



READING: LEADER DEVELOPMENT GUIDE

This reading presents ideas on how to develop or improve your leadership behaviors.

The developmental suggestions are organized according to four dimensions of effective leadership – **People & Place, Pathways, Problem-solving, and Positive Persuasion**. The reading provides developmental suggestions according to the 70-20-10 framework, which suggests that leader development occurs through a combination of work experiences (70%), feedback and relationships (20%), and formal training (10%).

The suggestions provided are not an exhaustive list of things to do, but a guide to help you think about different ways to grow and develop at work and in your professional life as a leader. This resource should be used when developing your Leader Development Plan on POLARIS, particularly by focusing on the 6PLeadership dimensions that you are targeting with your LDP goals.



Leader Development Guide

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ABOUT THIS DEVELOPMENTAL GUIDE



The information in this document provides ideas on how to develop or improve your leadership behaviors. We organized the developmental suggestions according to four dimensions of effective leadership – People & Place, Pathways, Problem-solving, and Positive Persuasion. We provided developmental suggestions according to the 70-20-10 framework.

70-20-10 Framework

The 70-20-10 framework provides a practical and comprehensive approach to development. According to this framework, leader development occurs through a combination of work experiences (70%), feedback and relationships (20%), and formal training (10%). In the following pages, we provide suggestions for leader development organized around these strategies. These suggestions are not meant to be an exhaustive list of things to do, but a guide to help you think about different ways to grow and develop at work and in your professional life as a leader.

70%

Work Experiences
Learning on the job
Stretch Assignments
Cross-functional teams
Special projects
Community Involvement

20%

Feedback and Relationships
Performance and Career discussions
Networking
Mentoring
Coaching

10%

Training
Instructor led courses
eLearning
Certifications
Conferences

Leader Development Plan

We recommend that you utilize the developmental suggestions in this guide to help you formulate a written leader development plan. A leader development plan is a written road map of how you will develop as a leader. It should include information about your leadership strengths and weaknesses, goals and strategies, and resources and obstacles. Visit <http://www.leadlabs.org/free-online-tools/> to access an online form, which will guide you through the process of establishing an effective leader development plan.



People and Place describes the way leaders create a culture for their team through forming open and supportive relationships with individuals and by fostering a cohesive group identity marked by trust, commitment, and pride.

People and Place includes:

- **Individual Consideration:** Considerate leaders display personal concern and regard for others as people, not just as workers.
- **Positive Context:** Leaders who are great at setting positive contexts allow followers autonomy and responsibility for initiative, decisions, and action.
- **Relational Transparency:** Leaders who excel at relational transparency present their authentic self to others. They share information in an open, and honest manner and encourage others to do so as well.

LEARN FROM EXPERIENCE (70%)

Relate to others in an accepting, respectful manner to build positive, reciprocal relationships.

- Learn about people's unique qualities. Hold discussions with employees regarding their goals, major life events, and values. This understanding will help you take other's viewpoints and perspectives.
- Get to know your team. Find out five non-work related items about members of your team. Showing awareness and personal interest helps foster relationships and tailor work assignments to individual strengths and developmental needs.

Empower others toward achieving a set outcome.

- Establish a project goal and allow others the autonomy to decide the direction they take to achieve the goal. Provide guidance and support where needed. Keep in mind that providing autonomy and flexibility can increase task motivation and belief in ones' capabilities.
- Recognize individuals who have taken the initiative. Provide constructive praise and let them know that you appreciate their hard work.

Express yourself authentically in conversations.

- Be honest, direct, and sincere about your needs and goals as a member of the group. Authenticity will strengthen the quality of your conversations.
- Listen patiently to others without interrupting. Give encouragement to others.

LEARN FROM OTHERS (20%)

Show interest in others' personal and work lives to learn from their experiences.

- When engaged in conversation, allow others to talk without interruption. Active listening allows you to hear and learn from others' unique experiences.
- Show interest by asking 'curious' questions. Ask "Why?" "What are you learning?" and "What would you change." Asking questions allow you to derive deeper insight from their lives and helps you think things through in a more organized manner.

Do not distort facts with biases or agendas.

- Communicate the same message across all group to demonstrate consistency and transparency. Transparent communication is key to building trusting and successful relationships.
- Check your perception of situations with a colleague. They may have additional information or be able to point out details you missed. This strategy builds trust and transparency while giving you new perspectives.
- Address miscommunications face-to-face immediately. Addressing miscommunications head on will increase effectiveness and productivity and will also allow better rapport and trust-building.

Arrange individual, informal meetings with peers and colleagues.

