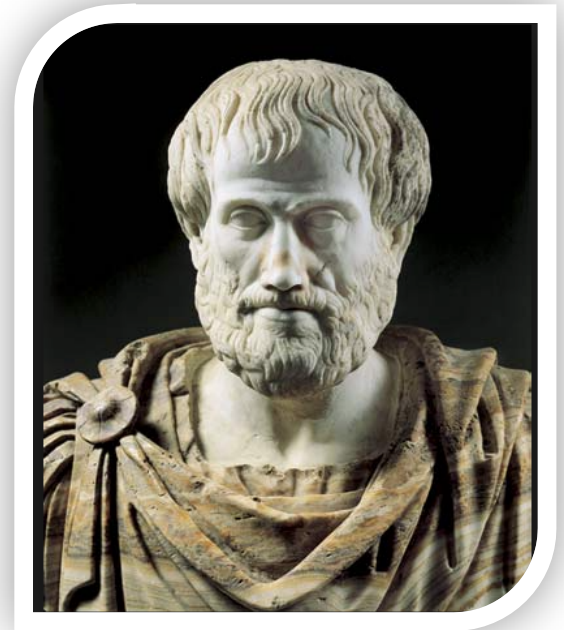


FIVE KEYS TO BUILDING A CULTURE OF DEVELOPMENT

Definition of Culture

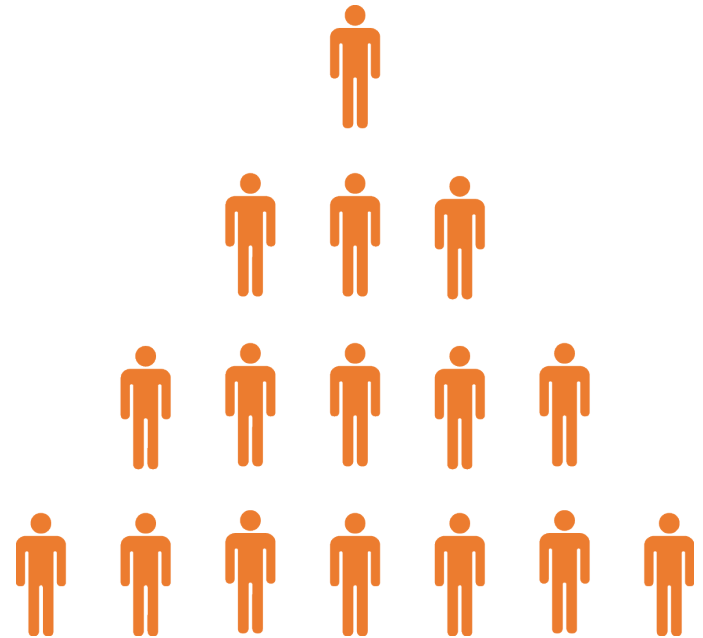
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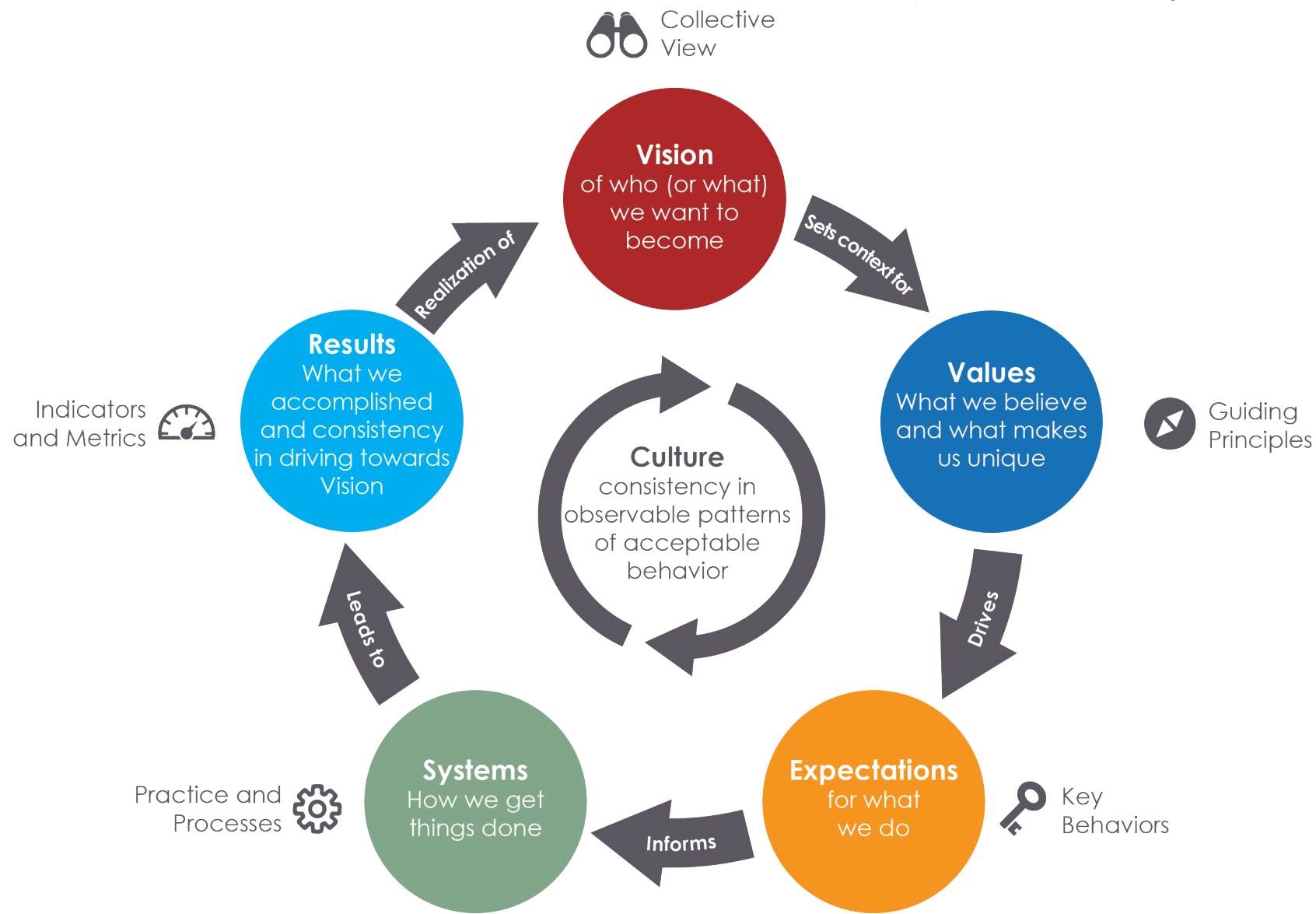
- What is culture?
 - “We are what we repeatedly do” (Aristotle)
 - *Consistent, observable patterns of accepted behaviors*
- Why is it important?
 - Affects business results and how those results are achieved
 - Affects the work environment and how we work together
 - Drives how people act and make decisions



The Culture Formation Process

- A pattern of thought or behavior in a person is a **habit**.
- A pattern of thought or behavior in an organization is a **norm**.
- A collection of norms in an organization is a **culture**.





Components of Culture

What Do We Mean by Development?

5

*Increasing the capacity
of your talent to
contribute to the
organization's goals and
objectives*

