



HOW TO DEVELOP OTHERS

Prepared by:
Dr. Bryan L. Champion, BCC
For:
Federally Employed Woman - NTP
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This Webinar is for You...

- ▣ If you would like to turn difficult conversations into mutually beneficial conversations leading to team member growth and empowerment.
- ▣ If you are interested in feedback, mentoring, and coaching techniques to help develop your teammates.
- ▣ If you are excited about developing others and leading them to reach full potential

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ABOUT THE PRESENTER:

DR. BRYAN L. CHAMPION, BCC

- Executive Coach and Leadership Development Professional
- TV and Radio Talk Show Personality
- Speaker, Author, Teacher, and Trainer
- 37 years Government Service (USNRC)

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My Mission

Assist Individuals and Groups to reach their goals

- ▣ ACCOUNTABILITY Partner
- ▣ COLLABORATING to help Build Networks of Success
- ▣ TRANSFORMING Ideas into Actionable Goals and Steps

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What Influenced my Leadership Philosophy ...

- ▣ Quotes from Dr. Jerome Butler
 - "Employees Don't Quit Bad Jobs, They Quit Bad Managers"
 - "The Role of a Leader is to help staff Grow and Go"
- ▣ Accepting Principles from a Servant Leadership
 - What is my role in helping others become successful?
 - If you take care of your staff, your staff will take care of you
- ▣ Training as a Counselor/Coach

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Grow your employees...



Formal training
Job Shadow
Mentoring

Ad-Hoc
Committees
& Projects

Delegation
Rotations & Cross Training
Developmental Coaching

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Giving and Receiving Feedback

Why is receiving feedback so hard?

- ☐ Feedback sits at the crux of two human needs:
 - The need to learn and grow
 - The need to be accepted or respected the way we are right now
- ☐ We don't like to be vulnerable.

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Vulnerability



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Vulnerability

Here's what I need. What can I do better next time? I disagree. Can we talk about it?

Let's move on. I'd like to give it a shot. It didn't work, but I learned a lot.

I'm here for you. Yes, I did it. I don't know. I played a part in that.

I'd like some feedback. Can I get your take on this?

It's important to me.

Thank you. I'm sorry. I accept responsibility for that.

Here's how I feel. That means a lot to me.

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Types of Feedback

Appreciation:

- ▣ I see you. I value you. I thank you.
- ▣ To see, acknowledge, connect, motivate, thank.

Coaching:

- ▣ Here's how you can improve.
- ▣ To help receiver expand knowledge, sharpen skill, improve capability.
- ▣ Or, to address the giver's feelings or an imbalance in the relationship.

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Types of Feedback (cont)

Evaluation:

- ▣ Here's how you're doing and where you stand compared to others, or against expectations.
- ▣ To rate or rank against a set of standards, to align expectations, to inform decision making

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Everyone has Blind Spots

Behaviors

- ❑ Facial expressions
- ❑ Body Language
- ❑ Tone of Voice



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Top 10 feedback mistakes



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Top 10 feedback mistakes

- Judge the Individual not the actions
- Too vague
- Speaks for others not themselves
- Negative is hidden between positives
- Exaggerated with generalities

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Top 10 feedback mistakes (cont)

- Psychoanalyzes the motive
- Too long
- Implied threat
- Question vs statement
- Inappropriate humor

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Coaching.... a form of feedback



If accepting feedback is hard for us, it is hard for those we lead

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What Distinguishes Coaching

From:
Mentoring?
Teaching?
Counseling?

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Mentoring: providing advice based on the mentor's personal experience. Experienced employee helps a newer employee navigate an organization.

Teaching: imparting a new skill or education upon another. It can be used for tactical or strategic application and is the most common tool in talent development.

Counseling: View of the past. It's most apt when some behavior is unacceptable and a warning and/or corrective action is required.

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Coaching Definition

An interactive communication process between members of the organization (leaders to team members, peers to peers, team members to leaders) aimed at exerting a positive influence.

