



the  
development  
scale:

leading the  
right shift to self  
and organizational  
development

Performance | Create



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# About Performance I Create

In today's workplace, too many organizations focus on addressing performance deficiencies with meaningless training that has zero return for the employee or organization. Therefore to get improvement and impact on performance and productivity, professionals must focus on interventions that seek to do more than just "tell" employees.

To understand how professionals and organizations are moving performance and positively impacting the bottom line beyond "telling" employees, [Performance I Create](#) was established.

[Performance I Create](#) is a contributor designed blog for professionals to share their knowledge and experience about improving performance and productivity through human performance improvement, training/learning and development, process improvement, instructional design, human resources, communication, social media, leadership, or productivity.

## Contributors

A huge thank you to all of the authors who contributed to this guide! You all are ROCK STARS in your own right and have created a guide which provides valuable insights!



# Guide Expectations

Development in the organizational setting has continued to evolve over the years yielding its impact through named department functions such as Training, Training and Development, or Learning and Development.

However, no matter what departments call themselves to define employee development, the question continuously posed to organizational leaders is who takes the ownership of employee development. Is it the responsibility of the employee, organization, or both?

As candidates and employees seek out career path potential and development, the need for a shift of employee development balance is crucial. Meaning, both employees and organizations have to take ownership versus passing it to one side or the other.

This guide will assist in providing you discussion, thought, and action to shift your development scale to the right balance – whether for yourself, your organization, or a balance of both.

Now, let's kick it into gear and begin making the shift forward.

# Chris Fields: Organizational Development

Some say development is not the responsibility of human resources or the company but it's the responsibility of the manager. In order for it to work best, I believe it's a collaboration between 4 partners: the organizational leaders, human resources, the manager and the employee.

In my career, I have appreciated when a manager would meet with me to discuss my future in or outside of the company. Yes, even outside of the company. Let's be realistic here, no company will ever achieve 100% retention. In fact some movement is healthy within your organization – increases morale.

Companies should create plans and paths to assist their employees ascend to that next step in their careers. When companies create succession plans it's much easier to forecast and absorb attrition. Development is not only the job of the "big three" listed above – it's the on the employee to have a development plan as well.

**Companies should create plans and paths to assist their employees ascend to that next step in their careers**

There are many employees who have outworked their job description. What does that mean? It means they have successfully performed all the duties on their job descriptions for a consistent period of time. When this happens, it's time for a new job, new challenges or new employer.

Workers can blame their manager for not talking to them or conducting performance reviews, however, there is equal blame because the employee needs to request meetings periodically with their manager. During these meetings, the employee should constructively and professionally present and explain their position regarding their career needs.

Organizations should encourage managers to meet with and discuss career options with their employees and take the information to the human resources department. HR should use the information to help identify opportunities within the organization which could best fit both the employee's skills and company's needs.

Lack of organizational development leads to feelings of insecurity and suspicion, which leads to active job seeking. In most companies there is a glass ceiling, a limit to which one can ascend, and with that being the case, it only makes sense to understand the options available for both parties – internal or external movement.

If the company has no avenues for career advancement then it's perfectly alright to inform your top performers and even manage them out. Help them move on to other positions where they can excel. If the company is reluctant to promote and wants to retain its best employee without development, there will be some resentment on behalf of the employee. Truth be told, they will eventually leave.

Today's employee has learned a valuable lesson from the generation before them, namely their parents. They witnessed the effects of the recession of 2005 – 2010. Employees lost their savings, homes, retirement and security. Determined not to lose everything as victims of outsourcing and corporate greed, today's employees are more aggressive and in tune with individual development. They understand the importance of being uber competitive.

The workforce is cyclical and even the most aggressive and competitive employee wants to be appropriately compensated, have job security and be assured that they have opportunities to advance. If companies invest in engagement, recognition and professional development they can win the battle for retention. They will also create a culture of development which helps them attract and recruit the best candidates.

### Who Is Chris Fields?

Chris Fields created his professional HR blog – [Cost of Work](#) – and loves interacting and networking with other human resources professionals. At the end of the day, he just wants to make HR better. He has experience as a Corporate Trainer, HR Generalist and Consultant. Chris earned his Master's of Human Resources and Labor Relations from Ohio State University. You can follow him on Twitter at [@new\\_resource](#).



