



**Tips to help you develop yourself and
your team so you can grow your business**

Andrew Deighton

A Little Book of Development Tips

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Introduction

I was honoured and delighted to be selected as one of the SmallBiz100 as part of the national Small Business Saturday campaign for 2020.

As part of my commitment to the campaign, one of the activities I promised to do was to publish a daily development tip for each of the one hundred days counting down to Small Business Saturday.

I met my commitment, but rather than lose the tips, I've collated them into this little book and grouped them into some general themes.

I hope you find it useful.

Never stop developing yourself or your people.

Andrew Deighton
AWD Development Solutions Ltd.

Development planning

Be prepared to invest time and money into your own development so that you continue to grow at both a personal and professional level.

Have an apprentice mentality. Continuously look for learning and development opportunities to build your capability and your effectiveness.

Capture your development needs into a focused and realistic Personal Development Plan (PDP) and take action to deliver it.

Define your set of values that are important to you from a personal and business perspective. Use your values to influence your development.

Identify your strengths and work to develop them further – you'll see greater benefit.

Don't focus on developing your weaknesses unless you really need to. There's a risk you'll just become average.

Identify the things that you really need to be better at. Don't waste your time and money on the rest.

Think about your knowledge, skills and behaviours in the widest sense. Avoid focusing on just one aspect.

Group your development needs into common themes. You'll then be more likely to develop in several areas at the same time.

Build a practical development plan and consider the resources (time, money, people) you'll need to deliver your solutions.

Create a development plan with timescales to meet and achieve each of your development needs and solutions.

Define how you'll know when you've successfully developed an area in need of development. Set your success criteria and measures.

Evaluate the effectiveness of your training and development solutions and review your progress at regular intervals.

Align your people development strategy with your business strategy to move your business or organisation forward in the direction you need.

Put formal development processes in place to support and implement your development strategy as your business grows.

Make sure your induction process includes a review of individual development needs, and the behavioural and cultural aspects of your team, as well as the practical and process elements.

Development solutions

Look for solutions that will help you to address several development needs at once based on how you've grouped them.

Blend different types of development solutions to meet your needs. Use 'experience' based, 'relationship' based and more traditional 'educational' approaches as solutions.

Identify development solutions that have a consequence if you don't get them right and build them in to your day to day work. You'll try harder to succeed and develop more quickly.

Join a mastermind group of peers who meet regularly to support each other, share ideas, solve problems and hold each other accountable to create success.

Work with a coach to help you develop and enhance specific areas or to focus on particular problems. They'll bring challenge to your thinking and an independent viewpoint and approach.

Volunteer - whether it's as a trustee of a charity, a school governor, on the committee of a sports team or the school PTA. It will encourage you to think differently and do some good.

Be open to listening to, and accepting, feedback. However, remember you have a choice of who you listen to, how you react to what they say and what actions you choose to take as a result.

Identify a mentor who is experienced and successful in the type of work you want to do and seek their guidance.

Identify people who are strong in the areas you want to develop. Observe what they do and how they do it. Mirror their positive behaviours and actions.

Read books, watch videos, attend courses, take part in workshops and conferences focused on your development needs. But make sure you implement what you learn.

Development tips for teams

Identify why you want to be part of the teams you're a member of. Consider your answer from both a personal and a career perspective.

Define your vision of where you want your team to be. Make it real to you by considering and capturing what you'll see, hear and feel when you achieve that vision.

Help your fellow team members to understand why the team they're part of exists and why they need to work together.

Understand and clarify your roles in each of the different teams you're a member of.

Create a Team Charter that captures all the aspects of how your team works together.

Create a set of agreed team values that underpin how your team works. This will help to generate engagement, energy and fulfilment.

Describe the behaviours that you'll see when team members demonstrate the team values. In turn, this will create your team culture.

Define, capture and share a set of groundrules and expectations for the standards of team member behaviour required.

Identify and clarify the challenges your team has to address and the deliverables it has to achieve.

Break the team's high level vision and challenges into chunks. Set sub-goals and objectives around those chunks.

Build the team goals into a plan. Allocate owners, identify the resources required and set the timescales to complete the goals.

Clearly define your team structure, the roles required, their accountabilities and how the roles depend on each other.

Identify the skills and capabilities that are needed by the team as a whole at a high level to achieve its purpose.

Define the measures (Key Performance Indicators) that will be needed to monitor and report your team's progress and performance.

Identify your team's key stakeholders and provide them with the information that they want to receive, in the format they want it, when they want it.

Have a structured, consistent and comprehensive induction or orientation process for all new team members.

Define the groundrules for the behaviour of attendees at your physical and virtual meetings.

Identify the regular meetings you really need and have a clear purpose for each of those meetings.

Set a clear agenda for each team meeting to give focus, and only invite the people who really need to be at there.

Define the approaches, processes and techniques that your team will use to solve problems.

Define how your team will resolve conflicts. Deal with conflict quickly, positively and directly.

Identify the approaches, processes and techniques your team will use to make decisions, and specify when escalation is required.

Define the process for team members to share their knowledge and experience and give them time to use it.

Encourage team members to capture and share lessons learned and success stories across the team.

Constantly look for ways to improve as a team. Encourage innovation, challenge the status quo and accept that mistakes are OK.

Understand the full range of skills and capabilities available across all of your team members. People use skills in their personal lives that they may not currently use in their working lives.

Keep an up to date team training matrix to make sure you've got the range of skills needed across the team to deliver your objectives.

