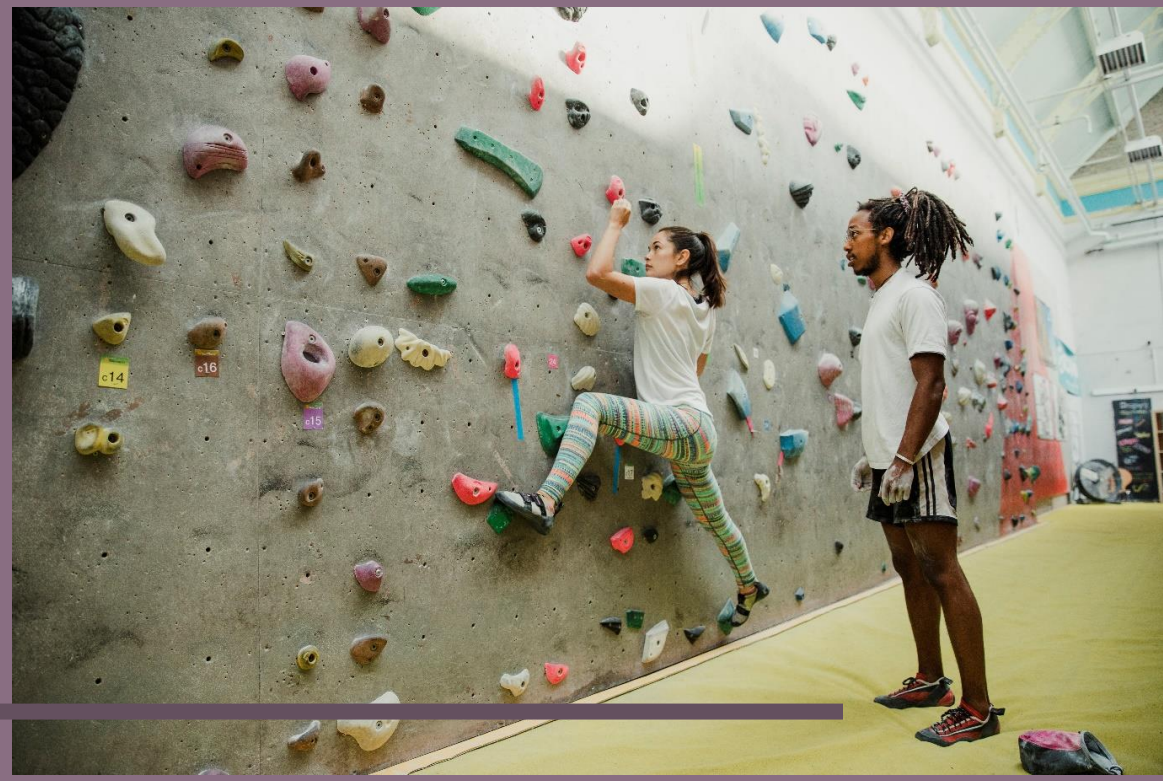
Catherine Lombardozzi
Session 1002

Developing People to Develop People



LEARNING2023

Learning 4 Learning Professionals

Exemplar developers

Who embodies the kind of developmental interactions you want your managers to have with their employees?

Developing people to develop people

Questions for developing your strategy

1. What do you want or need managers to DO to be a more integral part of the overall development strategy

Leaders' developmental modes of engagement

Developmental moves managers can make to guide employees to peak capability

Clarify

Moves that define goals and describe desired capabilities

- Offer career conversations
- Assist with capability assessment; communicate clear quality criteria
- Collaborate on identifying development areas
- Assist in development of learning plans

Coach

Moves that introduce and hone knowledge and skill

- Teach fundamentals
- Ask generative and thought-provoking questions
- Help employees solve problems and learn to solve them on their own
- Provide effective feedback
- Scaffold self-directed learning
- Support learning to learn
- Share own learning projects (successes and challenges); model learning

Challenge

Moves that provide the context for learning through work

- Make strategic work assignments
- Set people up for learning on the job
- Encourage thoughtful experimentation and make it safe to stumble
- Nurture curiosity

