Behavioural Competency Development Guide
Helping you to achieve your potential
How to use this development guide:

- Identify which behaviour(s) are most critical for success in your role. This may be on your own or, more typically, in discussion with your manager. Identify also what level (A, B, C, D or E) you should be working at. Bear in mind that broadly speaking, competency levels will typically relate to job grades, as shown below, however, they do not always map directly and will depend on the nature of your role.

- Look at the relevant section of this development guide for that behaviour for some suggestions of how you can develop that competency and some direct links to access some of the options.

- Select the learning methods or suggestions that you think will work best for you. This may depend on how you learn best (learning style) and how much time you have, as well as what options are available.

- Remember to keep track of your learning goals and outcomes in your Personal Development Plan (PDP). You may also wish to keep a Learning Log.

Tips

- If you click on the title of each BC, it will take you to the relevant page of the BC Dictionary for reference purposes.
- Note that all embedded links within this document are underlined in orange.
- Some of these links will take you direct to the Skillsoft and GetAbstract external sites (albeit LR customised) where you will be asked as first time visitors to register or change/create passwords.
- After visiting a link, use the browser back button to return back to the Development Guide.
To make it easier for you to find the learning tools you need, we have mapped new elearning modules and business book summaries to each of our behavioural competencies (BCs), in collaboration with SkillSoft and GetAbstract.

Find out more about these companies below.

Together we have reviewed and refreshed the current skillsoft library and now offer a new, more intuitive suite of courses (Leadership Advantage Series and the Professional Advantage series) which replaces the current standard courseware (although we have kept some key courses). These new courses are easier to navigate, allow you to dip in and dip out depending on your time and specific learning requirements as well as offering a range of learning tools to meet the varied learning styles of individuals.

Effectively uses a world class editorial team to produce a 5 page book summary of all the latest, sharpest and relevant business books so that busy people can acquire compressed knowledge in less than 10 minutes – the perfect length to deliver each book’s key ideas. The no-fluff summaries are logically structured to get the maximum out of your reading time.
External Focus

Definition
...is having the insight, ambition and expertise to deliver a valued world-class service; understanding needs and providing focused, expertise based services. This equally applies to meeting the needs of internal stakeholders.

On the job development

- Consider the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the “MY Behaviours Self Assessment Tool” to help you.
- Know your business. Understand the reason why your part of the business exists and its core offerings, resources, and limitations. Go beyond reading LR’s vision, mission, and value statement. Consider for example LR’s value proposition.
- Know your customers. All employees, at every level in LR, have a customer. Think about all the colleagues and external clients who rely on you for expertise or services. Find out what they are trying to accomplish and external clients who rely on you for expertise or services. Find out what they are trying to accomplish and how you can support them as well as identify potential areas for improvement.
- Be conscious of the ‘Timeless Truth about Customers’.
- Put aside time regularly to focus solely on how you could improve the way you engage with different customers. Ensure you keep in regular contact with key clients within and outside of LR.
- Ask questions of your clients to understand their view of the service you offer. Get into the habit of asking for feedback (outside of the PHS Feedback Handling system or NPS NetPromotorscore).
- What is customer Focus? Or watch the video here.
- Observe and reflect good customer service you experience – in shops, on the phone, online or when travelling. What ideas and insights may be relevant to the work that you do and LR’s way of working?
- Spend some time shadowing someone who works in a client facing role (even just a couple of hours) to experience first hand both the service LR provides and what key issues our clients are facing.
- Look at systems, processes and practices from a client’s perspective. Walk through every step of the process your clients experience and ask “how can this be simplified or improved to make it a better experience for the client?”
- Work and meet regularly with LR colleagues or others in the supply chain to ensure processes are linking and working well together.
- Research or talk to contacts that work in organisations that have a strong reputation for client service. What do they do that makes them so effective?
- Sales – How effective are you in listening to client needs brought up in conversation, perhaps unexpectedly, and translating these into potential sales opportunities?
- Review also the suggestions under the behavioural competency ‘Commercial Knowledge & Focus’.

