

Developing People

You would use this approach to develop people, and to sustain a culture of improvement.

Projected performance gain



Improved

- Workforce engagement
- Morale.



Increased

- Understanding of effective leadership techniques.

When people can perform at their full potential, this is a huge long-term benefit to any business.

What investment is needed to understand the concept?

DIFFICULTY



Challenging

This skill can take time to practice and develop.

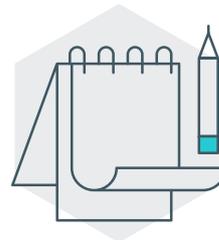
ACTIVITY



Small team

Almost always one-to-one.

EQUIPMENT



None

A commitment to listen, and to develop the other person is required.

Explanation of the concept

This factsheet provides details about some proven approaches to developing people. These tools are effectively used by leaders to guide their people to the desired state, but can also be helpful in a coaching or mentoring capacity.

If you would benefit from mentoring support yourself, there is information about accessing this from GC Business Growth Hub at the end of this factsheet.

Situational Leadership was popularised by Ken Blanchard, and considers Directive and Supportive styles which can be adopted as the individual or situation requires. The styles are:

Directive: The leader provides specific instructions and closely supervises task accomplishment.

Coaching: The leader continues to direct and closely supervise task accomplishment, but also explains decisions, solicits suggestions and supports progress.

Supporting: The leader facilitates and supports subordinates' efforts toward task accomplishment and shares responsibility for decision-making with them.

Delegating: The leader turns over responsibility for decision-making and problem-solving to subordinates.

You may have consciously or unconsciously used or experienced many of these styles, hopefully in a way that was helpful for you and the business.

Coaching: The Situational Leadership model seems to suggest that coaching is a staging post on the route to becoming more self-sufficient, as if it applies to only junior or less confident people. However, in Lean transformation, it is increasingly recognised that coaching (by leaders and managers) is a key part of achieving real organisational change.

What kind of coaching is required to help this change in culture? Looking beyond the Situational Leadership framework, coaching styles vary according to the coach's understanding and experience of the technical and process knowledge of the coachee:

Technical and Process Knowledge

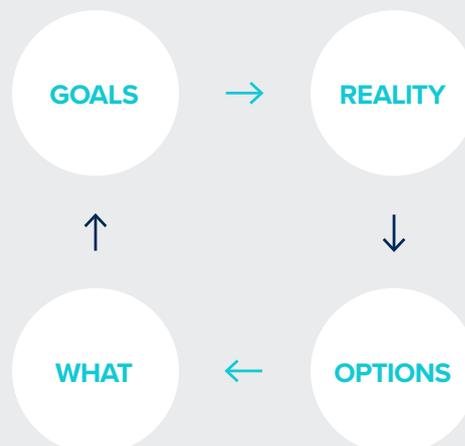
- The coach is directing the use of a specific approach or way of thinking, but supporting the coachee in developing their own set of answers within this framework, sharing and discussing learnings together.
- For example, this could include a particular problem-solving process or continuous improvement technique.

Generalist Approach

- This approach works on the principle that the answer is within you, and uses the "GROW" model:

"GROW"

- 1. Goals:** What are your goals?
- 2. Reality:** Where are you now?
- 3. Options:** What options do you have?
- 4. What:** What next steps are you committing to?



The experience of those who have been successful in transformation teaches us that, whatever our level of experience and development to date, in order to change our culture it is easier to act our way into a new way of thinking rather than to think our way into a new way of acting.

Furthermore, it teaches us that it is just as important to focus on the process as it is on the results.

Finally, the principles of humility and respect for every individual guide us to establish positive two-way relationships, which foster challenge as well as trust and encouragement.

Coaching or Mentoring Models?

Use the matrix below to consider what type of support would best suit your people.

	Based on Process Knowledge "Been there, done that"	Generalist "The answer is within" ["GROW"]
LONG TERM	MENTOR CAREER GUIDANCE	EXECUTIVE COACHING
SHORTER TERM	PROBLEM SOLVING COACHING - Knowledge of process - Knowledge of subject	OPEN QUESTIONING TO HELP COACHEE DEVELOP OPTIONS

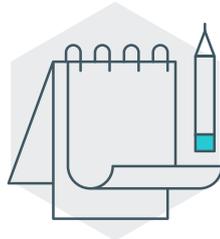
What action should I take?

1.



Consider the approaches detailed in this factsheet along with any you have experienced or used previously?

2.



Document what was helpful and unhelpful and why?

3.



Understand what the development need is of the person you will be supporting.

4.



Consider if there is a need to help the individual develop a specific technique or if a generalist approach is required.

5.



Decide what type of coaching approach you will use.

6.



Consider getting additional support / coaching to get you started.

Recommended resources



Is There a Difference Between Executive Coaching and Lean Coaching? Lean Enterprise Institute.
<https://www.lean.org/balle/DisplayObject.cfm?o=2910>



Blanchard, K. (2013). Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership II. William Morrow & Company. ISBN 978-0062309440

Whitmore, J. (2009). Coaching for Performance. 4th Edition. Nicholas Brealey Publishing. ISBN 978-1-85788-409-8



[GC Business Growth Hub Factsheet 39: Leadership Styles](#)

Glossary

GROW Model: The GROW model of coaching is based on the coachee’s “Goal”, “Reality”, “Options”, concluding with asking “What” they will do.

Situational Leadership: An approach which suggests using different styles for different people and stages of development.

Lean Manufacturing: assigning all activities in a business as either Value Adding or one of the 8 wastes. By reducing any of the 8 wastes, businesses will see improvements in performance.

For more advice, case studies and additional factsheets visit: www.businessgrowthhub.com/manufacturing