

DEVELOPING & COACHING OTHERS: TOP 20



1. Give candid feedback frequently to help people understand their performance.
2. Have 1:1 meetings regularly (at least once every two weeks) to understand progress and coach individuals through challenges and obstacles.
3. Help people understand their strengths and areas where they excel. Identify opportunities for people to use their strengths in their day-to-day work.
4. Have discussions with team members about their interests, values, and passions.
5. Partner to build a development plan for each individual and follow up regularly on their plans.
6. Hold dedicated meetings for career conversations (at least quarterly). Help people identify career options and opportunities.
7. Look for ways to challenge your team members and give them new experiences.
8. Delegate some of your tasks to help others acquire new skills and knowledge.
9. Invite team members with less experience to work with you on projects.
10. Connect your team members who have a great deal of experience with those who have less experience so they can learn from the experts.
11. Have a regular lunch-and-learn where individuals share new information or approaches with each other.
12. Look for opportunities for your team members to learn from outside experts in other functions.
13. Pay attention to assignments within the organization where individuals would be able to develop new skills and increase their career potential.
14. Cross train individuals to get them ready to take on a new job when changes occur.
15. Encourage your team members to learn from their mistakes.
16. Look for ways for individuals to be more visible in the organization and build their credibility. Discuss their accomplishments with their colleagues and senior leaders.
17. Help individuals build their networks both inside and outside the organization.
18. Look for opportunities for team members to coach each other or teach each other a new skill.
19. After a difficult project is complete, debrief what went well, what could have been done better, and what the team has learned through the experience.
20. Encourage team members to take advantage of training opportunities, send out articles and other materials, and encourage the team to continuously gain new knowledge.

**Based on Research from Zenger Folkman,
authors of Extraordinary Leaders*