

Leadership Competency Development Guide

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Developing and Coaching Others

SUPPORTING THE DEVELOPMENT AND CAREER GOALS OF DIRECT REPORTS THROUGH WORK ASSIGNMENTS, ONGOING DEVELOPMENTAL DISCUSSIONS, AND FEEDBACK.

Did You Know? Data from SIGMA’s consulting engagements has shown that “developing and coaching others” is one of the top five skills organizations want to see in their leaders.

Development Activities

On the Job	<ul style="list-style-type: none"> ▪ Learn about developing and coaching others from your own leader. If you don’t already have regular meetings with your supervisor, ask to meet on a regular (monthly or quarterly) basis to discuss feedback on your performance and development opportunities. ▪ Practice giving feedback to yourself. At the end of each day, list three things you did well and three things you could have done better. Be specific. For the things you could have done better, write down how you will do them differently going forward. ▪ Practice giving feedback to others. Select a direct report or colleague and write down three points of praise and constructive feedback. When and where appropriate, share your feedback with the individual. ▪ Take time to understand others’ professional goals. Meet with each of your direct reports or with a few peers (if you do not have direct reports) and ask them where they see themselves in 1 year, 5 years, and 10 years. ▪ Discover what motivates your people. Together, discuss what forms of rewards and recognition would encourage them to grow in their professional abilities. ▪ If you have direct reports, ask them about the skills and abilities they would like to develop. If it is within your ability, provide opportunities for them to develop those skills. Brainstorm stretch assignments, training, or job shadow opportunities that could provide individuals with the development opportunities they are looking for. ▪ If you have direct reports, set up regular meetings with each to ask them about their accomplishments, challenges, and goals for the coming period.
Coaching	<ul style="list-style-type: none"> ▪ Meet regularly with a coach to plan on-the-job development activities and receive feedback and support.
Self-directed	<ul style="list-style-type: none"> ▪ Hold informational interviews with managers in your organization to learn what works for them; ask them how they develop and coach their direct reports. Apply what you hear and monitor your own progress. ▪ Ask direct reports for feedback and adjust how you develop and coach based on what you hear.
Group Training	<ul style="list-style-type: none"> ▪ Attend an informational Lunch and Learn session.

Resources

Leadership Series	SIGMA's Leadership Series provides additional information about the importance of each competency, as well as practical tips and tricks for development. Download the Leadership Series for Strategic Planning here: Great Leaders Develop and Coach Others .
Articles and Books	<ul style="list-style-type: none"> ▪ The Best Ways for Coaching an Employee in the Workplace. ▪ Most Managers Don't Know How to Coach People. But They Can Learn. ▪ Coaching to Engage: 12 Rules to Effective, Ongoing Employee Coaching.
Videos	<ul style="list-style-type: none"> ▪ Leaders who coach are creating better workplaces, and so can you. ▪ The secret to giving great feedback. ▪ Coaching Skills for Managers to Coach Their Teams Better.
Podcasts	<ul style="list-style-type: none"> ▪ Coaching Real Leaders by HBR, with Muriel Wilkins ▪ Excellent Executive Coaching, by Dr. Katarina Burrus

SIGMA Can Help

Since 1967, SIGMA has helped thousands of organizations across North America develop their people potential and increase organizational effectiveness. Explore our assessments, coaching, and consulting services below, and contact us if you would like to speak about creating a custom plan for your organization.



[Leadership Skills Profile – Revised™ \(LSP-R\)](#)

Take our flagship leadership assessment to see how you score on “Developing and Coaching Others.”



[High-Potential Talent Development](#)

Use SIGMA's scientifically validated, industry-tested tools to give your talent development a strong start.



[Coaching with a SIGMA Consultant](#)

Participate in one-on-one coaching with SIGMA's expert consultants.

Speak with a Consultant



If you would like to speak with a consultant about what developing and coaching others looks like at your organization, contact us today. We are happy to share what we've learned from client experience and talk about the specific needs of your organization and your team. Give us a call! We're always happy to chat.

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