



INSPIRES AND MOTIVATES OTHERS DEVELOPMENT GUIDE



Make the Emotional Connection

- Express appreciation to colleagues for the way they and their teams work with you. Let them know what that means not only to the organization, but to you personally.
- Value diversity of all kinds. Support people who are different and help them understand that their differences are of great value to your group and to the organization.
- Balance the need to get results with a concern for the needs of others. Let people know that they don't need to stay late to complete the project you asked for.



Establish Stretch Goals

- Personally take the initiative to act quickly when you see an opportunity. Getting others to act quickly on an opportunity will stress test your communication and persuasion skills.
- Follow through on your assignments and ensure that others follow through with their commitments. Too often assignments are made but no one follows up and ensures completion.



Clarify Vision and Direction

- Clarify and reinforce the link between the goal your team is trying to achieve and the broader business objectives of the organization. Make sure that everyone understands the impact they can have on the overall success of the organization.
- Help your team understand key information that is happening outside the organization with customers, competitors and other organizations around the world. Have them brainstorm how they will respond to an ever changing external environment.



Communicate Powerfully and Prolifically

- Use stories, examples, illustrations or parables to augment every major point you seek to make. The stories will be remembered when the abstractions are long forgotten.
- Begin by asking yourself, "What would I want to know or learn more about if I were sitting in the audience?" "What are their biggest concerns as it pertains to this matter?" Then be sure to speak to those issues.



Develop Others

- Work with each team member to create a personal development plan. Periodically review the progress that each team member is making on their personal development plan.
- Find ways to stay in touch with the career aspirations and concerns of individuals. Schedule regular coaching conversations regarding subordinate's career progress.
- Provide opportunities for appropriate courses and programs that will develop important skills in your subordinates.



Collaborate and Promote Teamwork

- Look for opportunities to share your knowledge and expertise with other groups.
- Develop and maintain effective working relationships with people outside your immediate work group. Initiate discussions with colleagues regarding ways your teams could work together more effectively. Having a positive relationship is critical in order for groups to collaborate.
- Be attentive to ways in which your team could take actions that would assist other groups.



Foster Innovation

- Innovations works best when you can answer the “so that” questions. “We want to find an innovative way to solve a problem ‘so that’ we will can do X more efficiently, which will in turn leverage and support our strategic objective.”
- Most innovative ideas challenge existing practices, processes and approaches. Be willing to ask hard questions that challenge the status quo.
- Assume you were a newcomer into your group. What products, processes and procedures would a newcomer see needing change? Identify the benefits that change will create.



Take Initiative

- Look for opportunities to go far beyond what is expected of you by seeing something that is falling in the crack between your team and another, and grabbing that problem and fixing it.
- Challenge yourself to push a little harder, try a little more, put in additional time and add extra effort into your work. What if your team were functioning at a much higher level? What would have to be different for that to occur? What step could you take to get it there? Choose one and create the plan for implementing it.



Champion Change

- Change does not appear spontaneously—something has to happen to initiate change. Ask your team for their ideas about what needs changing and how that can best happen.
- Focus on what things will be like when the change is implemented. Look for the rewards associated with changing.
- Have a perspective beyond the “day-to-day” work to take a longer-term, broader view of how change will leverage strategic objectives of the organization.



Act as a Role Model

- Keep track of commitments you make to others. Often people agree to do something with good intentions but forget their commitment.
- Work to improve the trust that others have in you. When there is a lack of trust others will make negative attributions about your integrity or honesty.
- Ask for feedback from others and act on that feedback.

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