LR learning online courses

Skillsoft Professional advantage:
- Customer Focus
- Negotiating

Skillsoft Leadership Advantage:
- Customer Focus
- Competitive Awareness & Strategy
- Globalisation
- Negotiating

Skillsoft Standard Course:
- The Fundamentals Of Exceptional Customer Focus
- Presenting Your Proposition
- From Executive-Level Sale to Strategic Partnerships

LR classroom courses

- Effective customer service (americas only)
- Advanced sales & client management (asia only)
- Strategic celling (blue sheet) opportunity management Process
- Large account management process (LAMP or Gold Sheet) account management process
- LR account review and activity plan (amber sheet) account management process
- Advanced negotiation skills

Suggested reading

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- ‘Exceptional Service, Exceptional Profit’ by Leonardo Inghihill and Michal Solomon – use the Ritz-Carlton model to see how being service-oriented boosts your bottom line.
- ‘Bag the Elephant: How to Win and Keep Big Customers’ by Steve Kaplan – learn the art of big-client hunting.
- ‘Flip the Funnel’ by Joseph Jaffe – it’s time to revamp your marketing strategy. Spend less time and money on acquiring customers and more on keeping them.
- ‘The Thank You Economy’ by Gary Vaynerchuk – if your firm isn’t already using social media, it clearly doesn’t care about its customers. Here’s how to change that perception.
- ‘Reorganise for Resilience’ by Ranjay Gulati – “resilient” businesses jettison any and all obstacles to solving customer problems.
- ‘The New Strategic Selling’ by Stephen E. Heiman and Diane Sanchez – an updated version of a previously successful book Strategic Selling. They emphasise the need to know more than the basics of “tactical selling”.
- ‘Complaint is a Gift: Using Customer Feedback as a Strategic Tool’ by Janelle Barlow and Claus Moller – it’s truly better to give such a gift than to receive.

Other suggested reading

- “tactical selling”.

Useful websites

www.instituteofcustomerservice.com The homepage for this professional customer service institution
www.customer-care.com Homepage for the customer service association
**Team Work**

**Definition**

...is working cooperatively with all LR colleagues, clients, partners and stakeholders, building strong and effective working relationships based on support, trust, respect and expertise.

**On the job development**

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the "MY Behaviours Self Assessment Tool" to help you.
- **Seek feedback from your manager** about how you work within the team, your strengths and also about occasions when you acted in a way that wasn't supportive of others in the team.
- **Seek feedback from people** you trust about your working relationships both with them and with others.
- **Trust** is what binds team members together and is the key to meeting team challenges. The "STAR" method is one way of summing up what's needed to build trust in teams – S (being supportive) T (being trustful) A (being accountable) R (being reliable and results-oriented.) Learn more here.
- **Identify and observe** teams which seem to excel. What do they do that makes them so effective and what can you learn from them?
- **Diversity** – do you know what this really means and why it is important to foster diversity in teams? Take a quick review to learn more and to explore some of your core values and beliefs, perspectives and assumptions about diversity. Also, review this video.
- **Consider** how you can apply ideas and/or experience from any team-working activities undertaken outside of LR (e.g. through sports, community groups or volunteering) back into the workplace.
- **Offer** to share your skills and areas of expertise with others by setting up short 'know-how' sessions on a particular subject. Make the sessions informal, interactive and open to colleagues outside of your direct team. Try using story-telling as a technique to pass on the know-how. This can be particularly helpful for new members of your team or the organisation. If the sessions are popular, extend the approach outside of the function.
- **Compare** a positive relationship with one that is difficult and ask yourself "What makes the difference?"
- **Take a step back** in a conflict situation and ask yourself what you are contributing to the conflict situation and how you might turn it into a positive outcome – review the ‘Managing Conflict’ e-learning course shown in the next column.

