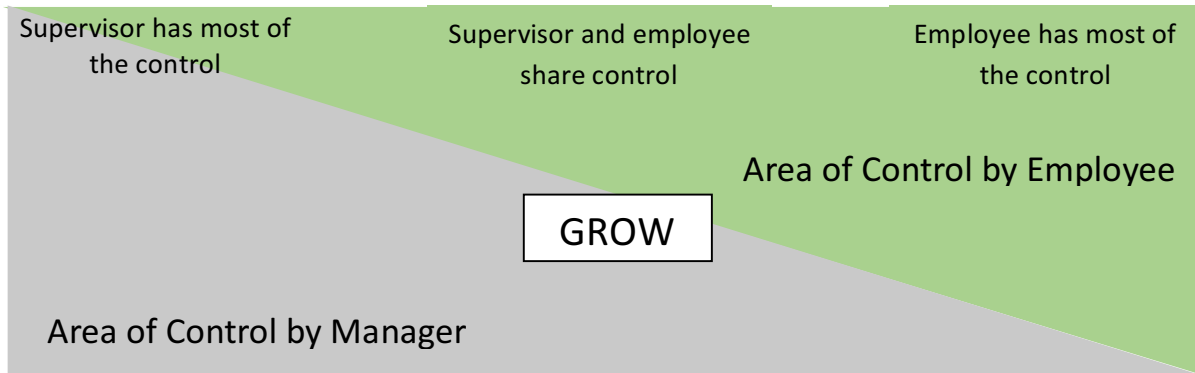
Areas of Control:
Authority for making decisions ◊ Responsibility for results ◊ Involvement in managing the work process

Directing (Telling)	Developing (Collaborating)	Delegating (Entrusting)
Supervisor has most of the control	*Supervisor and employee share the control*	*Employee has most of the control*
When to use/Best for: • Emergencies • Urgencies • With new employees • Disciplinary situations • Handling logistics • Calling attention to an issue or "mistake" • Controlling results	**When to use/Best for:** • Investing in, engaging, and growing employees • Fostering collaboration • Getting yourself out of tasks • Building leadership capacity (at any level) • Increasing problem solving capacity • When risks are manageable • Encouraging employees to identify their own issue or "mistake" • Building employee confidence to solve problems, lead others	**When to use/Best for:** • High performing employees • Situations/projects with clear boundaries • When you don't have an answer • Increasing productivity – you can focus on most valuable tasks and responsibilities, including strategic and long-terms items • Stretching direct reports; giving them the opportunity to learn and develop new skills • Leveraging an employee's strengths and minimizing your areas for development – employee may be better suited than you to complete the work

Developing Others by Asking Questions

Best Practices

A powerful question is one that causes us to think, uncover information and expertise, and expand possibilities. Asking powerful questions also builds engagement, and increases ownership.

When asking questions, consider the following:

Use open-ended questions.

Keep questions short and simple.

Don't worry about having the perfect question.

Avoid solution-oriented questions.
- Ex: Should you…? Could you…? Don't you…

Avoid leading questions.
- Ex: We have a really good option, and an alternate one. Which would you like to use?

Avoid "why" questions (Or, use them with care).
- Ex: Why did you do that?

Developing Others by Listening

Best Practices
Listening to employees provides you with invaluable information and is a gift to them. Listen for:
- Facts
- Thoughts and beliefs
- Assumptions
- Feelings and emotions

Skilled listeners listen for each, and respond appropriately.

When listening, consider the following:
- Be fully present - eliminate potential distractions
- Think about your body position and facial expressions
- Stop talking; be comfortable with silence; be patient
- Be curious about what the person is saying
- Pick up clues from other person's posture, facial expression, tone, intensity
- Withhold your reactions, opinions, concerns, ideas (as much as possible)
- Paraphrase what you hear – facts, beliefs, assumptions, feelings
- Briefly state what you understand is being said; ask for reaction

Developing Others Using GROW

GROW Questions

Exploring Goals:

- What is your initial goal and what issues are relevant here?
- What is the situation/context?
- What do you want to get out of our conversation?
- What would you rather have than what you have now, regarding the issue or challenge?
- What is your long term goal? (Drill down to *S.M.A.R.T.* Goal: *Specific, Measurable, Actionable, Realistic, and Timely.*)
- How could you rephrase the goal so it depends only on what you can do and not on what others should do?
- Okay….so your goal(s) is…. Is that right?

Exploring current Reality and Root Causes of the Situation:

- What is the present situation in more detail and why is it a problem?
- Who is affected by this? How great is your concern about it? About them?
- What have you tried so far? Results? What has stopped you from doing more?
- What personal obstacles/internal resistance keeps you from taking action?
- What resources do you have or need? (Skill, time, enthusiasm, support, etc.?)
- What's the real issue here or the bottom line?
- Okay….so the reality/root causes are….and you've tried….with these results… Is that right?

Examining Options:

- What could you do now? What alternatives, large or small, complete or partial, can you think of?
- If you had unlimited resources and knew you couldn't fail, what would you try?
- What have you seen others do that might work for you? How could they help you?
- What are the advantages and disadvantages of each of these ideas?

- Which would give the best result/most leverage?
- Which appeals to you most/feels best/gives you most satisfaction? Which best meets your goal(s) and objectives?
- Would you like a suggestion from me?
- Okay….so the options you have are….and you think the best one(s) is…. Is that right?

Implementing the **Way Forward** and **Looking Ahead:**

- When are you going to start….and finish each action step?
- What might get in the way? Personal resistance? How to eliminate?
- Who needs to know what your plans are?
- What support do you need and from whom? How will you get this?
- What can I do to support you? (as appropriate)
- How will you measure success?
- On a 1 – 10 scale, how committed are you? What would increase that number?
- Okay….so your action plan is….and you'll do…..by ….. and I'll do….. Is that right?