Coaching enhances the motivation, performance, awareness, and development of another person.
Coaching is an ongoing process of building a partnership for continuous improvement

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Coaching Definition (cont)

Coach: *From the middle English expression "coche":* A secure means of conveyance from one location to another

Products of Coaching: Self generating, self correcting, long term excellent performance.

Flaherty: Evoking Excellence in Others 1999

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Mentor

Mentor is a relationship in which a more experienced or more knowledgeable person helps or guides a less experienced person. They must have a certain level of expertise in the subject that they are providing mentorship.

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Mentor vs Coach

An African Proverb ...

- ▣ *Give a man a fish and you will feed him for a day – Mentor*
- ▣ *Teach a man to fish and he will be fed for a lifetime – Coach*

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Coaching is not a search for solutions its for employee growth

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Developmental coaching
Incremental Improvement - new skills, practices, doing things better (teaching)

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Re-shaping Patterns of Thinking - revising frames of reference, how one sees the world, and assumptions about the way things work

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Transformation – a fundamental shift in how one sees oneself

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3 Things We Need To Be as Successful as Possible:

- **Aptitude:** The know how, skills, and capacity to complete the task at hand
- **Attitude:** The drive, confidence, focus, and determination to complete the task at hand
- **Available Resources:** The tools, equipment, and time needed to complete the task at hand

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How to bring awareness?

- **Create open ended questions**
- **Keep your questions short and simple**
- **Keep your questions forward focused**
- **Don't ask "why" questions**

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Rephrasing 'why' Questions

Why did you do that?	What were you hoping to gain?
Why did you tell her that?	How did that work out for you?
Why are you going to run six more samples?	How will running six more samples increase your confidence in the number ?

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Creating Open Ended Questions

Closed-Ended	Open-Ended
Will the project be done on time?	What are the things that stand in the way of the project meeting its deadline?
Did you check all of the requirements?	Which of the requirements most concern you?
Have you notified Sarah about the change?	Who are the key players that you need to notify about the changes?

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Keep your questions short and simple

In the end, if it could go perfectly in your mind, how would you like everything to work itself out?	What do you want?
So, tell me how you see that playing out and what kind of effect do you expect it to have on the project?	What will that get you?
Are you letting your concern over the numbers outweigh your desire to have everyone on the team get along?	What's stopping you?

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Keep your questions forward focused

The meeting I just ran was a fiasco... + details

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What happened then? Did you have them...

→

How do you want your meetings to run? What do you need to do differently?

I can't believe I just let her get to me like that?

→

What did she say when you...? Why didn't you tell her

→

How would you like to be when she's like that? What do you need to do to keep centered the next time?

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More forward focus

The whole project has been a mess, we are... +Details

→

What did you do about marketing?

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What are the things you need to do to bring it back on track? What do you need to do to keep your eye on the finish line?

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Coach Models

- GROW Model
- GOOD Model
- CAAACS Model

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GROW Model

Step I - Goal

Step II – Reality

Step III – Obstacles/Options

Step IV – Way Forward

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GOOD Model

Step I - Goal

Step II – Options/Opportunities

Step III – Obstacles

Step IV – Do

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CAAACS Model

Step I - Connection

Step II – Assessment

Step III – Articulation

Step IV – Action

Step V – Commitment

Step VI - Support

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Break-Out Activity (20 mins)

Coaching Exercise

- ▣ Roles – Coach, Client, and Observer
- ▣ 15-minute Coaching Session
- ▣ 5-minute Feedback Session
 - Client Feedback
 - Coach Feedback
 - Observer Feedback

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People Development Principles

People development takes time

People skills are essential for success

Lead others by looking through their eyes

Maxwell: *Developing the Leader Within You*

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People Development Principles

Leaders must care for people before they can develop them

People developers look for opportunities to build up people

The greatest potential for growth of a company is growth of its people

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People Development

- Expose key leaders to growth opportunities
- Be able to attract other winners/producers to the common goal
- Surround yourself with an inner core that complements your leadership

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People Development

- Realize that people are your most valuable asset
- Place a priority on developing people
- Be a model for others to follow

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Discussion

Final thoughts?

Questions?

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Shameless plug

Endorse me on LinkedIn!!!

Leadership Development, Emotional Intelligence,
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