



TenStep Supplemental Paper

13 January 2004

Developing Cultures

Providing a development culture is no longer optional for organizations. To enhance development culture in the organization, managers need four critical competencies:

Development planning. Most development happens on the job and not in the classroom. Managers should encourage and assist their employees in setting viable career goals and taking steps to achieve them. They should seek and invent opportunities for development by challenging assignments, cross-training their team members, taking up special projects and helping employees overcome any barriers.

Aligning individual goals to organizational needs. Individual employees cannot add value to their careers unless their goals are aligned with organizational needs. Managers should keep themselves updated with the latest information about the organization in order to transfer these goals to individual employees.

Occasional feedback. Though managers are now less involved on a day-to-day basis in the individual's work, giving feedback (both positive and negative) is important. Managers need to seek opportunities to give timely feedback.

Coaching. Development means performance improvement and involves mentoring a high-potential employee for greater contribution and accomplishment. This requires coaching skills and individual attention. Coaching requires more active listening than telling. Managers should build a culture of openness and trust by supporting the employee's goals.

Promoting developmental culture and developing effective managers is essential for organizations that want to remain competitive in the new millennium. HR can be a critical partner and a catalyst in the progress of the organization by helping managers build their competencies and integrate an ongoing process to cultivate winning behaviors.