**LR learning online courses**

**Skillssoft Professional Advantage:**
- Contributing in a Team Environment
- Understanding Others
- Peer Relationships
- Integrity and Trust
- Ethics and Values
- Managing Conflict

**Skillssoft Leadership Advantage:**
- Building and Leading Teams
- Managing Diversity
- Ethics, Integrity & Trust
- Managing Conflict

**Skillssoft Standard Courseware:**
- The Importance of Diversity in the Changing Workplace
- Diversity and You
- Managing Virtual Teams

**LR classroom courses**

- Insights team effectiveness (Americas only)
- Team alignment workshop (Americas only)

**Suggested reading**

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract website and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- **X-teams** by Deborah Ancona and Henrik Bresman – build and manage teams that know what they don’t know and what to do about it: all about X-teams, team building, innovation and deliverables.
- **Multipliers** by Liz Wiseman and Greg McKeown – can a book have a positive impact on the way you work? Multiply that idea by 10.
- **X-teams: How to Multiply Innovation and Impact** by Travis Bradberry and Jean Greaves – use emotional intelligence to make sure you are doing most of your talents.
- **The Emotional Intelligence quickbook** by Tracy slack and Jean Greaves – to promote teamwork, you have to know what constitutes a great team. Mark Miller tells the tale.
- **X-teams: How to Multiply Innovation and Impact** by Henrik Bresman – build and manage teams that know what they don’t know and what to do about it: all about X-teams, team building, innovation and deliverables.
- **Senior Leadership Teams: What it Takes to Make Them Great** by Wagman, Nunes, Burru and Hackman – are you tired of seeing your top leadership teams spin their wheels? Then give them some traction.
- **The Secret of Teams** by Mark Miller – to promote teamwork, you have to know what constitutes a great team. Mark Miller tells the tale.
- **Wisdom of Teams – Creating the High Performance Organisation** by Katzenbach and Douglas K Smith – you think you know how teams work and why they matter – and you’re mostly right. So why not act on what you know?

**Useful websites**

- [http://www.teampedia.net](http://www.teampedia.net) Free teambuilding activities and resources
- [http://reviewing.co.uk/toolkit/teams-and-teamwork.htm](http://reviewing.co.uk/toolkit/teams-and-teamwork.htm) A good resource site for websites and book reviews related to team work.
**Inspiring & Motivating Others**

**Definition**

...is inspiring and motivating individuals and teams towards achieving a common goal and high performance culture at LR.

**On the job development**

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.
- **Take time** to consider your personal style of leadership – consider how you are being managed or have been managed previously, what does your manager do to motivate and inspire you? What does he/she do that is demotivating or not inspiring, and what would you rather he/she did instead? What can you learn from this and apply to your team or colleagues?
- **Seek feedback** from your team on your leadership style. What do they expect from you and what could you do to improve the way you manage and lead? Identify points to remedy and take action.
- **Give serious consideration** to any feedback you have already received such as your EOS scorecard, LDP report and any 360 and feed the key areas for development into your development plans.
- **Identify** a highly effective leader within LR. Observe his/her approach. Identify what makes them an inspiring leader and see what you can learn from them.
- **Explore** the backgrounds and biographies of external leaders in different fields whom you respect – e.g. politicians, business leaders, scientists, explorers or outstanding sportsmen and women – to understand their approach to leadership or management style. What can you learn from them?
- **Seek opportunities** to practice your leadership skills outside work. For example, get involved in local sports teams, community groups or voluntary work where you may get exposure to leading and motivating teams and learn lessons you can apply at work.

- **Consider** situations in which your attempts to inspire and motivate failed. Discuss why with a trusted colleague/coach.
- **Be sure that you are creating** the right environment for your team to perform well – review this ACT Model to help you consider all the elements that support the right environment and your influence on them. You may also want to complete this team climate inventory.
- **Invite** guests into your team meetings to share information, expertise and knowledge with your team.
- **Are you an ‘emotionally intelligent’ leader?**
  - Do you know what this means? Effective leaders possess more than just rational intelligence. They possess social and emotional competencies.
  - It is presupposed that to motivate and inspire others, leaders need to be strong communicators – review the suggestions in this guide on the behavioural competency for ‘communicating & influencing’ to learn more.
  - **Develop** your organisational antennae to recognise sensitive or controversial situations before they become significant issues. Trust your instincts and when you sense discomfort, follow up with individuals offline to ask questions about their concerns.
  - **Leave your ego behind.** A strong ego leads us to suspect that we are always right, that our own interests are above those of others. These assumptions stifle communication and trample trust. When reaching out to groups put your own self-interested aside and consider the interests of the other party.
  - **Trust** is at the heart of a functioning, cohesive group. Build trust within your team and create an environment where everyone is able to interact based on trust.
  - **Know** your biases and subtle stereotyping. Only when you recognise and accept these can you work on your follow-up thoughts or actions and minimise or eradicate the unintended negative impact of your bias. ‘Notice the first thought and work on the second.’