- Scheduling informal meetings or casual group activities have the potential to put people at ease and allows them to freely and candidly express their viewpoint.
- Ask your peers and colleagues for comments on things you do that help the working relationship and for suggestions on how it may be improved. Be careful not to dominate the conversation while being honest, receptive and non-defensive. A balanced, open approach will exhibit your ability to accept and handle criticism or opposing ideas in a graceful and constructive manner.
- Use feedback to generate goals for improving your working relationships. Share your developmental goals with others. Once you have worked on your goals for some time, garner more feedback on them to make adjustments or improvements.

FORMAL LEARNING (10%)

Suggested Readings and Resources

- LeAD Labs workshops
- LeAD Labs one-on-one coaching sessions
- Complete free online course on Coursera by Richard Boyatzis entitled *Conversations that inspire: Coaching learning, leadership, and change*

- <https://www.coursera.org/learn/leadership-coaching>
- Read *Energize Your Workplace* by Jane E. Dutton
 - Includes suggestions which offer managers, executives, and professionals the resources to build high-quality connections in the workplace.
- Read *Absolute Honesty: Building a Corporate Culture That Values Straight Talk and Rewards Integrity* by Bob Phillips and Larry Johnson
 - Provides tools and strategies to establish a culture in which communication thrives and results speak for themselves.
- Read *Radical Collaboration: Five essential skills to overcome defensiveness and build successful relationships* by Ronald J. Luyet and James W. Tamm
 - A how-to-manual for those who want to create trusting, collaborative environments, and transform groups into motivated and empowered teams.
- Watch one of the following eight TED Talks to help build stronger relationships, Julian Treasure’s “How to speak so that people want to listen”
<http://time.com/4091541/relationship-advice-ted-talks/>
 - Talks about seven deadly sins of speaking, how to include vocal exercises and tips on how to speak more powerfully and empathetically.

Additional Key Word Searches for Other Learning Materials

- Communication
- Facilitation
- Rapport
- Empathy
- Trust



The Pathways dimension is all about execution. The key is creating structure – setting performance expectations, clarifying goals and roles, allocating resources, identifying obstacles and tracking progress.

Pathways include:

- **Clarifying Roles & Objectives:** Clarifying roles and objectives refer to setting clear expectations and responsibilities of team members.
- **Path-Goal Facilitation:** Path-goal facilitation lies in a leader's ability to make order out of chaos and to provide clear direction for reaching goals. Leaders who excel at path-goal facilitation accurately estimate the priority, length, and difficulty of tasks.
- **Initiation of Structure:** A leader strong on initiation of structure understands the value of structure and organization to achieve goals.

LEARN FROM EXPERIENCE (70%)

Create clear expectations and descriptions of tasks to ensure role clarity.

- Clearly articulate the purpose and desired outcome. The goal of the task, guidelines, the level of authority of each person and what constitutes success should be clear.
- Then, ask everyone in the group to restate their tasks in their words. In doing so, people will have a good understanding of their roles and responsibilities.

Determine priorities and delegate higher-priority tasks first.

- List your group's primary accountabilities ranked by importance. This acts as a constant reminder as to what tasks require more time, attention, and effort. Adjust your schedules according to these priorities and maintain a record of time spent on it. Analyze the results and re-evaluate to make sure the group is achieving their goals.
- Work together with others to break projects into manageable steps. If a project is overwhelming, break the process down into smaller steps. Make sure that each step is clear and measurable. Tracking progress gives a firm understanding as to whether team members have met established criteria.
- Assess if a task is something only you can do or if someone else can do it. If someone else can complete the task, then delegate it to facilitate employee growth. By doing so, you can give and set responsibilities for those that work with you.

Keep your goals realistic.

- Create S.M.A.R.T. goals and discuss them frequently with your peers and colleagues. Being transparent about your goals will solicit feedback on your progress. It will help you create a realistic action plan which will allow you to follow through.

- Keep an optimistic attitude, but be aware of unrealistic expectations. Although high standards can be a welcome challenge, if you demand perfection then you may fatigue your direct reports leaving them frustrated and discouraged.

LEARN FROM OTHERS (20%)

Develop thorough and organized plans to succeed and overcome challenges.

- Talk with a peer who is responsible for several projects and ask them about their planning process. Learn from others successes and failures. Leverage their ideas to create a system that works for you.
- Develop the roles needed for the project with your mentor. Outline descriptions, knowledge, skills, experience, and attributes needed to achieve the goals.
- Discuss your project plan with a mentor and ask them to help identify potential obstacles so you can identify alternative routes to success.

