

Module 14 assisted us in leading our employees by understanding what makes them “tick.”

***Module 15 builds on this understanding of each employee. As leaders, we need to know our employees in order to guide and develop them.***

***When we become a leader, our attention should move from our self to our employees.***

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## **Module 15**

### **Employee Development**

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## Objectives

- Identify the ways leadership development benefits the organization.
- Know what employees need from the supervisor to develop into leaders.
- Understand that leadership development should be a planned and carefully conducted program that requires a significant time commitment from leaders.

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## LEADERSHIP MOMENT

**Lamar Woodham, Deputy Director of Administration**  
**Video Title: *Personal Info***

## Leadership Influences

Individuals who influence others to follow their every word are leaders **with** limitations.

Individuals who influence others to lead others are leaders **without** limitations.

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## Discussion Questions

- How do you recognize a leader?
- Name great leaders and their common traits.
- Who helped you acquire leadership tools?
- What did your mentors do to develop you in the past?
- What are some things you can do to develop others?

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## Pre-Test

1. Leaders are born, not made. True? False?
2. Leaders develop skills only in training courses, so we need to pour money into seminars and workshops. True? False?
3. The best way to grow leaders is by:
  - a. training
  - b. books
  - c. HR Department
  - d. all of the above
  - e. none of above

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## Pre-Test

4. Leaders are those with expertise and experience in their fields. True? False?
5. Leadership is a soft skill that does demonstrate itself through the measurement of hard results. True? False?
6. Senior executives are:
  - a. political appointees who rarely know the technical field of agency.
  - b. those with seniority and experience by working in the agency.
  - c. change agents.
  - d. hard-hearted people who make the tough decisions.

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## Overview

- Developing employees is the ultimate test of leadership.
- Leadership development is a method of developing self-confidence.
- Leadership development impacts organizational achievement.
- Leadership development determines ALDOT legacy.

*Without involvement, there is no commitment.*

*Mark it down, asterisk it, circle it, underline it.*

Stephen Covey

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## Benefits to the Organization

- If managers see leadership development as a priority issue and tend to enjoy continuous improvement, new leaders will be ALDOT's greatest asset, and department performance will increase engagement and credibility.
- Employees who are given what they need to do the job can (and often do) make the organization more productive and innovative because they have buy-in and are not micromanaged or ignored.

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## Benefits to the Organization

- The first duty of any leader is to create more leaders—this is the ultimate test of leadership, and success at this task reaps proven benefits to organizational morale and motivation.
- Achievement in organizations is impacted positively when the leader trains other leaders to help carry the mission and vision forward. On the other hand, organizations are impacted negatively when the leader insists on daily tasks with no vision for the future.

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## Benefits to Involved Individuals

Supervisors who are successful at developing others invest personal attention in their people:

- Everyone wants to feel worthwhile. Leadership development creates this significance.
- Everyone needs and responds to encouragement. Supervisors need to be encouraging during leadership development.
- People “buy into” the **leader** before they “buy into” the **leadership**.
- Most people are naturally motivated.

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## **Motivating Employees**

### **Significant Contributions**

Employees want to do a good job. More so, they want to be a part of a group that will have a lasting impact.

### **Involvement in Establishing Goals**

They support what they create and take ownership of and gain buy-in to goal-setting if they are part of it.

### **Involvement in Decision Making**

Employees are often the subject matter experts. They are fully capable of making many decisions that supervisors often make instead. Give your employees the opportunity to make bigger decisions, especially ones that involve their work.

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## **Motivating Employees**

### **Positive Dissatisfaction**

Because dissatisfied people are highly motivated when they know something is wrong, they embrace the opportunity to make things better.

### **Recognition**

Employees want to hear appreciation from a supervisor when they have done a good job, found a needed solution, or achieved a desired goal. They want their contributions acknowledged. Recognition comes in many forms, from a simply thank you to an email acknowledging the good job.

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## Motivating Employees

### Clear Expectations

Employees are more motivated when they know exactly what they are to do and have the confidence to do it successfully. No one wants to be assigned a vague task or a job with an uncertain description.

### Authority Over Tasks

Employees desire the authority to carry out an assigned task. Allowing this autonomy is an act of appreciation.

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## Motivating Employees

### Valuing Employees

Leaders need to understand the worth and impact of their employees. Without this trait, which cannot be faked, supervisors will not be successful in developing employees.

