

MOTIVATED DEVELOPMENT™

A STRENGTH-BASED CURRICULUM

Maximizing Talent

Your managers and employees can experience increased performance, productivity, contribution, and work satisfaction.



Development that achieves the manager's priorities

We live in an era where anything that does not contribute directly to business results has no priority in the organization.

Even when leaders recognize the importance of developing talent — and the inherent risks in providing insufficient resources — making development a top priority can remain a tough sell to line managers who are constantly pressured to produce short-term results with diminishing resources.

CDT stands behind our success in providing education and tools that bridge the gap between

managers' need to focus on immediate priorities, the organization's need to ensure long-term employee excellence and the individual employee's need to do work they find interesting, challenging and meaningful.

We are proud to have been the key contributor to a wide-scale, global initiative that earned a position as a top three Finalist for the International SHRM Human Capital Award in Strategic Leadership.

Whether you're looking to:

- Create collaborative, strength-based development

conversations between employees and managers;

- Help managers deal with the many issues that come up around development conversations;
- Give employees the tools to manage their careers;
- Provide a comprehensive, integrated, strategic approach to development for the entire organization...
...there's a program and a tool in this curriculum to accomplish your organizational goals.

Development Plans that are more than New Year's Resolutions

Most traditional development has been focused on overcoming competency gaps and improving weaknesses.

Truth be told, managers admit that they discuss the same weaknesses year in and year out, or end up at the annual review discussing previous development goals that somehow got set aside for “more important” priorities.

This focus on developmental weaknesses, while looking good on paper, usually generates a development plan that has no more power than a list of New Year's resolutions.

The inevitable result of these repeating conversations is resistance to development discussions on the part of both the manager and the employee.

Motivated Development™ works by harnessing the most powerful *motivators* of employees to the managers' mission-critical objectives, while emphasizing *development of the employees' strengths and talents*—the very things they were hired for.

Our work succeeds because it eliminates managers' resistance to development by using employee development to directly address their

“Individuals in my organization who have taken advantage of this offering have become more energized to accomplish their development goals by leveraging skills that they are already confident in.”

-Mary Beth Schroeder, Affinion Group

business needs. Development is no longer seen as an extra “to-do” outside of their real business goals.

Motivated Development™ also multiplies employee engagement, that subjective measure through which employees express how involved, committed and related they are to the work they do. By connecting employees' development assignments to their specific motivators, strengths and talents, both employees and managers tap into an almost unlimited reservoir of energy for achievement. In this way, the development process overcomes the inevitable hurdles that so often stop people from accomplishing their development goals.

Motivated Development™ gives employees and managers an entirely new way to assess and create a shared vision of a completed development priority.

Employee growth and development is a natural and enriching process for both the individual and the organization.



Powerful development is achieved by employees linking their individual strengths and motivators to the goals and challenges of the enterprise.

Tapping into people’s natural motivation yields the best results in terms of development planning outcomes, and just as importantly, the longevity of the development itself.

When new competencies and abilities are developed in the area of employees’ motivated strengths, they stick. Practices adopted to address weaknesses, on the other hand, are usually abandoned as soon as the need for them is no longer urgent.

There are many forms of motivation, including negative ones such as survival, fear and intimidation. While they can drive a result, in the long run they cost everyone more than they bring in. Most leaders instinctively want to tap into people’s motivation and it is one of the most frequently asked questions in development training: “How can I motivate my people?”

The answer is: you can’t. You can’t give people motivation, and you can’t motivate people from your own



“The materials and trainers cut across different nationalities in the audience, such as Singaporean, Malaysian, Taiwanese, Chinese, Korean and Western expats and brought it to a common denominator without forgetting the different nuances of each individual culture.”

— T.M., VP, Global Manufacturing Business, Asia/Pacific

motivations—unless they happen to respond to the very same internal motivators as you do. But you *can* tap into their own natural motivational reserves, and those reserves are almost endless.

Finding out what motivates each employee—and capitalizing on that motivation—gives both the employee and the manager tremendous power for development and achievement. We call these unique motivational factors their *Career Drivers™*.

Directing *Career Drivers™* to the challenges that the manager and the

organization have recognized as priorities creates a winning combination for all.

When you access people’s natural motivation and drive, they experience doing their work in a mood of enthusiasm and success. That experience of success almost always leads to more positive achievements and attitudes.

People like to win. It’s as simple as that. When people work in the area of their natural strengths and motivation, they have the most chance of experiencing winning. The more they win, the more you win.