Be accessible to provide assistance and support.

- Give your colleagues and peers access to your calendar so they can arrange a time to meet with you. Posting available meeting times exhibits your willingness to direct them towards their goals.
- Be open to scheduling off-hour phone meetings when necessary. Having a flexible approach will benefit you and others in accomplishing tasks.
- Set up regular meetings to answer project questions and to get information that will keep you updated on their assignments and progress.

Establish a feedback cycle with your supervisor.

- Keep the line of communication open with your supervisor(s). Be clear about what is expected of you, and in return be clear about what you need from them in return. Clarify any questions about your role to help you avoid miscommunications and chaos at work.
- When working with a new supervisor, ask others who have previously worked for this individual for information. Speaking with others can accelerate the learning curve and help get tasks done more efficiently.
- Look through notes and documents left behind by the former occupant of your position. Often these notes may help outline the process used to accomplish important tasks; this may prove to be an excellent resource.

FORMAL LEARNING (10%)

Suggested Readings and Resources

- LeAD Labs workshops

- LeAD Labs one-on-one coaching sessions
- Read *Managers as Facilitators: A Practical Guide to Getting Work Done in a Changing Workplace* by Richard Weaver & John Farrell
 - Outlines tools for managing change and organizational boundaries to achieve the results
- Read *Results-based Leadership* from the Harvard Business Review by Dave Ulrich, Jack Zenger, and Norm Smallwood
 - Addresses how any leader can take charge of his or her leadership development to become a more effective, results-based leader
- Watch the *Ted Talk: Sweat the small stuff* by Roy Sutherland
 - Talks about how to solve big problems in simple ways
- Watch Steve Jobs speak about Organizational structure
<https://www.youtube.com/watch?v=xcTtQ0hiHbE>
 - Steve Jobs explains the importance of organizational structure and its impact at Apple

Additional Key Word Searches for Other Learning Materials

- Clarification
- Delegation
- Creating structure
- Goal-setting



Problem-Solving is about strategy and decision-making, including a leader's skill in critical thinking, innovation, and keeping a balanced perspective.

Problem-Solving includes:

- **Logical Reasoning:** Leaders high on logical reasoning tend to approach problems in a logical and clear manner. Their approach to solving problems is systematic and analytical.
- **Balanced Processing:** A leader strong on balanced processing is thoughtful, seeks out opposing views, and isn't afraid challenge their unquestioned assumptions.
- **Creativity:** Creative leaders come up with fresh, new ways to improve performance and achieve objectives.

LEARN FROM EXPERIENCE (70%)

Take the time to fully process every aspect of the problem to gain a full understanding.

- What do you suspect the potential root causes are for the problem? Use the 5 "Whys" tactic to think through the problem at hand.
- Think about what data and information you have that supports your thinking? Using different data points will help augment your reasoning.
- Think about who are the groups and individuals that will be impacted most by this issue. Knowing who is impacted can provide additional perspective on the issue.

Be open and receptive to other points of view during your problem-solving process.

- Confide in an individual you find to be particularly skilled in problem-solving to obtain an alternative point of view. This activity will help balance and challenge your 'routine' problem-solving processes.
- Before making a decision about solving an issue, create a list of "go" and "no-go."

Using creative thinking strategies can give you a fresh new approach to problem-solving.

- Think in opposites. Think about what the problem is not. This will help you approach the problem from multiple perspectives, giving you a more holistic view of the issue.
- List worst case scenarios for the outcome of the problem to help you find an alternative solution or identify where the system could potentially fail in the future.

LEARN FROM OTHERS (20%)

Avoid relying on a single solution that has worked in the past. Steer clear of biases and incorporate problem-solving tactics used by coworkers.

- Ask others for input. Meet with a manager, mentor, or colleague to discuss your problem. They can help you understand the problem further as well as give you input on how they would resolve the problem.
- Create a channel of communication for your peers and subordinates to provide feedback to you on your problem-solving approaches. Their feedback will be helpful for you when finding solutions to problems.

Network with an expert in an unrelated field to broaden your knowledge of problem-solving.

- Talking to seemingly irrelevant individuals can help you become more self-aware of what knowledge and principles are limiting you. Aim to move beyond your limits to broadening your skills and point of view.
- Try to find parallels with different industries to find creative and novel solutions, gain new perspectives to your problems.

