

Department of Energy – Competency Dictionary - Developing Others

Executive Competency Developing Others - Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

5-Expert 4-Advanced 3-Intermediate 2-Basic 1-Awareness

5	· Designs and implements opportunities for career development in anticipation of agency restructuring, including mentoring staff and providing training
5	· Directs working group to design training programs focused on skills necessary for meeting strategic goals
5	· Designs, implements, and communicates leadership development opportunities for staff at all levels in the organization
4	· Recommends details and developmental assignments to staff based on career interests and work unit needs
4	· Recognizes staff potential and guides employees in developing skills by recommending appropriate training and sources of information
4	· Works with staff to develop individual development plans addressing employee needs and meeting organizational goals
3	· Assesses staff and provides timely and consistent feedback regarding technical proficiency and effectiveness
3	· Provides constructive feedback, guidance, and reinforcement to employees regarding job performance
3	· Works with staff to identify work goals and create individual development plans
3	· Evaluates training programs to ensure content meets staff needs
2	· Encourages employees to participate in mentoring programs and other learning opportunities
2	· Pairs new staff with seasoned employees to facilitate understanding of the position and organization
2	· Provides orientation to new employees
1	· Provides developmental feedback to staff on job performance
1	· Involves staff in developing project goals and timelines

Related Competency Continual Learning

Universal Competency Continual Learning - Assesses and recognizes own strengths and weaknesses; pursues self-development.

5-Expert 4-Advanced 3-Intermediate 2-Basic 1-Awareness

5	· Engages in systematic, self-directed training and development activities aligned with the strategic needs of the agency
5	· Applies what is learned in training to produce a major positive impact for the agency
4	· Completes leadership development program including training, coaching, and mentoring opportunities and applies key learnings
4	· Arranges and completes rotational assignment meeting own developmental goals and aligning with organizational strategies
3	· Completes human capital training required for managers and applies key learnings

3	· Recognizes areas needing improvement and takes training to increase skills
2	· Solicits periodic feedback to continually improve quality of own work
2	· Visits other work sites to gain understanding of staff functions and daily tasks
1	· Attends professional conferences to maintain technical knowledge
1	- Recognizes opportunities for self-development

For a different perspective - Workitect's Competency Dictionary DEVELOPING OTHERS

Definition: Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

- a) Provides helpful, behaviorally specific feedback to others
- b) Shares information, advice and suggestions to help others to be more successful; provides effective coaching
- c) Gives people assignments that will help develop their abilities
- d) Regularly meets with employees to review their development progress
- e) Recognizes and reinforces people's developmental efforts and improvements
- f) Expresses confidence in others' ability to be successful

IMPORTANCE OF THIS COMPETENCY

Developing others helps an organization to get the most from its human resources. Employees with multiple skills can do more things and are more valuable to the organization. By developing others, an organization also cultivates people who can provide leadership. Many of the changes organizations are trying to implement (e.g., empowerment, self-directed work teams) require developing employee skills. This competency is also important because, in developing its employees, an organization demonstrates its commitment, thereby enhancing motivation and productivity.

GENERAL CONSIDERATIONS IN DEVELOPING THIS COMPETENCY

One of the challenges in developing this competency is giving it regular attention, often in the face of more pressing day-to-day problems. Managers who are strong at this competency make time for it; they schedule development planning meetings with employees at least quarterly. They look for opportunities that will develop their subordinates. To develop this competency, you will also need to develop skill at coaching. Many books and courses are available on this topic.

PRACTICING THIS COMPETENCY

- Schedule regular development planning sessions with each employee.
- Review your organization's performance management system to see how you can implement Developing Others within that system.
- Ensure that each employee has an updated personal development plan.
- Look for opportunities to assign your people to teams and projects that will develop their skills.
- Involve your employees in planning and decision making, to develop their skills in these areas.
- Plan and implement training for your staff.
- Recognize and praise behavior related to self-development.

Workitect's Competency Dictionary

OBTAINING FEEDBACK

Periodically ask each of your employees for feedback on how you are implementing development planning and performance management. Ask for their ideas on how you can improve the process.

LEARNING FROM EXPERTS

Interview someone who has a successful track record of developing staff. Ask what this person does, what has worked effectively and less effectively. Keep a list of ideas that you can apply with your own people.

COACHING SUGGESTIONS FOR MANAGERS

If you are coaching someone who is trying to develop this competency, you can:

Model the process of Developing Others in your own behavior with this person.

Hold a session with this person to review what he/she has been doing to develop people.

Recognize and praise behavior related to Developing Others.

SAMPLE DEVELOPMENT GOALS

By December 12, I will meet with each of my direct reports and begin the process of development planning.

By January 12, each of my direct reports will have a personal development plan.

By March 5, I will read Performance Planning and Appraisal, by King, and develop a list of ideas to apply when coaching employees.

BOOKS

Coaching and Mentoring: How to Develop Top Talent and Achieve Stronger Performance, by Harvard Business School Press. Boston, MA: Harvard Business School Press, 2004.

Coaching Manager: Developing Top Talent in Business, by James Hunt. Thousand Oaks, CA: Sage Publications, Inc., 2005.

Developing and Training Human Resources in Organizations, by Kenneth N. Wexley & Gary P. Latham. Upper Saddle River, NJ: Prentice Hall College Div., 2002.

Developing Executive Skills: Managing Yourself, Others and Organizations, by John R. Hook. Weybridge, VT: Velocity Business Publishing, 2001.

Developing Supervisors and Team Leaders, by Donald L. Kirkpatrick. Woburn, MA: Butterworth Heinemann, 2006.

Managing for Excellence: The Guide to Developing High Performance in Contemporary Organizations, by David Bradford and Allan Cohen. Hoboken, NJ: John Wiley & Sons, Inc., 2001.

The Coaching Organization: A Strategy for Developing Leaders, by James M. Hunt and Joseph R. Weintraub,

Thousand Oaks, CA: Sage Publications, 2007.

The Performance Challenge: Developing Management Systems to Make Employees Your Organization's Greatest Asset, by Jerry W. Gilley, Nathaniel W. Boughton & Ann Maycunich. Cambridge, MA: Perseus Publishing, 2000.

Winning the Talent War: A Strategic Approach to Attracting, Developing, and Retaining the Best People, by Charles Woodruffe, John Wiley & Sons, 1999.

SELF STUDY COURSES

Managing Performance and Developing Competencies video program. Workitect, Inc. Tel. 800 870-9490.
www.workitect.com/manage_performance_video.php

EXTERNAL COURSES

Coaching and Counseling for Outstanding Job Performance. Three days. American Management Association. Tel. 877 566-9441. www.amanet.org/seminars/seminar.cfm?basesemno=2246

Coaching for Development. Three days. Center for Creative Leadership. Tel. 336 545-2810.
www.ccl.org/leadership/programs/CFDOverview.aspx?pageld=790

Enhancing Employee Value. One day. Workitect, Inc. Tel. 800 870-9490.
www.workitect.com/personal_development.php

FOCUS Coaching. Two days. Workitect, Inc. Tel. 800 870-9490.
www.workitect.com/leadership.development.php

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