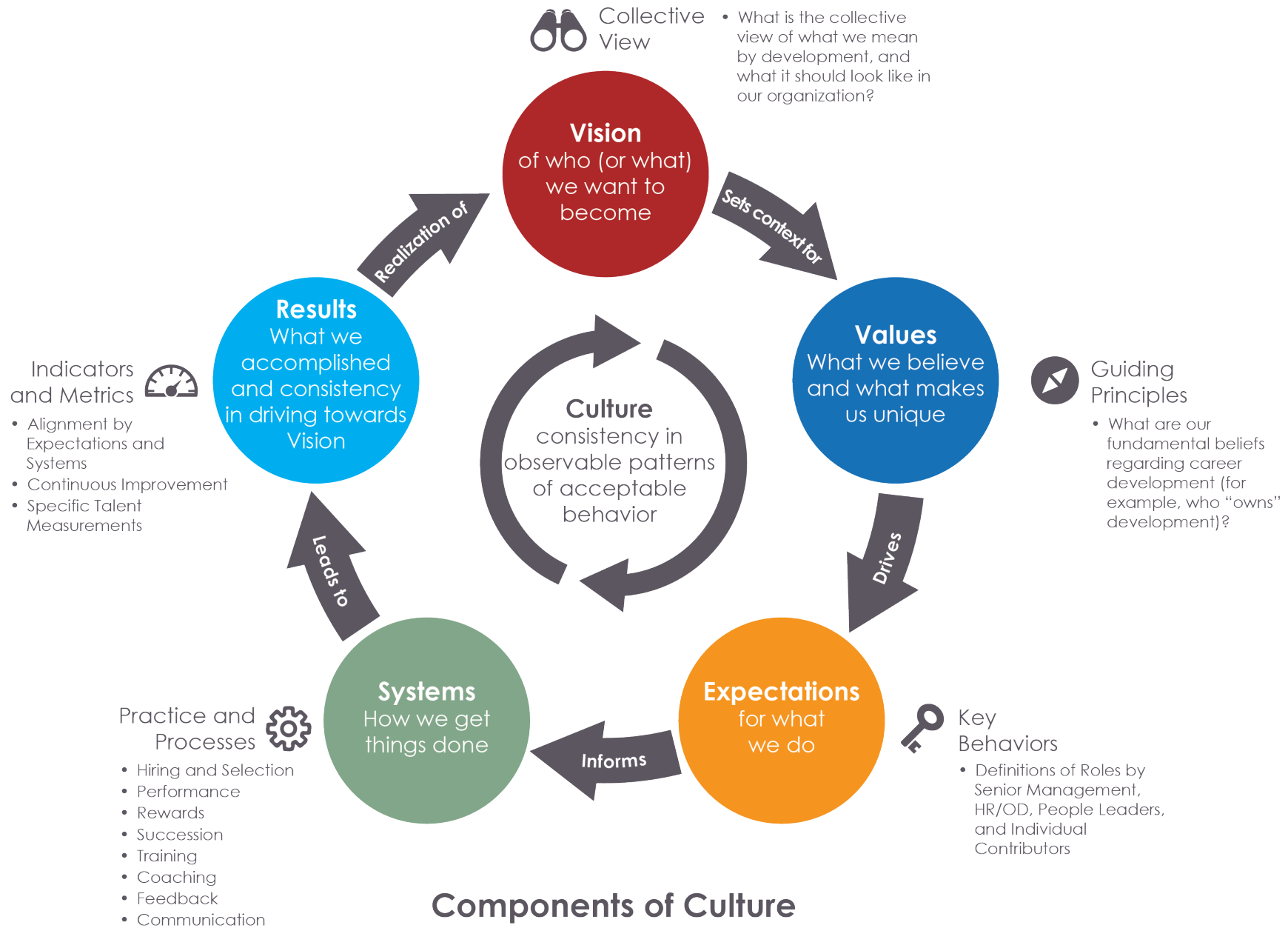


Employment Environment

6

- Employee Engagement – Gallup Poll (2016)
 - Engaged: 33%
 - Engagement increased only 3% from 2012-2016
 - Companies in the highest quartile of engagement (70%) generate 17% more productivity and 21% higher profitability
- Idaho Unemployment rate: 2.9%





Career Development Culture – Key #1

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If you can only do one thing...

Vision
of who (or what)
we want to
become



Image courtesy of Stuart Miles at FreeDigitalPhotos.net

*Create a target of
what ‘good’ looks like
relative to career
development in your
organization*

Development Vision Continuum

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- Where is your organization currently?
- Where do you want to be?

Vision Examples...