# Janine Truitt: Adopting an Entrepreneurial Mindset to Ignite Your Development Opportunities

Rob Asghar, a contributor for Forbes penned an October 2013 article called “[The 7 Major Trends Shaping Your Business or Career](#)”. Trend number 5 was: “our careers are now non-linear.” This statement was made to suggest a significant shift in how we view the progression of our careers. By saying your career is “non-linear”, seems to propose that the traditional trajectory of progressing within an organization via a defined career track is obsolete. The article goes on to say that we will have to retrain and reeducate ourselves several times over the course of our careers to keep up with the fluid changes happening in business. It also means that career development may be more about the evolution of roles than achieving rank -as the depth and breadth of duties and responsibilities continue to expand with the needs of the business.

## **Trends in Internal Career Development**

Years ago, employees entered organizations in accordance with their educational and career pursuits starting at the bottom with an entry-level position and rising through the ranks to progressively senior roles with luck, hard work, and their management’s blessing. With the flattening of organizations there are less and less opportunities to move up in some organizations. Instead, the spread of leadership may exist at various levels with key people owning distinct processes, programs and even operational areas without the formality of executive



or management ranking and titles. You may also see more people moving laterally in organizations due to the lack of immediate upward mobility- to keep their skills sharp or gain new skills and knowledge in other functional areas. Employees may move laterally into permanent positions and in other instances they may take on a rotational assignment.

Rotational assignments are to employees what changing jobs every two to five years is to today's jobseeker. These rotational assignments act almost like an internship in that it has a defined time limit and it is an opportunity for the employee to gain on-the-job experience in a functional area they haven't been exposed to.

With all of these seemingly new opportunities to remain both viable and relevant professionally, the question remains- how does one drive their own development successfully?

**It's all about adopting an entrepreneurial mindset.**

The entrepreneurial mindset requires that you have the ability to create, monitor, and drive your own agenda while solving key problems for your organization. Employees should be using each of these unique opportunities as building blocks for their internal portfolio. This is the same portfolio that employees will document complete with the problem solved, achievements and the nature of their role on the project. As employees build a solid portfolio, this also becomes fodder for internal discussions regarding future roles and responsibilities available to you.

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Although not always successful, entrepreneurs are usually driven by singular or multiple [causes](#). Once they have identified causes they hopefully outline the strategy for impacting that cause in the present and in the future. Today's employees must have the same vision as an entrepreneur—conscientiously seeking out the opportunities in their organization that will allow them to showcase their abilities and stretch them beyond their comfort zone.

The point to this strategy is both impact and visibility. One without the other will sink your development efforts. Every day you show up to work your employer is reassessing the ROI on you being employed by them. Moreover, your development is no longer top priority amidst competing organizational concerns. Approaching your development as an entrepreneur would their business—puts you in control of your career not your employer.

### Who Is Janine Truitt?

Janine N. Truitt is the Chief Innovations Officer of [Talent Think Innovations, LLC](#), a Talent Management and HR Technology Consulting Firm. She is also the Founder and Chief Blogger of the globally-recognized [The Aristocracy of HR](#) blog.

# Melissa Fairman: My Manager Says I Need to Create a Development Plan... Help!

If you work in HR, at some point you will hear this or a variation:

“We really need Carl to develop more leadership skills; can you help him out with that?”  
“Sally is really struggling to move into her new managerial role. Can you work with her?”

Although no one has said the word “development plan” all the elements are there:

- An individual who needs help
- An identified skill(s) that are lacking
- Problems the lack of identified skills are causing at work

You have a number of options you can take:

1. Hire an executive or career coach
2. Find some training (online or in person) to send the individual to
3. Put together a formal development plan that includes a number of different activities.

All of the above are great options and each has their own positives and negatives.

## 1. Executive or Career Coach

(-) depending on the individual's growth potential and identified skill development, a career/executive coach can be overkill

(+) one-on-one meetings over time can be key to working on tricky skill sets such as leadership presence and communication

## 2. Training Classes

(-) Retention: Many people attend a 1 or 2 day training seminar, come back to work, become overwhelmed with the day-to-day and quickly forget what they learned in a training seminar

(+) The best training classes are those that occur over time. Learning new skills through multiple lessons leads to better knowledge retention, although this type of training tends to cost more money than a 1 or 2 day seminar

(-) Employees may struggle to find the time to take an entire day off or to attend multiple training sessions.