As leaders, we need to understand that we are only leaders because we have employees.

The opportunity to develop others should be seen as a privilege of supervision.

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## **Motivating Employees**

### **Committing to Employees**

Commitment to employees is demonstrated by the leader's time. When a supervisor does not give employees time, how can they view that supervisor as committed? Ignoring employees, spending time only with other "managers," or lacking the energy to become invested in employees will lead to failure.

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## **Motivating Employees**

### **Integrity When Dealing with Employees**

A supervisor demonstrates integrity by being honest, transparent, and open and by engaging with employees. This is an issue of the leader's character.

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## Motivating Employees

### Standards for People

When a supervisor has no vision, no goals, no behavioral norms for employees, it is no surprise that employees become apathetic or even lazy instead of trying to do their best. Most employees respond to clear standards with energy and a desire to excel. demonstrate energy to excel, especially when the supervisor offers recognition and appreciation.

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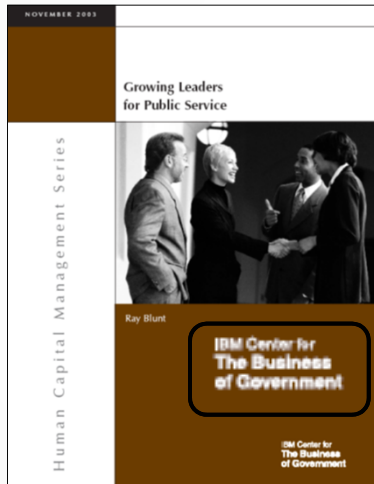
## Motivating Employees

### Positive Influence with Employees

Anyone can be a bad influence.  
Not everyone can be a positive influence.  
It takes discipline and accountability for a supervisor to be positive in all circumstances—or at least most. It means being the cheerleader, role model, and example for all to see.

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## There are lots of good resources...



Which part applies to your job?  
How do you find time to read it?  
How do you choose the best for you?  
How do you find time to read it?

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## Leadership Development

### Importance of SENIOR LEADER Commitment

- Plan for it.
- Practice it.
- Promote it.



By: *Stephen Fairley*

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## 3 Steps to Developing Leaders in Your Organization

Stephen Fairley

### Plan for leadership development.

- Study effective leaders and determine what your employees need.
- Make a written plan on when and how you will develop leaders.

### Practice leadership development.

- Implement your plan in a fair and equitable manner.
- Continue to coach and mentor employees.

### Promote leadership development.

- Tell employees about the program you are starting and how they can become involved.
- Make sure you eliminate issues like thoughts of competition.

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## Organizations That Grow Leaders

- Senior leaders lead initiatives and drive strategic change.
- These leaders have significant, challenging, and varied job experiences.
- They choose to be an example by coaching, mentoring, and teaching.
- They select their high potential employees fairly, create a development program that fits their needs, develop these employees and track their progress over time.

**PEOPLE are the key!**

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## Organizations That Grow Leaders

- Their leadership competencies and outcome success measures align with strategic direction.
- These senior leaders lead culture change that impacts the outcomes and results of their organizations.
- These leaders realize the need for long-term investment in human capital.

**PEOPLE are the key!**

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## 3 Cs in Growing Public Service Leaders Ray Blunt



- Good leaders plan to grow more leaders.
- Simplify this program to three Cs.
  - ✓ Competencies
  - ✓ Character
  - ✓ Chronos (use of time)
- Senior leaders plan and conduct the program while continuing to coach, mentor, and set an example.
- Culture change is strategically important.

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## Intentional Approach to Leadership Development

Ray Blunt

*Four key factors associated with leadership programs of highly successful leaders and the importance of each factor:*

- Challenging, work-based experiences (42%)
- Significant interaction and relationships with senior leaders (22%)
- Self-awareness, reflection on hardships and/or failures (20%)
- Training, early work experience, reading, and other factors (16%)

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Willie Bradley

Deputy Director, Fleet Management

Effective Communication

## Discussion

How would you go about developing leaders?

Now that we have discussed it, what do you think?



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## Final Thoughts

*No executive has ever suffered  
because his people were strong and effective.*  
Peter Drucker

*I believe no amount of business school training or work experience  
can teach what is ultimately a matter of personal character.  
Businesses are not dishonest or greedy, people are.  
Thus, a business, successful or not,  
is merely a reflection of the character of its leadership.*  
Truett Cathy

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