



Compendium Notes 2: Developing Others

Loaded with reciprocity!!!!!!!!!!!!

- ✚ Developing other people in something you are good at is a great way for **you** to learn! (And you don't have to a 'trainer', a 'coach', or a 'manager' – anyone can do it!)
- ✚ It's not just concerned with getting someone else to do exactly the same as you!!

Review your own approach

- ✚ When you share a skill or ability with someone, it helps if you can review your own approach to it.
- ✚ Don't assume that you are perfect, or that your way is the only way!!
- ✚ As you analyse the elements which make up the skill or ability, and any associated beliefs or assumptions, you may realise that you could do it better!
- ✚ Just because you have been doing something adequately for years and years, it doesn't mean that you can't improve.
- ✚ The world may have moved on, and you may be out of date!

Profit from naïve questions

- ✚ As you work with the learner, s/he will probably ask you naïve (in the best sense of the word) questions. It's easy to laugh these off as 'stupid' questions. Don't!!!!!! Listen and pay attention. What is s/he seeing or thinking? Why? How could you use these questions to help you improve your own understanding and skill level?

See it through others' eyes, and from others' shoes!!

- ✚ The learner may do things slightly differently, though the outcome may be just as good - or even better!
- ✚ If you are open to learning from your learner, both of you can improve!



Grab any opportunity to develop others

- ✚ Try to develop others when the opportunity arises. If someone asks for your assistance, try to find exactly what s/he needs, and offer to help her/him develop whatever new skill is required.
- ✚ Does the other person lack competence, or confidence, or both? Think about how to deal with each learning need.
- ✚ Make time for development – developing others has so many payoffs that it's worth devoting some time to it.
 - The 'learner' increases in competence and confidence
 - You develop – in the topic itself, and also as a 'developer' of others
 - Other people see that learning is valued
 - The organisation is more successful
- ✚ Make time to review the experience – how well did you do/ what will you do differently next time?
- ✚ Talk to your manager about the experience of developing other(s). How has it helped you, the other person, the team, the organisation? Is it something that others could do?
- ✚ Use the experience as part of your Performance Development Review/ Appraisal process.

Banana Skins to watch out for!

- ✚ Telling people how to do things is **not the same** as developing them
- ✚ What is the learner's Learning Style? How can you adapt to suit this?
- ✚ **Listen** to what the learner wants – don't assume that you know what s/he needs!
- ✚ Watch out for '**The Expert Conundrum**'!! Do you come over as approachable, or as an expert so skilled and remote that no-one else will ever be able to be as good as you? The outcome could be that no-one will try – and you will end up doing it all yourself, because you are 'the expert'! So you get worn out and grumpy, and think that everyone else is either stupid or lazy. And yet, YOU brought it on yourself!! Ever seen this happen?



And finally

- ✚ Value yourself! Sometimes people become so 'unconsciously competent' at a task or activity, that they forget just how skilled they are.
- ✚ Make a list of what you can do which makes you special. Consider offering to help others to develop some of your skills – don't wait to be asked!
- ✚ Don't be scared to ask for help as a developer. Developing and coaching others are skills in their own right and some people find them easier than others.
- ✚ **HEALTH WARNING!! By developing others in your organisation, things will happen! You might start a 'culture' of development, performance improvement, and change! Is your organisation ready for this?**



Want to know more?

To talk about Developing Others or other Compendium 'stuff', contact Alex.....

Compendium Learning Ltd. was established in 2002, headed by Alex Kendall. We are a supportive network of consultants, developers, trainers and coaches, with a broad range of skills, qualifications and experience.

We:

- ✚ Develop a genuine and enduring (informal AND professional) relationship with the organisations we work with, based on respect, trust and shared values. We work with you, not for you!
- ✚ Listen well and ask challenging questions. We will make you think – and take you beyond your comfort zone!
- ✚ Stretch you and your colleagues – in the nicest possible way! You won't get let off the hook!!
- ✚ Have fun!!

Our reputation!

- ✚ 'We use Compendium because they do the job we want them to do, and because participants mark them high during evaluation, and ask us to use them.' *Honorary Lecturer, INLOGOV, University of Birmingham*
- ✚ 'There's no formula delivery with Alex: everything is tailored to your needs and delivered in a way which is in tune with the culture of your organisation.' *Senior HR Manager, Housing Trust*
- ✚ 'Effective at any level from front line up to Director, Alex adapts her style to make sure that development meets the needs of everyone involved.' *HR Director, Manufacturing*
- ✚ We use Compendium because they provide what we need, which through dialogue and discussion may be different to what we think we need. It's this dialogue that sets Compendium apart from many other providers.' *HR Director, Housing Trust*
- ✚ 'Compendium's costs represent excellent value for money.' *Senior Manager, Local Authority*
- ✚ 'Interesting, informative, relaxed, informal, easy to understand.' *Operational Manager, Leisure Management*
- ✚ 'Absolutely brilliant – would definitely recommend to other supernumerary employees.' *Participant, Supernumerary Scheme for People with a Disability, Local Authority*
- ✚ 'Enjoyable, productive and relevant – just what was needed!' *Regional Organiser, UNISON*
- ✚ 'We trust Alex Kendall with our students. They trust her. She's as indispensable as they come.' *Honorary Lecturer, INLOGOV, University of Birmingham*

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