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- *While we recruit for culture and technical fit for the job, there are many opportunities for employees to also explore their passions and find their calling or purpose at work. (Zappos)*
- *Our founders built Google around the idea that work should be challenging, and the challenge should be fun.*
- *We are committed to providing the tools, opportunities and feedback to help employees fully develop their talents. (USAA)*
- *We are committed to associates development and strive to enable them to achieve their full potential. (W. L. Gore & Associates)*

Development Vision - Components

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- **Business Need:** *Ongoing employee development is key to achieving our future*
- **Feedback:** *Helpful, candid feedback is shared regularly*
- **Communication:** *Multiple forums exist for ongoing career discussions*
- **Opportunities:** *Everyone has an opportunity for challenging developmental actions/assignments*
- **Tools/Resources:** *We continuously evaluate and upgrade our tools and resources to support development at all levels*

Career Development Culture – Key #2

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If you can only do one thing...

Values

What we believe
and what makes
us unique

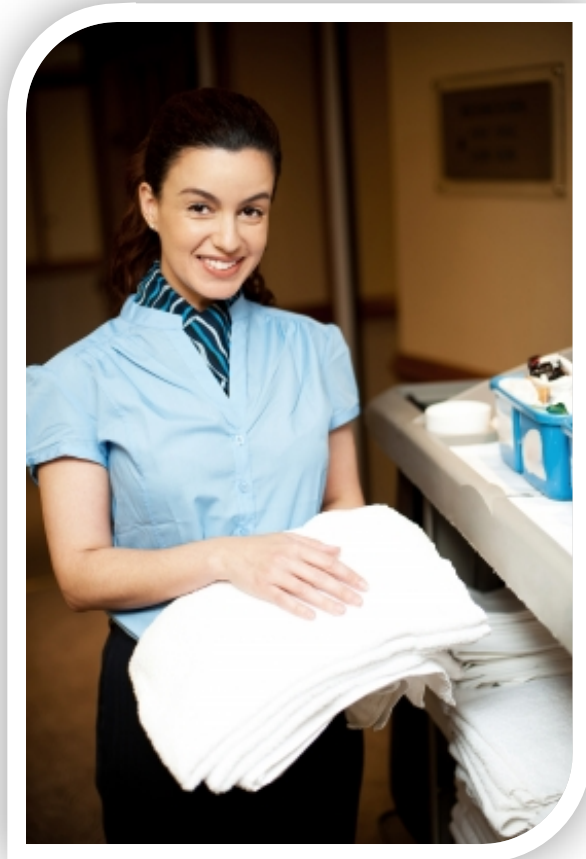


Image courtesy of stockimages at FreeDigitalPhotos.net

*Establish employee
ownership for career
development as a
primary value*

What Does Employee Ownership for Development Look Like?

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The Employee...

- Clarifies his/her career goals
- Seeks feedback/guidance on the competencies/skills needed
- Builds relationships/networks to gain visibility
- Initiates development discussions and shares plans and goals
- Utilizes the organization's tools/resources
- Performs well in current role

Career Development Culture – Key #3

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If you can only do one thing...

Expectations
for what
we do



*Build your people
leaders (managers)
development
coaching
competence*

Managers as Development Coaches

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...recognize that employee **development** is a **fundamental responsibility** of their role

...regularly **reserve time** for development **discussions**

...demonstrate **genuine** interest

...develop **skill** in asking **insightful questions**

...**listen** carefully

...provide **useful** feedback

...know how to **apply** organizational **resources**

...encourage **accountability** and follow-up

Career Development Culture – Key #4

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If you can only do one (two) things...

