

Examples of Developmental Strategies for Leaders

(Resource for Completing Steps Three & Four)

Any managerial activity contains the potential for learning and development. It might be totally new learning or confirming learning previously acquired or adjusting previous learning, for example, “this technique worked with these people in this situation, but it didn’t work when I tried it with someone else.” The list of managerial activities from which people could learn would be endless, and would apply to some people in some circumstances and not in others depending on the relevance of any learning activity to the particular job or project of the managers. With that proviso, following is a list of possible strategies and the ways they can be used to develop leadership skills:

| Gap Addressed | Strategy | Example |
|--|--|--|
| Education | Degree or Credential Program | Department Head completing Master’s in Public Administration |
| More than one employee has gap in specific area | Specialized training for management team | Management team receives training in Performance Appraisal process |
| Teamwork skills, analysis, visibility, exposure to new people, diversity awareness | Special project, team assignment | Team Member on cross-functional committee with state representatives |
| Exposure to special location or culture | Assignments in new location | Sheriff Captain in Jail East working at Jail West |
| Exposure to management skills and knowledge of lateral manager in different division | Cross Training | Recreation Center Supervisor training with History and Special Program Supervisor |
| In depth how-to’s of leadership position outside regular area of influence | Leadership Internships | Department Head working as Deputy County Manager for specified length of time |
| Specific developmental areas | Informal Mentoring | Feedback immediately following public meeting on employee’s handling of public’s questions |
| Specific developmental areas | Individual Short-term assignments | Employee takes over budget review process |
| Exposure to outside groups for competency in higher level position | External Leadership Experience | Police Major being involved in state police function(s) and/or training |
| When specific competencies need to be developed | Human Resources sponsored training | Employee meets with manager, discusses gaps, and reviews training catalog courses in this area. After training, they meet again to discuss how to apply learning in specific job setting |
| Special skill; management style | Formal Mentoring | Employee paired with another manager for job shadowing to learn team building skills from manager with style worth emulating. |