

Workbook Session 6

Realising Potential

Why invest in your team's development?

How it helps the person?

Business benefits?

Where are the opportunities?

Strengths Appraisal

Focusing on the skills and strengths

The purpose of this activity is to get you focused on the skills and strengths of each member of your team individually and also the combined abilities of your team.

There is a tendency for us to demand all-round competence in a job. As a result, development plans often focus on areas where a person is least capable and spend time and energy working on average performance.

Imagine what would happen if you were to focus development plans on people's strengths. You could help them go from strong performance to real excellence in their areas of greatest ability. How much more motivated would your people be if they could focus on what they're best at?

Of course, in reality we can't always let people just do what they're best at but we can at least make sure that they're not always under pressure to improve what they're worst at. A great team will have a balance of abilities and strengths so that people can contribute their best and don't have to excel at everything.

So, this task is about recognising strengths. Knowing where you have strengths in the team could also help to identify ways to bridge any gaps you identified in the previous exercises.

First, make a list of the members of your team and consider each one personally:

- What is he/she really good at?
- What does he/she love to do?
- When do you see him/her working really well?
- What is his/her greatest talent?
- What do you like or value about this person?
- What do other people in the team value about him/her?

Questions

- What is your team's greatest achievement to date?
- What is the team really good at?
- When does your team work best?
- What do other people value about your team?
- Why do you enjoy leading this team?
- What are your team's greatest strengths?

Having completed this exercise are there any strengths you've identified that you can capitalise on to bridge any gaps identified in individuals?

Supporting and developing my team

1. What are the key skills and knowledge my team need to achieve our goals?

2. What more do we need to do as a team to add value for customers?

3. Where do my team sit on the skill will model for each of their key tasks?

4. Who has strengths I can better utilise?

5. Where are the gaps I need to fill?

6. What coaching or development is needed?

7. How can we meet this need?

8. What can I delegate to others to free my time as well as developing the team?

9. What more can I do to inspire team members to take responsibility for this?

10. What could I do in the first few days back to get started?

Core Principles

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Discussion Points

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Typical Obstacles

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

How to maintaining momentum

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Building Confidence

Actions & Learning from Today

What did I learn

1.

2.

3.

What will I action

By When

1.

2.

3.