Systems
How we get
things done

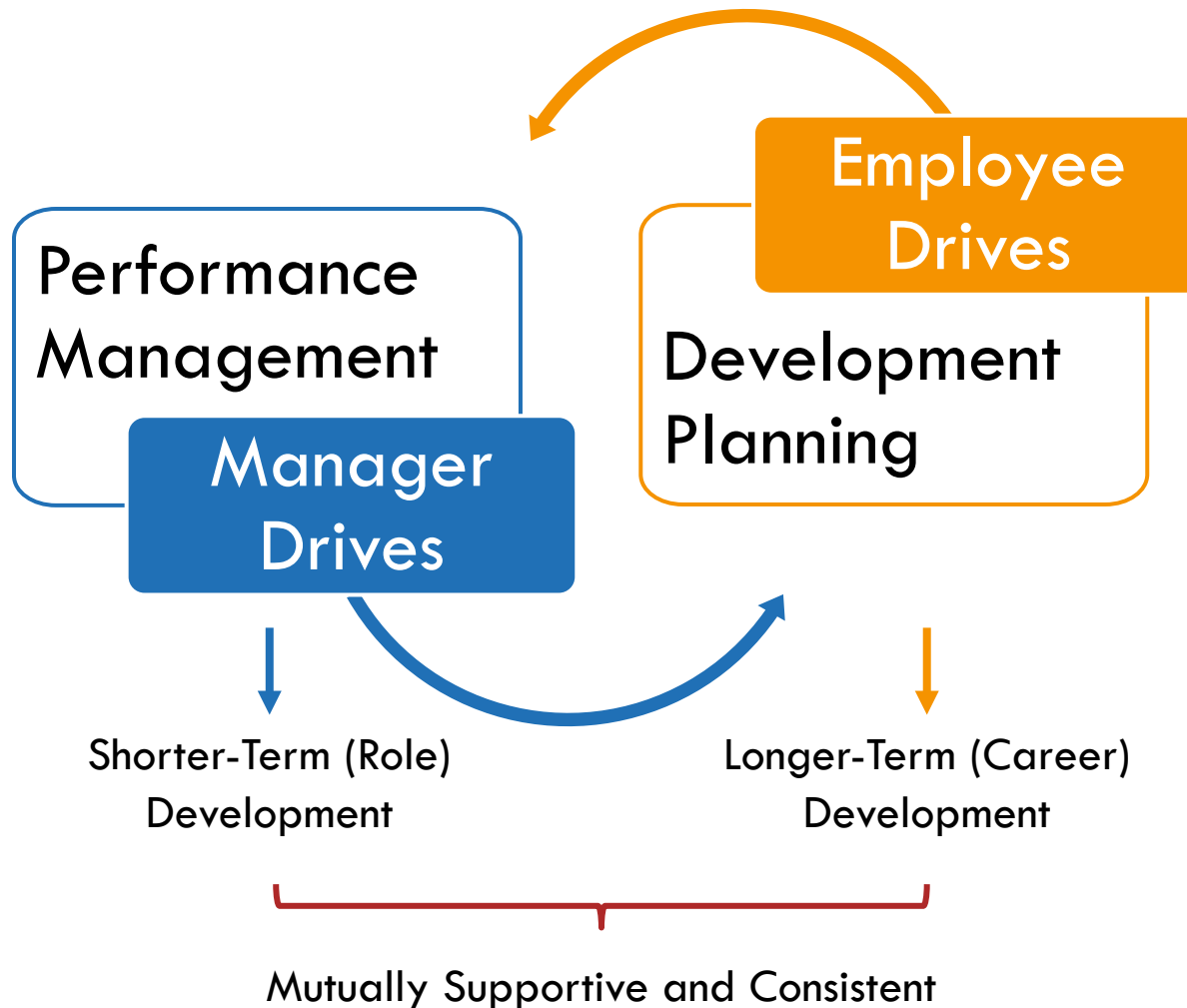


- *Separate the performance and development conversations, but link the outcomes*
- *Go beyond the “training” mindset and use the 70/20/10 development framework*