Connect

Moves that match people with others who can support growth

- Introduce employees to subject matter experts and communities
- Assign peer developers
- Assign collaborative projects
- Recommend role models
- Assist in finding mentors
- Identify people to follow on social media
- Fund attendance at professional meetings and conferences
- Create team learning opportunities

Curate

Moves that make specific recommendations for learning materials

- Recommend appropriate training
- Share articles, books, videos, and other resources
- Capture and share team learning
- Showcase exemplary work
- Provide sharing tools

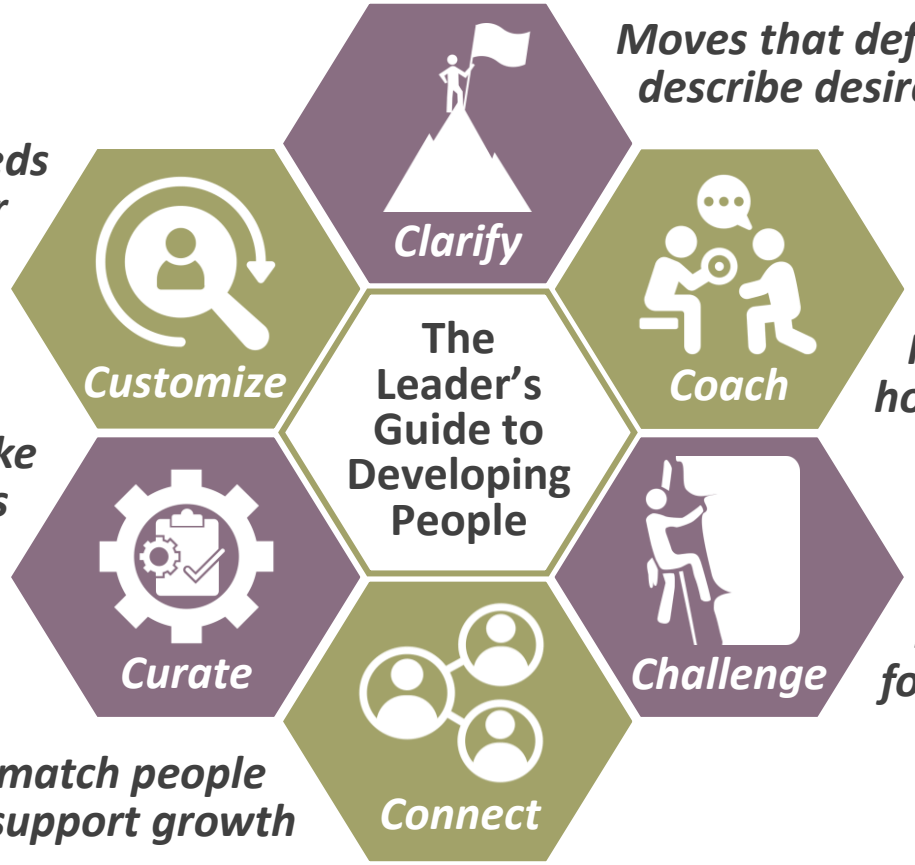
Customize

Moves that address individual needs of employees related to their professional development

- Take a personal interest and show genuine caring
- Allocate time for learning
- Build on the individual's strengths
- Remove obstacles
- Check in on progress
- Celebrate advances in knowledge, skill, and behavior change

From the *Quick Guide to Developing People* © Catherine Lombardozzi, Ed.D. 2022

Developmental move categories



Moves that define goals and describe desired capabilities

Moves that introduce and hone knowledge and skill

Moves that provide context for learning through work

Moves that match people with others who can support growth

Moves that make specific recommendations for learning materials

Moves that address individual needs of employees related to their professional development