**The best training classes are those that occur over time. Learning new skills through multiple lessons leads to better knowledge retention**

### 3. A Formal Development Plan

*A development plan can include all of the above or none of the above. It is fully customized to the individual*

(+) Incorporate a number of different activities. A development plan can include training classes, coaching, on the job training, stretch assignments and books just to name a few

(-) Unlike outside training courses, you and the trainee are largely responsible for driving this plan. To be successful, follow up that assesses learning and development is critical

**So what is the best option? In true HR fashion I have to say “it depends.”**

1. How much time do you have to work with the individual? How much time does the individual have? What is the timeline to improve the identified skill(s)? A month? Two? Three?
2. How much money do you have available? What kind of resources do you have available?
3. Do you know what success looks like? If you don't how do you determine that?
4. What kind of internal resources do you have?
  - If you run a small HR group, your efforts may be better spent finding the right kind of training rather than trying to recreate the wheel
  - In a large HR group, you may already have coaching/development professionals on hand and it makes sense to keep this kind of work in-house

I can't tell you what works at your company because there many factors to consider. Above, I listed a few to considerations and I hope that helps you determine the best answer for your company.

### Who Is Melissa Fairman?

Melissa Fairman is an HR practitioner who has worked in multiple industries and HR specialties. Her experience encompasses performance management, global HR systems, and other generalist work. Her passion is empowering people to help themselves in their careers.

When not breathing all things HR she can be found listening to music, playing violin or trying to read through a never ending pile of books.

You can connect with her via her blog: [HrRemix](#) or Twitter at [@HrRemix](#)



# Justin Harris: It's a Process, Not a Presentation

Training and development are so often used synonymously but they couldn't be more different. Trainings are events that one attends while development is an investment of time and resources into someone's success over time. Both are necessary, but for different reasons...and understanding the difference could be the difference between engaged and unengaged employees, skill gaps and confidence, declining results and success.

It's important to gather coworkers together in one place to ensure that they are receiving the same information. In organizations where multiple teams or divisions exist, continuity is critical and Human Resources must be sure that every manager has the same baseline knowledge and concept of what is expected.

But as leaders and those responsible for the message, we must keep training in perspective and recognize it for what it is. Facilitators cannot rely on a PowerPoint to change the minds of their audiences. They cannot rely on graphics to change the way managers communicate with their teams. They cannot rely solely on bullet points to influence behaviors and to help identify strengths and weaknesses in employees.

Trainer's jobs aren't to develop. They are charged with disseminating information. But employees are expected to leave training sessions new people, ready to conquer the world with their newly acquired info and state-of-art management techniques.

But notice that the same people are coming back for all of the trainings all of the time. If training alone were working, wouldn't it be a one-and-done deal? If the messages were sinking in, they should only be coming back to training sessions to offer testimonials and success stories.

Development begins where the classroom ends. I challenge you the next time you're sitting in a training session to look around the room. What you may see are several committed people that were excited to be poured into and eager to change the world, but you'll also notice people in the group that are overwhelmed and have a "deer in the headlights" look.

Why? Because they want to be taught HOW to use the stuff they're being told about. How to take that idea and/or technique off of the screen and use it with an employee that is on the verge of checking out. How to create success when employees aren't performing.

Trainers, Human Resources and Managers must develop systems and plans that make the organization's vision plain, give actionable steps to accomplish them, and a real resource that is available to managers when they're in the field trying to inspire change.

### **What managers DO need is:**

- Someone that shares responsibility for their success
- Regular follow up to see what is/isn't working for them
- The ability to ask questions and to confide in someone without judgment
- Someone who has had success, that can give candid feedback and constructive suggestions regarding their performance and application of the taught material
- Consistency in all of the above



Just because people are in management positions does not mean they are ready-made to manage. Providing classes for them is merely a start. Just as employees need practice and review, those chosen to lead them do as well. Managers cannot be left on an island with PowerPoint slides and sound bites and expected to run with them and be successful. Those that direct them must be intentional and diligent in not just making sure that they're trained, but in developing and helping them to create long-term success.

**Just because people are in management positions does not mean they are ready-made to manage**

### Who Is Justin Harris?

Justin Harris is an HR professional and Cigar Aficionado specializing in Employee Relations, Management Development and Organizational Behavior. He has spent the last 10 years helping managers in higher education, banking and the retail industry get the most out of themselves and their employees. Justin prides himself on being an UnlikelyHRGuy and uses practical, everyday examples to teach lessons on employee engagement, communication and self development. When his kids aren't playing on his iPad, he's blogging at [ruHRelevant](http://ruHRelevant). You can also follow him on Twitter at [@UnlikelyHRGuy](https://twitter.com/UnlikelyHRGuy).



# Sarah Williams: Development is the Win-Win Relationship

## Development Defined

Once an individual has demonstrated proficiency at performing a task without assistance and/or significant supervision, the training process has stopped and the development process has begun. Development is applying what has been learned with a proficiency that enhances both the individual's reputation and the reputation of the organization that the individual works for. Development is most assuredly an area where both the individual and the organization can reap mutually beneficial reward. Individuals who are given development opportunity through job enrichment duties and progressive promotion are an absolute asset to any organization that is wise enough to make this investment.