Image courtesy of Danilo Rizzuti at FreeDigitalPhotos.net

Separating the Performance and Development Conversations

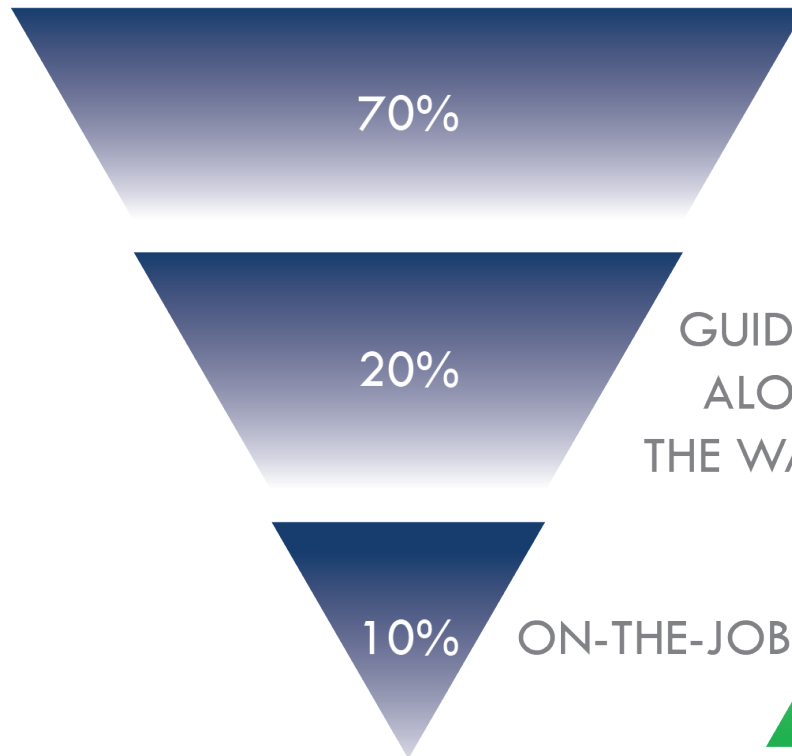
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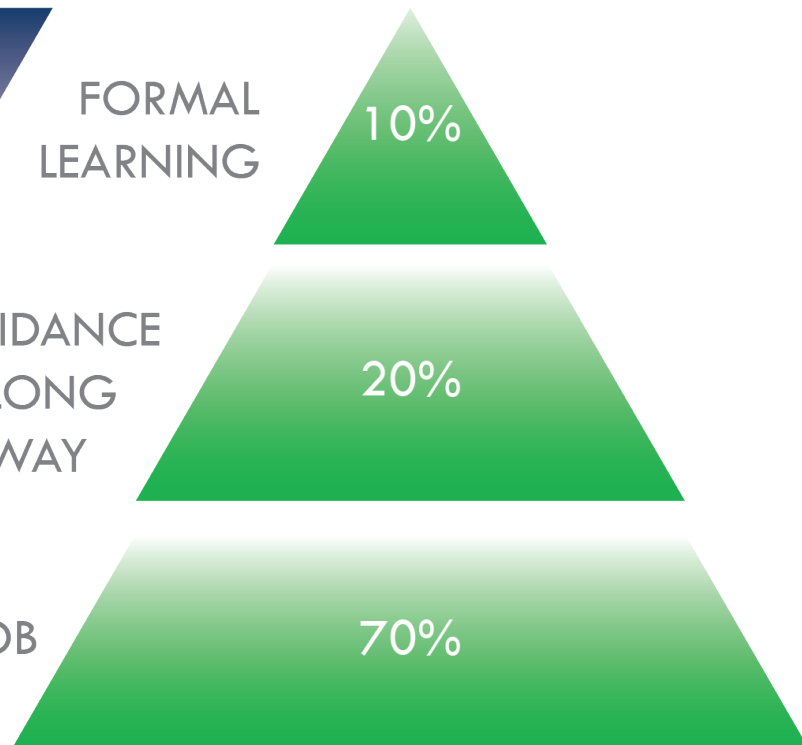
The 70-20-10 Development Framework

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What people tend to do
when Development
Planning:



Development Plans
that look like this have
the most impact:



Career Development Culture – Key #5

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If you can only do one thing...

Results

What we
accomplished
and consistency
in driving towards
Vision

*Measure the
frequency and
quality of
development
conversations*



There's a Lot of Things That Can Be Measured Around a Culture of Development

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- Alignment of people systems with vision and values
- Internal promotional rate/succession
- Training Effectiveness Levels (beyond course evaluations)
 - Learning
 - Behavior Change
 - Business Results
 - Return on Investment
- Engagement Surveys
- Contribution Survey

Summary – Building a Culture of Development

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Create a target of what ‘good’ looks like relative to career development in your organization



Establish employee ownership for career development as a primary value



Build your people leaders (managers) development coaching competence



Separate the performance and development conversations, but link the outcomes



Go beyond the “training” mindset and use the 70/20/10 development framework



Measure the frequency and quality of development conversations

Q & A

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