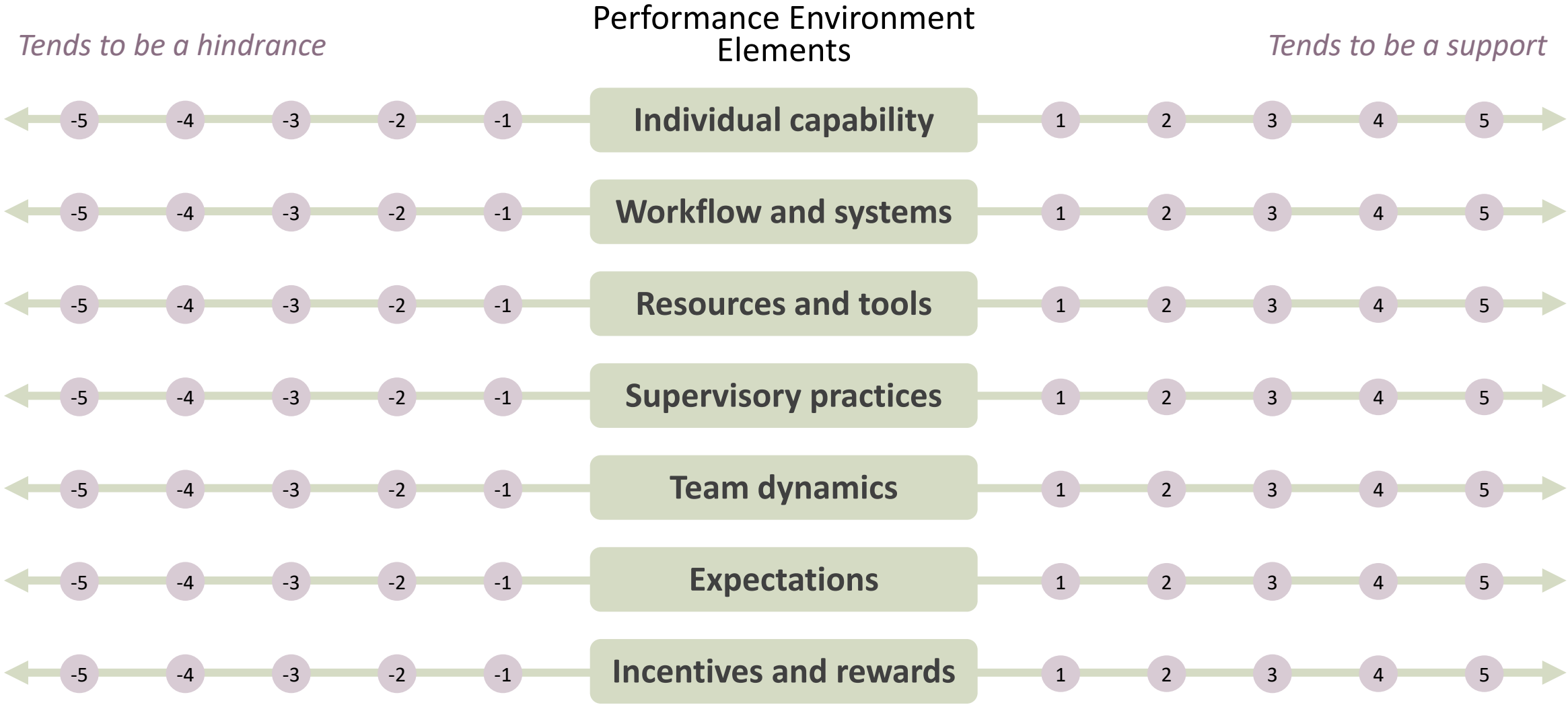
Developing people to develop people

Questions for developing your strategy

1. What do you want or need managers to DO to be a more integral part of the overall development strategy
2. What supports and hinders engaging in these development activities?

Performance supports and hindrances

…for the managers to be effective at developing their people



Performance supports and hindrances

…for the managers to be effective at developing their people

Performance Environment Elements

Individual capability	Workflow and systems	Resources and tools	Supervisory practices	Team dynamics	Expectations	Incentives and rewards
Knowledge Skill Self-efficacy	Policies Procedures Fitness for purpose Efficiency Prompts/nudges IDP process LMS value	Curated and annotated Access to SMEs Funds for development	Support Feedback Role modeling	Social support Networking opportunities Hybrid workplace supervisory practices	Clear role expectations about developing people High priority Reminders	Recognition Real reward

If you could make improvement in just one of these elements, which would have the most impact?