Make sure there's a balance of skills and capabilities across the team and that you're not too reliant on one particular team member.

Identify the skills and capability gaps across your full team and build a team training plan to fill the gaps.

Decide whether it's more cost and time effective to develop existing team members or to recruit to fill any key skill gaps.

Consider an individual's fit with the team and its values when you're recruiting. Don't just focus on their ability to do the job.

Use your team training plan to set your team training budget. Allow for both the total time and money needed to set a realistic budget.

Feed individual team member training plans from the full team training plan. Members can then see how they contribute to improving the team's wider capability.

Make sure people know why they are attending training programmes. Be clear about how they will use what they develop.

Review your team structure and roles to ensure it's still fit for purpose, effective and efficient as your business evolves.

Review the external factors that could affect your business and might influence the mix of skills you need in the future.

Regularly check that you've got the skills you need in your team – have there been any changes as the team membership changes?

Build succession plans for your critical skills, key roles, scarce skills and roles which are hard to develop or recruit for.

Ask a more experienced team member to coach or mentor a less experienced team member - it will help to develop both of them.

Encourage different team members to take a leadership role when they have the most appropriate skills for the required task.

Train all your team members in coaching skills so they can coach and help to develop each other.

Define a clear purpose, objectives and outcomes for your team training sessions and away events.

Your different stakeholders will have different requirements for information. Understand their specific needs to avoid producing information no one uses.

Development tips for leadership

Demonstrate the team values in everything you do - your team members will model your behaviour. If you don't live the values, why should they?

Build trust with others by doing what you say you'll do and meeting any commitments you make to them.

Be true to yourself and don't pretend or try to be someone you're not. People will see through it.

Focus on 'what' you want your team members to do and let them get on with 'how' they actually do it. Don't micro-manage them.

Give genuine, timely and frequent appreciation and recognition to individual team members.

Create a supportive atmosphere in which team members feel confident and safe to share their thoughts.

Learn some coaching tools and techniques so you can help others to address their issues and create their own solutions.

Be available and approachable for team members when they need you. Be ready to listen and support.

Set up regular catch up conversations, either by phone or video, with your remote team members but be available for them between sessions.

Check the understanding of the expectations you place on remote team members. Give them the opportunity and time to ask questions to create clarity.

Share positive news, stories, ideas and improvement suggestions at the start of your remote team meetings.

Involve and engage your remote team members in defining the expectations around team standards and behaviours.

Think beyond the immediate team and business needs and identify potential for growth in individual team members.

Ask your team members what their ambitions are so that you can help them achieve them. Don't assume you know what's right for them.

Recognise that the team leadership role may shift in order to drive and deliver results.

Work with team members to help them develop so that they can achieve their potential.

Learn about different preferred styles and ways of working and understand your own.

Think about how you prefer to communicate and adapt your approach to help others who have a different preference to you.

Recognise that individual team members will have different preferred styles and ways of working. Embrace and value those differences.

Be humble as a leader. Respect others' views, admit mistakes and say sorry. Give credit and put others first.

Involve all team members by seeking and valuing their input and ideas. Listen more than you speak.

Help your team members to define “What’s in it for me?” at a personal level as they work towards the team vision.

Accept that mistakes will happen. Support team members who make mistakes as they work to deliver their tasks.

Actively manage the succession plans in your business to make sure people are ready to step into the roles when needed.

Celebrate successes in ways that fit with your individual team members' preferences and styles.

Check the health of your succession plans. Make sure you have cover with people at various career stages to feed the plans.

Don't over rely on a small number of team members to cover several roles on a succession plan. It's not realistic or practical.

Make sure your people have a clear 'line of sight' between their work and how it contributes to the business strategy.

Agree your team members' objectives based on their tasks and also the team's values and behaviours – what they do and how they do it.

Don't make your appraisals an annual event. Have regular performance and development discussions with your team members.

Use your team leadership and membership skills from your working life to help develop the teams you're a member of in your personal life.

Say yes to opportunities offered to you and create opportunities for yourself and your team members.

Create an environment in which your team members want to work hard, but can also enjoy what they do and have fun.

About Andrew

I developed my skills and built my experience whilst working for Rolls-Royce plc for 26 years.

After an initial career as an engineer, I've led the HR workstream on a £40m manufacturing facility build, I've been a Head of Employee Development and the Head of Early Career Pipeline. I've had international experience as the HR Director for a global division with over four years based in Singapore. I developed the executive recruitment, development, succession planning and reward strategy and processes for a three company joint venture team bidding for a £7bn nuclear decommissioning contract.

To enhance and supplement the learning from the book, I run workshops and Masterclasses. They allow time to identify and focus on yours and your team's specific development needs.

I offer consultancy on a project or retained basis to review where your teams are and to implement the interventions needed to make your teams, your team members and your leaders exceptional. I can facilitate your team meetings to make them more effective and efficient, and design and run your team away events and business conferences.

I coach individuals to help them become highly effective team members or leaders using the Exceptional Team Blueprint™ principles. I also provide team coaching.

I deliver talks based on the elements from my Exceptional Team Blueprint™ to networking groups, conferences and seminars.

Everything can be delivered online or face to face.

I'm a Fellow of the Chartered Institute of Personnel and Development and a Member of the Professional Speaking Association.

Get in touch to discuss how I could help you to improve the performance of your business or organisation using my Exceptional Team Blueprint™ approach.



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Your notes, thought and ideas
