

Twenty development roles for supervisors and managers

Summarised by Andrew Gibbons

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1. Pass on, and buy into senior management's commitment to developing people.
2. Ensure all their staff know the aims and key objectives of the organisation and their unit.
3. Liaise as appropriate, with employee representatives on employee development issues.
4. Review their people's development needs thoroughly on a regular basis.
5. Take pleasure in releasing and the unrealised potential in people.
6. Don't feel threatened by actively enhancing the development of their staff.
7. Know how to use external development standards, such as NVQs and Investors in People.
8. Introduce their new colleagues with care and concern to ensure they settle in effectively.
9. Ensure all that report to them are aware of the development opportunities available to them.
10. Encourage their people to take real interest in their own learning and development.
11. Brief anyone before attending a development event to clarify expected learning outcomes.
12. Find time to debrief and unpack learning – and to assist in the application what was learned.
13. Are a positive example to others – they show a real interest in their own development.
14. Organise work so that work itself is deliberately shaped to exploit learning opportunities.
15. Recognise that people learn in different ways, and that we are differently motivated to learn.
16. Listen to, praise, and show real interest in their people, to motivate, and encourage learning.
17. Recognise that development means much more than attending training courses.
18. Evaluate the long term value of training and development activities to determine pay-offs.
19. Take the time individuals need to explain complex issues clearly to ensure understanding.
20. Feel seeking and taking advice as a strength that accelerates learning, not a weakness.