

ONE-PAGE GUIDE FOR THE LEADER

Developing Individual Contributors Through Quarterly Focus + Monthly Coaching

Purpose

Drive meaningful development by focusing on one skill per quarter, reinforced through real work and consistent coaching conversations.

1. Set the Foundation (Quarterly)

- 1 Partner with each team member to select 1 development competency per quarter
- 2 Tie the competency to current role expectations, business priorities, and career aspirations
- 3 Define what “good” looks like (observable behaviors, not vague traits)

Leader Prompt:

“If you improved this skill, what would I see you doing differently in your day-to-day work?”

2. Anchor Development in Real Work

- 1 Assign stretch opportunities tied to the competency
- 2 Avoid “extra work”—development should happen within existing responsibilities
- 3 Ensure visibility of the work (presentations, cross-functional exposure, etc.)

Examples:

- 1 Communication → Lead team updates
- 2 Stakeholder management → Own a cross-functional project
- 3 Decision-making → Make recommendations before escalating

3. Run Effective Monthly Check-Ins (30–45 min)

- 1 Reflection (IC leads): What did you try? What worked? Where did you struggle?
- 2 Feedback (Leader adds): Provide specific examples of observed behavior
- 3 Refocus (Together): What will you do differently next month? What support is needed?

4. Coach for Ownership, Not Dependency

- 1 Ask more than tell
- 2 Encourage self-assessment before giving feedback
- 3 Resist solving the problem for them

Coaching Questions:

- 1 “What options did you consider?”
- 2 “What would you do next time?”

5. Measure Progress (End of Quarter)

- 1 Revisit the original success definition
- 2 Evaluate behavior change, consistency, and impact

Decision:

- 1 Move to a new skill OR
- 2 Continue for another quarter if not yet demonstrated

6. Common Pitfalls to Avoid

- 1 Trying to develop too many skills at once
- 2 Keeping development separate from real work
- 3 Providing vague feedback
- 4 Skipping or rushing monthly check-ins