Motivational energy is the fuel for development.

People like to win. It’s as simple as that.

Keeping the focus on winning is appealing—but soon evokes questions about developmental gaps and weaknesses. You can’t just ignore them—can you?

Defining the gap areas that truly need attention is critical. But too many managers and development systems make no clear distinction between true weaknesses and untapped or untested potential abilities. Furthermore, they don’t address what it *really* takes to

develop people in difficult areas impacting their career and performance, such as negative personality traits.

Leveraging employees’ strengths to meet organizational goals, and learning how to modify the weaknesses that trip them up and affect the success of those around them is the goal of effective strength-based development strategies.

We give managers and employees knowledge and tools to discover employees’ *Career Drivers™* and strengths, and direct them to the concerns and immediate needs of the department.



No matter how much they believe in development for their employees, most managers struggle to incorporate development planning and discussions into their crowded agendas.



Managing Development Planning™ a program for managers, directors & officers

Managing Development Planning™, a one-day seminar, introduces your managers, directors and officers to an entirely new way of viewing and collaborating with employees on their development.

Although many hundreds of managers with whom we've worked came to *Managing Development Planning™* only because of a requirement linked to a performance management or development initiative, virtually all left reporting that it was one of the most practical, useful and realistic approaches to support them that their company had ever offered.

Through our Five Tools for Strength-Based Development Conversations, managers learn to challenge and support employees, and upgrade their own development plans at the same time.

Program Outcomes:

Managers...

- Have their business priorities addressed through strength-based development — employee development produces results that directly benefit the organization.
- Learn when and how to effectively address weaknesses and competency gaps.
- Practice accessing individual employee motivators and directing them toward achieving business objectives.
- Learn the criteria for effective development assignments.
- Understand the Motivation Scale™ and how to leverage an understanding of employee motivators to increase productivity and successful outcomes.
- Practice using the *Five Tools* to address the most common and difficult development conversations.

Managing Development Planning™ One-Day Program Overview

A highly-interactive, down-to-earth practicum, drawn directly from the experiences of managers themselves

The purpose of this program is direct and simple: *to increase your competence, ease and commitment in conducting regular, motivated development-focused conversations with your employees.*

Competence leads to ease. Ease supports a commitment and frequency. And, regular interactions defuse the discomfort and avoidance that accompany development conversations tacked onto performance reviews, where the real mental focus is on compensation; a time usually filled with expectation and angst for most employees.

A look at past successes and failures with developing others yields the realization that many successes have taken place with people who were naturally self-directed and knew how to find and use coaching resources. But what about the other 85% of the employee population?

Opening exercises capture the most difficult and most important development conversation issues; and reveal the symptoms and red flag warnings that accompany ineffective interactions. Through discussion, we construct the elements of successful development coaching conversations.

The program includes:

Career Drivers™: A Career Power Tool
Reviewing our pre-course assessment results clarifies and makes experiential the differences between eleven key career motivators, and how they influence an individual's career and development decisions. Managers engage in lively interactions in which they practice addressing either the primary or secondary motivator in order to engage employees in development assignments.

Strength-Based Development Principles
The introduction of the Motivational Scale offers a way to get instant feedback on chances for the success of any development effort. More

importantly, it combines with the *Career Drivers™* assessment in giving managers a way to ratchet up individual motivation when it doesn't appear sufficient to ensure delivery on a goal. New distinctions about development, beyond simple strengths and weaknesses, give managers guidelines for individualizing plans with the right developmental emphasis for any employee.

Accomplishments Analysis

This tool for gleaning essentials of an employee's skills, strengths and motivations has numerous other ancillary benefits and applications, which are demonstrated through practice conversations based on a written pre-course exercise. Managers discover multiple uses for this simple process — from performance reviews to development planning; from project debriefings to any kind of interaction where

they want to leave employees motivated by past successes to achieve higher results in the future.

Creating a Development Project

Development projects and assignments are the arena in which people actually grow their skills. Five criteria are

presented for successful, motivated development projects, along with practice in creating them and in coaching others through the process.

Development Coaching Questions

Managers are provided with questions from the repertoire of experienced coaches. These questions are designed to assist in opening conversations about career goals, project success and other related areas that are critical to development, but may be outside the usual comfort-zone or experience of many managers.

Structures for Development Conversations

In an open-coaching format, managers practice applying the tools they've learned to the situations they consider most challenging, based on their input from earlier in the session. By addressing several model scenarios, managers can easily extrapolate strategies to apply in a wide variety of related development coaching situations.

