Team Development

Personal Development

WHAT IS IT

This Guide explains how a Leader can improve overall team performance and subsequent impact on results. All Leaders are accountable for results achieved by their team and these results can be enhanced by the Leader taking accountability for influencing the development of their team members regardless of whether they operate within a line or matrix structure.

This Guide will specifically: -

1. **Encourage you to develop an effective learning environment**
2. **Explain how to maintain win-win learning partnerships within your team**

WHY USE IT

As a Leader you may have some of the organisation's top talent working within your team who will undoubtedly seek personal development and career advancement. There is always a risk you could lose some of this talent base if individuals feel their career goals are not being satisfied or are being frustrated. This Guide will help you effectively manage these challenges.

BEST PRACTICE GUIDELINES

HOW TO USE IT

The Guide has been designed to make the best use of your time with information presented in a concise format.

1. Create a Learning Environment

To date, you may or may not have had the benefit of working for a Leader who did actually create an environment in which continuous learning was encouraged, recognised and rewarded. If you have and you have also experienced the opposite type of environment then you will already be aware of the acute difference between the two and the subsequent consequences for motivation and results.

So what will help create a learning environment? We recommend the following:-

- o   Application of certain behaviours
- o   Each of which have triggers
- o   Re-enforcement of behaviours

Detailed below are 5 recommended behaviours that will encourage the development of an effective learning environment:

1. Asking Questions
2. Suggesting ideas
3. Being transparent with how things are
4. Talking about learning
5. Taking risks and experimenting

You could easily add many more such as exploring opportunities, converting mistakes into learning, reflecting and reviewing, demonstrating ownership or personal development, admitting inadequacies and mistakes etc.

TRIGGERS

Possible triggers for each of the 5 behaviours:-.

Recommended Behaviours	Triggers
1. **Asking questions**	• Invite your team members to question you.
2. **Suggesting ideas**	• Seek ideas. Be receptive and open to ideas.
3. **Be transparent about the way things are**	• Be transparent yourself. "I will tell you how I see it and I would be pleased to hear how you see it".
4. **Talking about learning**	• Talk about the lessons you have learnt from your experiences.
5. **Taking risks / experimenting**	• Keep asking your team members how tasks can be done differently or better

REINFORCERS

Once the behaviour has been triggered you need to re-enforce that behaviour. Here are some suggested re-enforcers for these behaviours: -

Recommended Behaviours	Re-enforcers
1. **Asking questions.**	• Provide full answers wherever possible. If this is not possible always find out the answer preferably by a date which you have specified.
2. **Suggesting ideas**	• Support and build on ideas which come from your team. If you do not like an idea, explain why and solicit new ones
3. **Being open about the ways things are.**	• Congratulate your team on being honest. Do not in any way become defensive or annoyed.
4. **Talking about learning.**	• Make a note about what your team

	members say and find an opportunity to refer to it.
5. **Taking risks / experimenting**	• Give your team positive strokes if they have tackled tasks in a different or better way and explain the benefits of taking risks. If something did not work, take a positive attitude and explain that if the activity was not tried, then you would never have found out what works and what doesn't. Encourage your team members by asking them what they are going to try next.

As a Leader, you should always encourage your team towards the benefits of continuous learning. When the above recommended behaviours have become daily practice, you should identify other behaviours which can further enhance your team's performance. Similarly, you should generate new re-inforcers to complement existing behaviours if the ones you utilise become overused or taken for granted.

2. Maintain Win-Win Partnerships and Payback

Leaders should be encouraged to take ownership of their own personal development, individuals and leaders should also be encouraged to develop a learning partnership.

The partnership may extend to other parties such as learning buddies, coaches, mentors, colleagues, programme facilitators etc but the relationship between an individual and their manager (both matrix and line) is critical for future success.

The stronger the relationship the greater the impact on performance and results.

Leader Accountabilities	Actions for Win-Win Partnerships
Nurture a learning environment	• **Communicate** - discuss with individual team members 'how' and 'why' and 'where' they each learn best. • **Make learning part of the job** - encourage all members of your team towards continuous learning by actively recognising significant daily experiences as opportunities for learning. 'Diet not injections'. • **Share learning experiences** - incorporate into team meetings an agenda item to focus on "what have you learnt from individual experiences this week?" If everyone shares their individual experiences then everyone is able to gain additional learning from hearing about others' experiences. • **Lead by example** – perception is all important so practice what you preach by actively demonstrating your accountability for your own personal development, coaching individuals at all suitable opportunities and actively sharing your own learning experiences.
Support 'formal' learning processes	• **PDP** – encourage team members to create 'smart' development objectives and to keep these up to date and discuss the implementation and evaluation of these plans throughout the year. • **Coaching** – if coaching is an integral part of your daily activities then you are using one of the most effective methods to maintain a learning environment and building capability. • **Pre and Post Course Discussions** – take a few minutes with individuals prior to them attending training workshops to double check their objectives and which areas of job performance these should impact. Similarly take time after course attendance to discuss their confidence in actually delivering the agreed objective and what, if any, additional help they may need.
Recognise and Reward Payback	• **Success leads to more success** – well implemented development plans will in most cases achieve the desired results. Recognize, celebrate and reward individual and team payback from learning and the impact on results on an appropriate basis.

TOP TIPS

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TOP TIPS
- Take accountability for developing your team – you're empowered.
- Experiment with the behaviours recommended to create and nurture an effective learning environment within your team and utilise the ones you personally find the most effective.
- Strive to cultivate effective learning and development partnerships with each member of your team by fulfilling the leadership accountabilities of this partnership.

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NEXT STEPS

We trust that this Success Guide will assist your personal development and help build your capability and performance

You may find some of our other Success Guides of value for your Personal or Career Development. For your convenience we list these below and you can access the index for these via the link below:-

Related Success Guides
CLICK HERE to return to the Index for our Success Guides series and to access those of your choice.

Personal Development

- ➢ Benchmarking
- ➢ Coaching
- ➢ Job Assignment
- ➢ Job Shadowing
- ➢ Learning Buddy
- ➢ Mentoring
- ➢ Off the Job Development
- ➢ Personal Development
- ➢ Personal Development Plan
- ➢ Secondment
- ➢ Training Programme
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Author & Profile

Written by Stephen A Isherwood