FORMAL LEARNING (10%)

Suggested Readings and Resources

- LeAD Labs workshops
- LeAD Labs one-on-one coaching sessions
- Read *Six Thinking Hats* by Edward de Bono
- Discusses a tool, parallel thinking, that you can use for group discussion and individual thinking. It aids in planning thoughts and processes in an effective way.
- Read *Take the Road to Creativity and Get Off Your Dead End* by David Campbell
- Delves into the underlying dynamics of creativity and introduces seven blocks to what creativity can look like in organizations.
- Read *Basic Guidelines to Problem Solving and Decision Making* by C. McNamara
- These guidelines can help challenge your standard method of problem-solving processes and consider other perspectives of problem-solving.
- Watch Maurice Ashley: *Working Backwards to Solve Problems*
- Explains retrograde analysis as another style of problem-solving where you work backwards from the proposed “endgame” you want.

Additional Key Word Searches for Other Learning Materials

- Resolution
- Reasoning or Logical Reasoning
- Interpretive
- Inquisitive

Positive Persuasion is about connecting with people meaningful and motivating ways. This covers a wide range of behaviors, including writing clearly and convincingly, expressing emotions through body language, and using time-honored influence tactics.

Positive Persuasion includes:

- **Inspirational Appeal:** Leaders who excel at inspirational appeal are comfortable using a form of persuasion that emphasizes ideals and values.
- **Rational Approach:** Leaders with a rational approach to persuasion prefer using facts and logic to support their views.
- **Consultation:** Instead of going at it alone, leaders who score high on consultation get respected others on board to gain support for their initiatives.

LEARN FROM EXPERIENCE (70%)

Build mutual trust and understanding to foster buy-in authentically.

- Schedule 1:1's not only to discuss personal goals and current tasks but to get to know others on a personal level. Dyadic communication will help build mutual respect, which is important to influence others effectively.
- Use inclusive language and take responsibility to put the team first. Trust and understanding are essential for people to accept an idea or goal as worthwhile.
- Be transparent when sharing information; use relevant facts when sharing context and rationale for making decisions or when giving feedback. Sharing information will create a sense of clarity and better understanding.

Take initiative to know people you work with to better understand their perspectives and values.

- Before you aim to influence or inspire others positively, be authentic. Think of interactions you have had with them at work. Do your actions align with your values? Do their values align with your actions and values? Why or why not? Is an adjustment needed? This will help you be self-aware and aware of your colleagues.
- When communicating with others, actively listen and openly share information. It is important to tailor communication to what others care about. Modify your message accordingly.
- Keep individual differences of others in mind when conveying your message and vision. Being inclusive can increase rapport and buy-in toward your vision.

Negotiate persuasively.

- Before presenting your case for negotiation, consider all the pros and cons of your situation. Critically assess your ideas before presenting them to increase your confidence in negotiation.
- Clearly specify how your objectives will benefit the coworkers involved with you. This will allow them to assess their potential gains and will help them make more informed decisions.
- Carefully listen to what others have to say. Try to discern the needs behind the requests they make. Identify others needs and come up with a compromise that mutually benefits both parties.

LEARN FROM OTHERS (20%)

Inspire others to define new opportunities and continuously improve the organization.

- Ensure the team’s vision aligns with the larger organization or industry. Alignment will improve the likelihood that new ideas and solutions to problems are beneficial to achieving the overall goals and initiatives of the organization or industry.
- Reward those who look for opportunities to improve the team or organizational functioning continuously. This will motivate them to take the initiative and actively contribute to this process.

Trust other people’s judgment. Recognize that the best decisions are not always made at the top.

- Empower subordinates by giving them autonomy and supporting the decisions they make. Empowerment can lead to higher quality of work performance as well as higher satisfaction with their work.
- If you are uncomfortable with how much freedom your direct reports have, then you’re in a good spot. Employees thrive when a micromanagement structure does not bind them.

FORMAL LEARNING (10%)

Suggested Readings and Resources

- LeAD Labs workshops
- LeAD Labs one-on-one coaching sessions
- Read *Win-Win Negotiation – Turning Conflict into Agreement* by Fred Jandt
 - Explains how to use the same negotiating techniques and tactics as those people whose job is managing conflict.
- Read *Leading So People Will Follow* by Erika Andersen
 - Explores the six leadership characteristics that inspire followers to support their leaders fully.
- Watch Julian Treasure: *How to speak so that people want to listen* | TED Talk on inspiring others to listen

- Advises how to use sounds to help pay attention to our surroundings in organizations.
- Read Forbes | *The 21 Principles of Persuasion*
 - Covers a variety of principles to be successfully persuasive.

Additional Key Word Searches for Other Learning Materials

- Influencing Others
- Making Logical Arguments
- Authentic Leadership
- Active Listening
- Selling Techniques