**Five Tools for Strength-Based
Development Conversations
&
Strength-Based Principles
form the heart of our approach.**

Motivated Development™

A Strength-Based Program for Employees

For employees, development is inextricably linked with their long-term career choices. For managers, satisfying the business needs for which they are accountable always comes first. Any development that seems to take the employee's focus off that priority usually takes a far back seat in the manager's view.

In the one-day **Motivated Development™** program, employees learn that the fastest route to the things they most want to do, most like to do, and are most likely to get them where they want to be is to link everything to their manager's priorities. While that may seem an obvious truth, experience has shown that the ability to match one's talents to the business needs is not innate to the vast majority of employees.

This program combines the most salient strategies from our 30 years of experience with long-term career planning with the newest in strength-based development for on-the-job learning that addresses business needs.

Motivated Development™ allows employees to take ownership of their on-the-job development by learning to create Development Projects specifically matched to their managers' top priorities, while stretching the level of ability in their own talents and strengths. Ensuring that development assignments

“The focus on the match between company needs and employee passion always seemed right to me. People get engaged, take initiative, and put energy into their work when they are able to take advantage of their natural inclinations and their internal motivations.”

— Yvette Jarreau, Director, Leadership, Learning & Development, EILEEN FISHER

include the employees' *Career Driver™* motivators ensures that their Development Projects have sufficient motivational fuel to carry them through the challenges and obstacles that inevitably arise in the development process, and in fulfilling any business challenge.

Motivated, Strength-Based Development Projects created in this program are designed to be discussed with managers to create a collaborative development plan. Managers are relieved of having to generate development ideas for all of their employees, yet retain critical input. Employees learn to merge their development into their job rather than holding it as a separate activity. And, by demonstrating how to make development requests that generate positive responses from their managers, employees learn self-initiative, a skill that is not inborn in everyone, but that can be taught.

The power to achieve their highest potential is available to every one in the workforce.



Motivated Development™

A Strength-Based Program for Employees

One-Day Program Overview

Employees learn to increase their opportunities to do the kinds of work they like to do and for which they're best suited—while matching their talents to the priority needs of their managers

Fundamental principles that lead to successful development in the present position while keeping an eye on future opportunities are the starting point of this day's exploration.

We introduce the building blocks of effective career and development management. Most employees immediately recognize that if they don't make powerful requests for the kinds of work they most want to do, they end up "getting what they get"—being given what someone else thinks they should do. Yet most also admit that their ability to make such requests in a way that their manager approves of their ideas is very limited. This program's processes and tools are designed to empower their ideas, and to increase their ability to communicate them to their managers effectively. The knowledge, and the ability to put it into practice, sustains employee responsibility for their own development.



AIM at Professional Development

Our strategy is based on the acronym **AIM**: Assess, Investigate, Match.

Through use of our online *Career Drivers™ Assessment*, (a pre-course assignment), employees focus on understanding the factors that must be present in any role, assignment or job to maximize their engagement. Accomplishments analyses are reviewed: written assessments that allow employees to determine which strengths among their many skills are the most motivated, and how those strengths have helped them succeed. That knowledge becomes a guide to future development success.

Identify a Challenge

A job is an opportunity to solve a problem or to meet a need, challenge or goal! The second step of a strength-based development process is to identify— from the many challenges any department faces— those specific challenges that have the highest level of attraction for the individual employee. This segment teaches the skills of *Investigation*: uncovering those priority challenges and determining which have enough motivational energy to sustain developmental efforts. Participants practice the actions that allow them to uncover potential opportunities long before they show up in a memo from their manager, or get posted on a job board. The skills learned in this section apply to present development efforts as well as future career opportunities.

Match Yourself to the Manager's Goals & Challenges

Employees challenge themselves to apply the principles learned so far to designing a Development Project that truly stretches their capabilities. The criteria for creating a Development Project offer a framework for writing a proposed project or assignment.

During this process, feedback from other participants is critical to keep the project outline on purpose, ensuring it fulfills all the criteria.

Communicate Your Value, Not Your Needs!

Employees end the session by empowering themselves to get approval of their ideas, learning to focus on the manager as a customer rather than leading with their own needs. Presenting the manager with a proposed Development Project also spares the manager the work of having to come up with developmental ideas to dangle in the hopes that the employee will "bite." Participants practice presenting their ideas to their manager in a way that addresses the managers business needs and concerns, and is open to collaboration and feedback.