## Development Why

Organizations who commit to internal development of employees see higher satisfaction among the individuals who work there. These organizations also have longer tenure and lower turnover than those who do not offer development opportunities. Individuals do not like change; the job search is not easy or fun. Individuals would much rather remain at an organization and advance within it than go elsewhere. Development allows organizations to utilize this to the advantage of both parties. Development is the win-win of the relationship between the organization and the individual.

## Development What

What to develop in the individual depends on that individual and the organization. Development is about creating mastery and expertise in one or more areas. Organizations that assist individuals in development should ensure this happens in an area which will benefit the organization in the short-term and the long-term. More importantly, the areas where development opportunities are created should always be tailored to the individual. The individual should both demonstrate ability and interest in the development areas. If the individual lacks enthusiasm about development in a particular area, mastery and expertise will never happen – no matter how hard the organization may want it or how many resources are invested. Attempting to develop an individual in an area where there is no genuine interest is a waste of everyone's time and talent.

## Development How

Development is the responsibility of those in supervisory or management roles. Individuals in supervisory roles must be taught, encouraged and held accountable to identify and increase upon the potential of others if your organization is committed to development. Supervisors who do not teach others for fear their spot will be at risk if they share what they know or supervisors who insist on finding talent outside the organization for fear of having to take on extra work or stress cannot be allowed to have long-term influence in an organization that is committed to development.

**Organizations that assist individuals in development should ensure this happens in an area which will benefit the organization in the short-term and the long-term**

Supervisors must talk to the individuals under their supervision to learn their background and interests. They must observe the individuals at work and have discussion about the thought process of their decision-making. Supervisors must give regular performance feedback and drill heavily in the areas for improvement. This is how individual the areas of potential become evident.

Once the supervisor knows the individual has interest in developing in a particular area, the supervisor must notify and partner with senior management and/or human resources to begin a development plan for the individual. The individual must also be included and have input in their development plan. It should not be a secret or a test for any individual. Development should be intentional and with clear goals in mind by all parties involved.

### Who Is Sarah Williams?

Sarah Williams is a practicing HR Professional with over a decade of experience in the production, manufacturing and retail industries. She is also a blogger and part-time HR consultant. Read more of her writings at her blog [www.thebuzzonhr.com](http://www.thebuzzonhr.com). Additionally, you can follow Sarah on Twitter at [@thebuzzonhr](https://twitter.com/thebuzzonhr).

# Ben Eubanks: Encouraging Development

Congratulations! You've picked a development goal for yourself. It's big, but that's okay, because the important thing is that you're focusing on your development and setting goals for yourself. Now let's sit back, relax, and enjoy the happy feelings associated with setting a personal goal.

Or not. See, the problem that I consistently see with employees making development goals is that they don't give enough thought to the actual completion of the goal. It feels good to set a goal and

declare our intentions, but when you're mired in the "everyday" tasks, the goal is the furthest thing from your mind. The important thing here is that we all need some encouragement to pursue those stretch developmental goals--they don't just happen accidentally. And research shows that employee development may have a larger impact on their overall work and results than previously

Ever hear of Gallup? They're a research organization that has developed a great set of questions around employee engagement called the "Q12." One of the questions is very

pertinent to this discussion. Respondents are asked to respond to this statement: "There is someone at work who encourages my development."

Think about that. Are you encouraging the development of someone in your workplace? If not, you're missing a chance to help them be more engaged as well as the specific developmental opportunities that apply specifically to that person.

**... we all need some encouragement to pursue those stretch developmental goals--they don't just happen accidentally**

Look at ways you can encourage others, whether they work for you or not, to pursue further professional development. Even when the improvement seems to only be valuable in relation to the person's career growth, they attribute some value to the organization and the person(s) who helped them to achieve the goal.

## A Few Suggestions

### ***Milestones***

Setting milestones is one of the best ways to accomplish goals, especially ones that are bigger or longer term in nature. If you have to take 4 courses this year to improve your skills, create miniature milestones to hit each one individually. Each accomplishment feeds your momentum and helps to push you toward the next goal in line.

### ***Be Smart***

We've all heard the SMART acronym for goal setting, but development goals seem to ignore that guidance sometimes. We'd like to think that we are more capable, have more free time, or are somehow exempt from the requirements of setting measurable and achievable goals when talking about development, because it can be an abstract concept. Be sure to focus on the details when making development plans to ensure they are realistic and help the people in your organization do the same.

