



Richard Norris

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Four Concepts to Develop Your People

A tough economy is the best time to develop your people. So what is your people development strategy? Notice that I did not write professional development but people development.

Professional development sees a person in only one dimension—her job. People development looks at that same person as a whole—a sum of specific roles such as mother, partner, senior vice president, PTA member, and Brownie leader. Ignoring the other roles jeopardizes individual, team, and organizational performance and adversely affects staff retention, costs, and profits.

People come to work with all their roles. For some, those roles bring with them issues, challenges, and distractions. These can adversely affect performance not only for the individual but also across the organization.

To develop your people to their fullest potential and thereby enhance their performance and maximize your ROI, your strategy must be holistic with a role-specific approach. It must encompass four concepts of people development:

The big picture. Raise the importance of having a role-specific big picture and how it is applied in terms of individual, team, and company development.

Peak performance. Identify what peak performance looks like, thinks like, feels like, and behaves like. Establish the competence, commitment, and ability to communicate that is required, and indicate how that is orchestrated by what and how we think.

The path to peak performance. Establish where your organization is on your path. Determine what is holding you back and what needs to be done to overcome those hindrances. Only then can the peak performance concept be fully applied.

The four phases of role-specific development. Establish an awareness of the phases you develop through, where you are as an organization right now, and how you need to develop your people to enhance performance and attract and achieve growth and results.

Investing in and implementing these four concepts through your people development strategy will always enhance performance and attract the best people. After all, people like to know they are valued. Additionally, these concepts can be applied across each person's life roles, creating whole-person sustainable synergy. A further key benefit is that you gain market share over your competition because you value your greatest asset—your people—who are to be protected and invested in to ensure the greatest return.

Create your people development strategy. Your future depends on it.

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