**LR learning online courses**

- **Skillsoft Leadership Advantage:**
  - Leader as Motivator
  - Leading Organisational Vision
  - The Emotionally Intelligent Leader
  - Leading Change
  - Ethics, Integrity & Trust
  - Managing Diversity

- **Skillsoft Standard Courses:**
  - Managing Technical Professionals
  - Meeting the Needs of your Experts

**LR classroom courses**

- Managing in LR – our people
- Essential Leadership

**Suggested reading**

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- **The Emotionally Intelligent Manager** by David Caruso and Peter Salovey – instead of scorning workplace emotions, the emotionally intelligent manager uses them as a rich source of information.
- **Be Excellent at Anything** by Tony Schwartz, Jean Gomes and Catherine McCarthy – how to work more productively and happily by meeting your physical, emotional, mental and spiritual needs.
- **The Extraordinary Leader** by John H Zenger and Joseph Folkman – develop leaders one person at a time, one competency at a time, over a long period of time.
- **Managing Technical Professionals** by Catherine McCarthy – develop leaders one person at a time, one competency at a time, over a long period of time.
- **Mastery** by Robert Greene.
- **The Leadership Challenge** by Barry Z Posner and James M Kouzes – leadership is for the many, not the few.
- **The Heart of Change** by Dan S Cohen and John Kotter – logical analysis is not what persuades organisations or people to change. Instead, the process is “see, feel, change.”
- **The 3 Keys to Empowerment** by Ken Blanchard. John P Carlos and Alan Randolph - take three steps to empower your work force: share information, abandon your comfort zone and create capable teams.
- **’Nudge’** by Richard H Thaler and Cass R. Sunstein – there are no entirely free choices. Someone or something is somehow nudging you into the decisions you make.
- **’The Leadership Challenge’** by John H Zenger, Joseph R Folkman and Scott K Edinger – subordinates will walk through fire for leaders who inspire them.
- **’The Inspiring Leader’** by John H Zenger and Joseph Folkman – develop leaders one person at a time, one competency at a time, over a long period of time.

**Useful websites**

http://www.businessballs.com/leadership.htm A range of free tips and tools.

**Act like an owner of the business.** Take into account the business as a whole each time you take action. This demonstrates you have a vested interest in the long-term future of the company. By spending money with care and treating people with honesty and respect, you role-model a personal commitment to acting in the organisation’s best interests and inspire others to do the same.

**Leading or managing change** effectively is critical to ensure people remain motivated – research best practice before initiating any change process – review the suggested reading summaries on this page and also the development suggestions under the behavioural competency for ‘innovation and continuous improvement’.

**Other suggested reading**

(not available in the ‘getAbstract’ library)
Communicating & Influencing

Definition

...is communicating with others clearly, concisely and in a way that has impact and achieves the desired result

On the job development

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.

- **Ask for feedback** from your manager or a trusted colleague on your communication style as well as your influencing skills.

- **Practice** difficult conversations or presentations in advance – varying your pitch and pace to emphasise key points and using body language to show interest and engagement and to ‘punctuate’ your communication. Ask a colleague who is a strong communicator to watch you practice and give you feedback and ideas to improve your delivery (see e-learning course on presentation skills).

- **Analyse** good communicators from public life – TV personalities, politicians, actors, musicians to see what makes them so effective? What can you learn from them?

- **Consider** who are the key stakeholders you need to influence? Before each critical interaction, introduce the discipline of building a stakeholder map to thoroughly understand who the interested parties are and what their views might be. Seek out their opinion in advance of formal interactions. Anticipate and prepare to handle resistance.

- **Incorporate flexibility** to explore all possible options before and during your interaction/meeting. Rehearse your own argument and thoroughly check the assumptions you have made and data you are using.

- **Record/film a practise meeting** or presentation in which you need to convincingly present your point of view. Play back the tape and analyse areas for improvement – use trusted colleagues to support you and provide additional feedback.