Gartner
Managers Are Cracking and More Training Won't Help
4 HR actions to go beyond skills development and redesign the job

The #1 challenge is competing priorities for their **time**

TOP THREE CHALLENGES FOR L&D TEAMS IN 2023

01

Reluctance by managers to make time for learning

02

Being overwhelmed and under-equipped

03

Many in the organizations not seeing learning as a priority

"What if your role were more about *prompting, guiding, reflecting, exploring ideas, activating enthusiasm, and driving action* rather than actually doing all the work?

...Astute managers have gotten comfortable with talking more and doing less. These are no slugs ... they're strategists. They appreciate the power of ***conversations*** to inspire and generate change in others."

~ Bev Kaye

Developing people to develop people

Questions for developing your strategy

1. What do you want or need managers to DO to be a more integral part of the overall development strategy
2. What supports and hinders engaging in these development activities?
3. What specific capabilities need to be developed?

Capabilities Needed for Developmental Leadership

CORE

Strategic thinking
Emotional intelligence
Building trusting relationships
Communication skills
Enhanced listening
Productive inquiry
Tenacity
Risk-taking
Adaptability
Passion about development

PEOPLE DEVELOPMENT

Conceptualizing the developer role
Identifying goals
Teaching
Role modeling
Coaching
Sharing stories
Making assignments
Nurturing psychological safety
Scaffolding
Building collaboration
Identifying role models
Connecting people
Recommending resources
Cultivating a learning environment

Adapted from: Make Talent Your Business
by Wendy Axelrod and Jeannie Coyle (2011)

Adopted from: Quick Guide for Developing People
by Catherine Lombardozzi (2022)

Developing people to develop people

Questions for developing your strategy

1. What do you want or need managers to DO to be a more integral part of the overall development strategy
2. What supports and hinders engaging in these development activities?
3. What specific capabilities need to be developed?
4. What L&D techniques best support leader development in these areas?

Strategies for developing leaders

Learning and Performance Ecosystem

What do you do to support leader development?

Elements of a leader development strategy

Learning
IN
Courses

- Training
- Workshops
- Certificate programs
- Online courses
- Formal on-the-job training
- Academic degree programs

Learning
FROM
Resources

- Books
- Articles
- Journals, magazines
- Internet search
- Chatbot interactions
- Manuals
- Videos
- Podcasts
- Internal repositories
- eLearning
- Job aids

Learning
THROUGH
Activities

- Note-taking
- Job aid creation
- Structured learning activities
- Discussion; group reflection
- Practice
- Observation and feedback
- Cohort programs
- After action reviews
- Working out loud
- Action learning groups
- Rotational assignments

Learning
WITH
People

- Peer support
- Subject matter experts
- Teaming and collaborative projects
- Mentors and coaches
- Supervisor support
- Professional gatherings
- Internal chats and discussion boards
- Social media connections
- Communities of practice

Learning
BY
Doing Work

- Doing the work
- Collaborating with others
- Engaging in reflection
- Experimenting
- Self-assessing

Adopted from: Learning Experience by Design. By Catherine Lombardozzi, ATD Press, 2015

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Consider starting here…

Learning
IN
Courses

- Keep training modules short
- Offer only for new skills
- Take advantage of opportunities for interaction, practice, and feedback

Learning
FROM
Resources

- Curate in-depth, rich, on-target resources
- Provide annotations
- Include motivational materials
- Include support materials to help them coach their employees on content and skills the employees are getting in training

Learning
THROUGH
Activities

- Provide simulations, role plays and other safe spaces
- Suggest reflection questions for long curated resources

Learning
WITH
People

- Enable peer-to-peer conversations
- Make structured interaction available – as in action learning, conferences, mentoring
- Share stories, especially from senior execs
- Offer coaching

