

# Making a Development Difference –

Are You a Well-Meaning or Well-Performing Leader?

Leaders Who MEAN WELL	Leaders Who PERFORM WELL	HERE'S HOW
Grow people and talents exclusively to meet the <b>needs of the business</b> .	Grow people and talents to <b>meet individual needs, preferences and goals</b> while serving the business.	<b>Development today can't be an either/or choice.</b> It must be both/and – serving the employee and organization simultaneously. If an employee can't answer, 'what's in it for me?', they likely won't feel the motivation required for change and growth.
Develop others in their <b>likeness</b> .	Support others in discovering and pursuing their <b>unique career journeys/outcomes</b> .	<b>It's frequently a compliment when a leader projects themselves onto others and wants to guide them along a similar path.</b> And it's easy to assume that what worked well for us works for everyone. But given the diversity of today's workforce, rather than assume and enforce similarities, it's more effective to discover and work with individual wants, needs, and interests.
Conduct an <b>annual development conversation</b> - and that's all.	Incorporate development into every conversation <b>throughout the year</b> .	<b>A year is a very long time in business today, with changes happening daily – even hourly.</b> That's why rather than annual events, the theme of development should weave its way through the employee-leader relationship. Each 1:1 or casual interaction is an opportunity to even briefly explore development interests and how people are learning and growing.
Create and hold others accountable to a static, detailed, <b>annual development plan</b> .	Engage in agile, iterative <b>shorter-term development planning</b> with frequent check-ins.	<b>The era of one and done is over. Development must operate at the speed of business and with similar flexibility.</b> A more organic and iterative approach will accommodate changing interests and opportunities and keep growth efforts focused and relevant.
Demonstrate a bias for <b>action</b> and reward activity.	Demonstrate and reward a bias for <b>reflection</b> .	<b>Action without reflection can feel like a perpetual and repetitive hamster wheel.</b> If you want to transform experience into wisdom, you must ask (and answer) questions like 'what did you learn?', 'how will you use it?', 'what can you do with it?' and 'how are you different as a result?'.
Work with others to <b>avoid risk and failure</b> .	Encourage experimentation and <b>celebrate mistakes as learning accelerators</b> .	<b>Growth happens as a result of trying new things, pushing beyond the known, and stepping out of the comfort zone.</b> This, by definition, is risky. And yet it's risk and mistakes that offer the richest lessons – when leveraged for learning.
Leverage <b>extrinsic motivation</b> to inspire others.	Understand the value of <b>intrinsic motivation</b> and find ways to tap into it.	<b>It's easy to focus development on external things like the next promotion, position or move.</b> But since those are in short supply (and not desired by all), leaders should instead discover the internal motivations that can drive development.
Create <b>competition</b> among employees for limited roles and opportunities.	Facilitate <b>cooperation</b> among employees to build and address unique needs.	<b>Development is a team sport when approached with an abundant mentality.</b> When you personalize strategies for each individual, growth doesn't have to be a zero-sum game. And when team members are willing to support each other's learning, everyone stands to benefit.