THE LITTLE BOOK OF LEADERSHIP DEVELOPMENT

50 Ways to Bring out the Leader in Every Employee

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OUR PURPOSE

To create a user-friendly, quick read for busy executives with a desire to develop their team through the course of daily work.

Simply by changing their style…
Developing leadership capacity is the same as changing any other behavior or activity—it takes coaching, practice, and reflection.
I think if we were to make leadership development more part of the natural process of development that goes on in organizations and is reinforced daily, we would not have to transfer it back to the job.

Source: Integral Leadership Review, 2011
The system we present is one way to develop the leadership capacity of the individuals with whom you work each and every day. The “classroom” is the work environment, and the facilitator is you, the manager.
Get Your Own Shop in Order

*Our entire model is created on a foundation of trust.*

*Those around you must trust that you have their best interests at heart.*
Build Your Leadership Development System

Together we will create a leadership development system tailored to your department and your organization. We recommend beginning with one or two changes at first.
Involve Others

People support what they help create
Manage the System

* A word of caution—until these changes are imbedded into the culture, pay very close attention to the process. *
Evaluate the System

Like managing the system, evaluating the system is an essential step—always. If your team is dissatisfied or feels that a certain activity is not working, this needs to be revealed and discussed.
Add New Pieces with Caution

If you and your team determine that additional components should be introduced, reintroduce the six stages and begin the process again.
MODELING LEADERSHIP

Getting Your Own Shop In Order

Baseline Expectations
Enable/Develop Others

Model the Way
Inspire A Shared Vision
Self-Awareness/Honest Self-Understanding
The Followership
Individual Consideration/Develop Relationships
Change Approach Given Context
Tip #10 – Coach For Performance

Quite simply, most people need to practice to become world-class. They also need coaching. Clear expectations and goals are only the first step. Next, your team needs a supervisor who “coaches” performance on a consistent basis.
Tip #16 - Stretch Your Team—Always

At any given time, all team members should be working on at least one project that is taking their skills to the next level—a project just outside their comfort zone.
Tip #33 - Conduct After-Action Reviews

Leaders who have the ability to reflect upon and chart alternative courses of action (and their consequences) are thinking at a higher level. They are more aware of the context within which they are working.
Tip #40 - Encourage Service in the Community

Challenging individuals to work outside the scope of their “work” role can be stimulating and highly developmental. After all, boards are involved in many aspects of the organization—personnel, strategic planning, development/fund-raising, performance monitoring, and stakeholder engagement.
Tip #47 – Set Aside Time for Self Evaluation

These do not need to be cumbersome processes. For instance, it may be two simple questions, such as “What are you doing well in our department?” and “Where could you improve?”
A chronic problem with teaching and training about leadership is that there’s doing it and then there’s talking about it. No amount of talking about it seems to result in people becoming better at doing it.
Observations, Thoughts, & Questions