Learning
BY
Doing Work

- Provide job aids, templates, etc.
- Offer self-assessment tools and quality checklists

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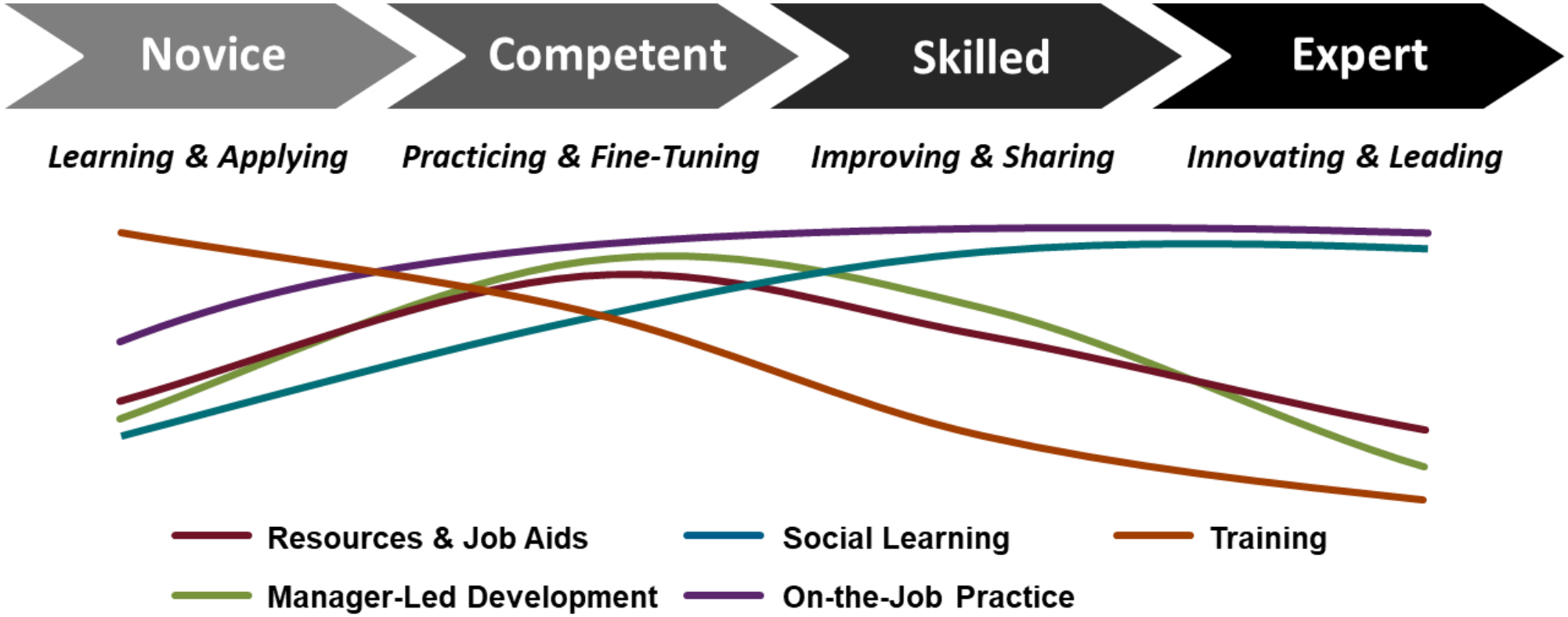
Learning curves

…how primary supports for development may change over time



Conceptual Draft
Specific needs may vary

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3. What specific capabilities need to be developed?
4. What L&D techniques best support leader development in these areas?
5. How can we sustain attention on the people development role and continuously develop leaders as developmental managers?