*Development is a powerful tool if you can harness it. How are you going to make it a priority for yourself, your team, and your organization?*

### **Who is Ben Eubanks?**

Ben Eubanks is an in-the-trenches HR pro, speaker, and writer. He blogs at [upstartHR](#) and is the cofounder of the [HRevolution](#) unconference.

# Chris Ponder II: Creating the Framework

Reflecting on the focal point of development within organizations, a myriad of words come to my mind: career paths, competencies, succession planning, skill sets, knowledge growth, timeframes, individual development plans, ownership, accountability, and on and on.

To me, they all lay the foundation of driving effective development both within the organization and individually. They are a means to transition from a basic road to an integrated highway system – essentially the framework to identify and grow talent.

With more and more [research](#) identifying career progression as a top of mind for millennials in the workplace, organizations have to begin to establish a framework to assist all employees, not just millennials, with overall development.

## Competency Model

Before career paths are created and communicated, one should create and utilize a competency model. Establishing a competency model gives perspective as to what competencies are required for all positions collectively (the absolute basics), but it also allows the organization to differentiate the required/needed competencies for specific positions and/or levels (i.e., individual contributor, manager, director, etc.)

Furthermore, creating an competency profile for positions and/or levels within the organization can also give clarity as to the behaviors expected with the identified competencies.

## Career Path

Once the competency model has been established, career paths can begin to formulate. Just remember when creating career paths, [they cannot suck](#). Meaning, it is imperative to give consideration to both vertical and horizontal movement. Not everyone necessarily wants to move up.

Additional consideration has to be given that if a career path is being defined, openings have to occur. If positions do not open for 15+ years or employees never get the opportunity to progress up, I wouldn't suggest communicating career paths as a perk to potential candidates.

## Succession Planning

Knowing the talent that resides within the organization is crucial. Not knowing the level of talent within the organization can make it difficult to target development appropriately.

Therefore, every organization should have a means to identify talent – both at a performance and potential level. What method the organization chooses to identify and evaluate talent on a macro and micro level depends on the goals, culture, ability to change, etc. As such, some organizations utilize a 9-box methodology, whereas others simply use a promotability level tool.

## Individual Development Plans

When I think about individual development plans, this is where skill sets, knowledge growth, timeframes, ownership, and accountability come in to play.

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Individual develop plans (IDP) are only as effective as the organization and employee make them. If they end up being something just “put together” to say we did them, then one cannot expect any result from doing this activity.

IDPs are the foundation for driving development within your organization. They allow employees and managers to identify gaps and select appropriate interventions to close the gaps. Ownership and accountability has to be taken both with the manager and employee.

When developing goals for the IDP, my counterparts in this eBook provide some great information on goal setting.

### **Culture Support**

Development isn't something you can force people to do. The culture within the organization has to support and enforce the focus of continual skill, knowledge, experience development. And this means at all levels, not just the line-level.

Implementing any of the items discussed above is less likely to be successful if the culture does not support it. In turn, you would be wasting your time. As you begin the process of evaluating if you want to implement development programs, first analyze what the organization could gain. Capture both quantitative and qualitative data to understand the gains (i.e., increased dollars due to increased knowledge; increased morale due to employee development).

Next, begin conversations with operators within the organization to garner buy-in. Understand their needs and wants of such programs. Finally, collect all of the data and put together a proposal to present to executive leadership; while formulating the proposal, anticipate questions that may arise or objections which could be posed.

Development is so much more than just getting an organization to pay for a course which doesn't yield an increase in knowledge, skill, or experience. It is the foundation and power to harness a powerful relationship to grow together.

*So what can you do to lead your development both individually and within your organization?*

### Who is Chris Ponder II?

Chris Ponder II is a trench-HR professional who is passionate about Human Performance Improvement and driving impact in the organization setting. Chris currently blogs at Performance I Create. You can connect with Chris on Twitter: [@ChrisPonder](#) or [LinkedIn](#)



# Making the Shift

We hope over the course of this guide you have garnered some ideas on how to make the shift to leading development for yourself, your organization, or both.

As you reflect back over the content and the notes you took, what stood out for you? What are your immediate takeaways to begin working on?

We would love to hear your feedback on this guide, ideas you were able to formulate, and ultimately action you put into place. Additionally, if you have ideas for future books, let us know! Feel free to contact us at: [feedback@performancecreate.com](mailto:feedback@performancecreate.com)

If you think others would find value in the content of this book, **please feel free to share** it with them.

Be sure to check out the [Performance I Create](#) site for more great content from our awesome site contributors!

Now, begin your shift!