



PEACEMAKERS & PROVOCATEURS DEVELOPMENT GUIDE



Peacemakers

Engender Trust

- Be transparent. Pass on accurate and complete information to your colleagues. Transparency builds trust.
- Consistently deliver on commitments. Record and carefully track the commitments you make to others and make sure you deliver. Often, with no harmful intentions, people forget the commitments they make.
- Own your mistakes. Accept personal responsibility when you make a mistake. People trust those who own their mistakes.
- Pass on credit. Never accept credit for the good work of a direct report. Pass on praise and add your own appreciation and praise for the good work.

Inspire and Motivate Others

- Support team goals. Support team goals by adopting a difficult goal for yourself that supports the team goals.
- Keep focused on the goal. Remind yourself and others of the team goals and the payoff the team will receive. Enlist their help in keeping priorities top of mind. Your focus will be inspiring to others.
- Convey your passion. Frequently convey your personal passion and commitment for the work you are doing. Your emotions are extremely contagious.
- Set a goal as a team. Involve your direct reports in identifying and adopting a difficult goal. Nothing inspires organizations more than pursuing and accomplishing a challenging goal.

Develop Others

- Support the development plans of others. If they enlist your help, ask how you can be of most help in supporting their goals. Follow through on your commitments.
- Encourage the career aspirations of others. Find ways to stay current with the training or job opportunities within the organization. Share your findings with your colleagues.
- Reinforce development activities. Provide cover for team members involved in development activities. One way is to offer to help cover their job function while they are away.
- Ensure development plans are in place. Make sure every direct report has a personal development plan. Schedule periodic reviews to appraise progress and offer support as needed.
- Understand career aspirations. Stay in touch with the evolving career aspirations and development concerns of your direct reports. Have regular one-on-one conversations about their career progress.
- Provide development opportunities. Find opportunities for appropriate programs that will develop important skills in your direct reports.

Communicate Powerfully

- Make important discussions memorable. Use stories, examples, illustrations, or parables to illustrate important points. The stories will be remembered when the abstractions are long forgotten.
- Put yourself in the other person's shoes. When you are communicating an important message, begin by asking yourself, "What would I want to know?" and "What would be my biggest concerns?" Then, be sure to speak to those issues.
- Organize for clarity. Create a simple structure for important communications that positions your message in a logical way. Explain the problem, issue, or complication; discuss alternative courses of action; and then conclude with your recommendation and the reasons for it.

Practice Self-Development

- Seek challenging assignments. Look for assignments where you need to learn new skills, where your current skills are stretched to their maximum, and where you have the opportunity to make mistakes.
- Seek feedback. Ask for and be receptive to feedback from others, not just your formal manager. Colleagues often need an invitation from you before they will offer their observations.
- Work your development plan. Make sure you have a current development plan. Involve your manager in your development goals to ensure that you have the support you need to be successful. Record your goals and timelines into your time management system to keep them top of mind.



Provocateurs

Establish Stretch Goals

- Set an ambitious goal for yourself that supports team objectives. Share your ambitious goal with your manager and colleagues and gain their support in helping you hit your target.
- Challenge yourself to set a goal to reduce the time it takes to complete a task. Take measures to implement a process to track and report your progress.
- Follow through on your assignments. Keep track of deadlines and deliverables to ensure that your commitments are met.
- Invite each of your direct reports to propose two game-changing goals he or she would like to see the group pursue. Involve them when selecting the new ambitious goal.
- Challenge your group to set an ambitious goal to reduce a typical timeline by a significant margin. Take measures to implement a process to track and report progress.
- Take steps to ensure that direct reports follow through on their assignments. Too often ambitious goals are established, but not completed. This impacts morale and minimizes the importance of future ambitious goals.

Champion Change

- Initiate change. Regularly evaluate current processes, procedures and technology. Enlist the help of others. Exchange ideas for change and share your best thinking with stakeholders.
- Focus on the rewards. When faced with change, identify the benefits that will result for you and your team. This will help you be energized and excited to take on the challenges.
- Link change to team objectives. Look for how the change will impact team goals. Help others make this connection as well.

- Link change to the larger strategy. Help direct reports see how the change connects to the bigger picture. When a change initiative is not clear, motivation wanes and the change is perceived to be of little importance.

Develop Strategic Perspective

- Be current. Keep current and conversant on news and events that affect the organization and talk to others, both inside and outside the company, about important external developments.
- Teach others. Take new employees on a tour of the company and introduce them to different parts of the organization. As part of the tour, explain how the organization functions to meet its strategic goals.
- Become a student of strategy. Seek out and listen to relevant podcasts, webcasts, books, and articles that will help you understand strategic planning and thinking.
- Be the informant. Inform your organization and direct reports about things happening with customers, competitors, and suppliers around the world. Share your perspective on how the organization might respond to the external environment.

Focus on Priorities

- Clarify the future. Have a clear vision of what the future of the organization will be and what priorities are most important. Ask others to share their future vision and priorities so there is agreement.
- Take the long view. Consider the priorities that are most important now and will be essential in the future.
- Focus outside. Look beyond your work group or team to identify unifying priorities that will help to make the organization successful.
- Understand the vision and strategy. In order to focus, groups need to know what activities absolutely critical and which ones can be delayed or put off completely. Helping others understand the organization's vision and objectives clarifies priorities.
- Link plans with key priorities. Plans need to have a compelling and clear context to produce optimal results. Make sure that plans reinforce and build on existing priorities.

Take Initiative

- Accelerate your personal effort. Challenge yourself to put extra effort into your work. Consider ideas that will help you operate at a higher level, increasing your output or producing higher quality results.
- Go far beyond the expected. Identify an unmet opportunity and volunteer to take it on. Create a plan and keep others updated on your progress.
- Start something new. Find a new process or task that could be developed if you were to take the lead. Develop a plan for how you might take on the challenge. Present your plan to stakeholders.

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DEVELOPMENT PLAN

Area Selected for development:

Peace Maker

Provocateur

Companion behavior(s) selected:

Brainstorming Ideas for Improvement

Development Goals

Specific actions I will do to improve

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