Leaders' developmental modes of engagement

Developmental moves managers can make to guide employees to peak capability

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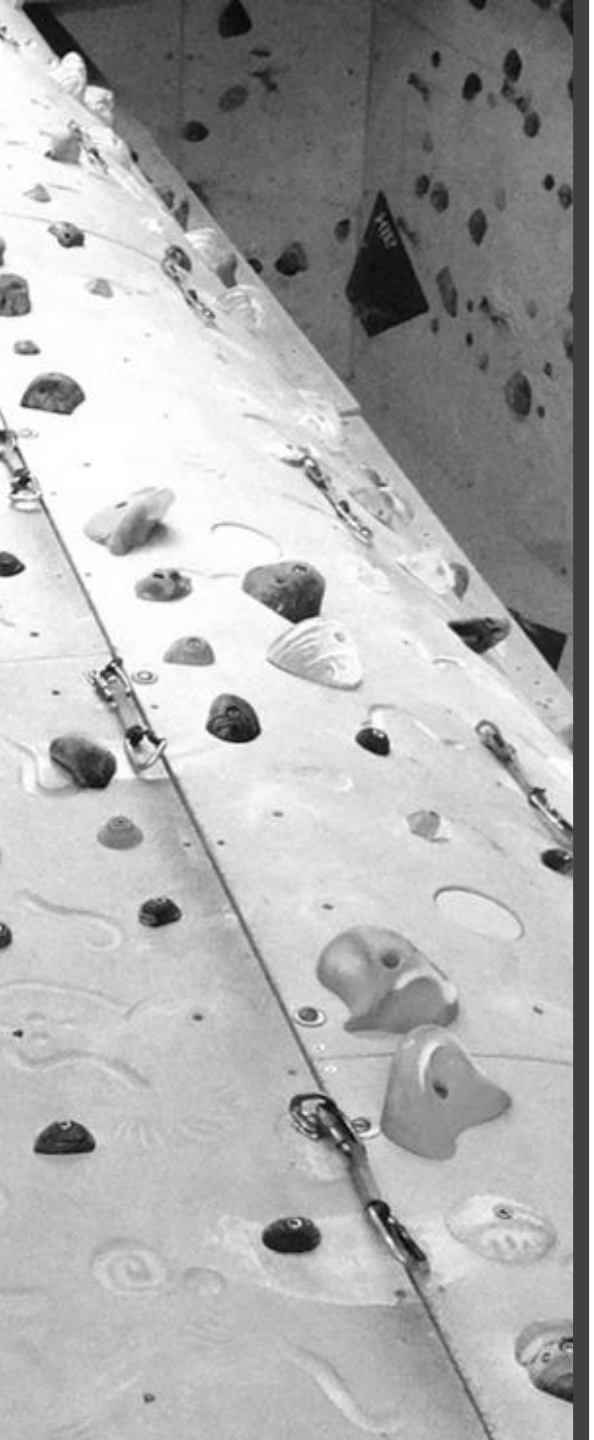
Who comes into a person's life may be the single greatest factor of influence to what that life becomes.

~ Robert Kegan



Thank You!

Contact me @

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https://l4lp.com/learning2023/

Performance supports and hindrances

…for the managers to be effective at developing their people

Performance Environment Elements

Individual capability

To what degree do they have the knowledge and skill to be impactful in the way you want them to be?

And do they have self-efficacy – do they believe they can be effective in this arena?

Workflow and systems

To what degree is it easy for them to engage with employee development from a workflow and systems point of view?

Are there process or system-generated prompts or nudges?

To what degree is your individual development planning process and/or LMS helpful or hurtful in this process?

Resources and tools

Do they have access to information and tools that help in this process? E.g. curated resources, guidance on development activities

To what degree do they have funds for education, conferences, subscriptions, books, etc.

Are there places and people from which they can get help?

Supervisory practices

To what degree do *their* managers support their efforts in this part of the job?

To what degree is developing people noticed and to what degree is there a feedback loop on how well they are doing?

To what degree are senior managers role models?

Team dynamics

To what degree do they get social support from their peers?

To what degree do they know how their peers are doing in developing people and the strategies they use?

Expectations

To what degree do managers know what is expected of them as developers?

Is there constant communication or are there nudges as reminders?

Most importantly, is this just one expectation on a list of too many? Where does it fall in priority?

Incentives and rewards

How is their work in this arena recognized and rewarded?

Are these strong enough to make a difference?