- **Seek** assignments that will require you to influence others.

- **Listen** to people when they are trying to influence others and ask whether you’d be influenced. Why? Why not? Use the thinking in your own attempts at influencing.

- **A decision is rarely about the same thing to all parties** e.g. is buying a car about reliably getting from a – b? About representing who you are or practicality? Influence works best if the arguments fit what the decision is about.

- **Observe** colleagues who have impact and are influential communicators and consider what it is that makes them so effective? What can you learn from them?

- **Consider** who are the key stakeholders you need to influence? Before each critical interaction, introduce the discipline of building a stakeholder map to thoroughly understand who the interested parties are and what their views might be. Seek out their opinion in advance of formal interactions. Anticipate and prepare to handle resistance.

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- **Listen** to people when they are trying to influence others and ask whether you’d be influenced. Why? Why not? Use the thinking in your own attempts at influencing.

Suggested reading

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- **‘Yes!’ by Noah J Goldstein, Steve J Martin and Robert B Cialdini** – would you like to be more persuasive? Yes! Start with this witty, practical collection of tips.

- **The Presentation Coach** by Graham Davies – if you’d rather hide under the podium than give a speech, help is at hand.

- **Building Influence in the Workplace** by Aryanne Oade – the boss has the power, but you can be the most influential person at work.

- **Power, Influence and Persuasion** by Harvard Business Essentials – absolute power is never absolute. But used with persuasion and influence, it can absolutely get things done.

Other suggested reading

(not available in the ‘getAbstract’ library)

- **Influence** by Robert Cialdini

Useful websites

- [www.askoxford.com/betterwriting/plainenglish](http://www.askoxford.com/betterwriting/plainenglish) Useful tips and examples for ‘plain english’ on this website
- [www.presentations.com](http://www.presentations.com) Some useful tips for giving impactful presentations
- [www.humanresources.about.com/od/workrelationships](http://www.humanresources.about.com/od/workrelationships) Tips on how to work more effectively with people at work
Professional Expertise

**Definition**

...is developing expertise, knowledge and skills through self-development, training, knowledge sharing and experience.

**On the job development**

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.

- **Join** and become active in professional and educational bodies or networks related to your area of expertise.

- **Regularly** scan professional websites and journals for up-to-date information, developments and changes that impact upon your role and the industry as a whole.

- **Ensure you prioritise** your own development by undertaking a minimum of one significant learning opportunity each year. Research the most widely recognised or challenging programmes or courses to ensure your existing skills are stretched.

- **Knowledge sharing** hold breakfast meetings, lunchtime seminars or dedicate sections of team meetings to encourage different members of your team (or guest speakers) to present and discuss new developments in your sector or their specific projects.

- **Targeted networking** to help you learn as much as you can about your work and your industry and can greatly increase your work-related knowledge as you can about your work and your industry and can greatly increase your work-related knowledge.

- **Furthermore, build your strategic network** there are three interdependent forms of networking: a) operational – to help manage current responsibilities; b) personal – to help boost your personal and career development; and c) strategic – to open your eyes to developments in your sector or their specific projects.

- **Make use of this development guide** to help generate ideas about developing yourself both professionally and in all areas of the behavioural competencies identified as being critical to your role.

- **In particular** review also the suggestions under the behavioural competency ‘developing self and others’.

**LR learning online courses**

**Skillsoft Professional Advantage:**
- Self Development
- Career Ambition
- Giving & Receiving Feedback

**Skillsoft Leadership Advantage:**
- Developing People
- Career Development

**Technical authorisations** – make sure these are valid and are up to date. Ensure that you are aware of the new technical authorisation process.

**LR classroom courses**

**Skillsoft Standard Courses:**
- Mentoring Effectively
- Achieving Success – The Help of a Mentor

**Suggested reading**

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract website and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- **‘Stepping Up’** by John Izzo – step up to your obligations and change your world
- **‘Your Best Year Yet’** by Jinny S. Ditzler – by targeting your goals and appreciating your past accomplishments, you can empower yourself to succeed
- **‘Consider’** by Daniel Patrick Forrester 2010 – consider how rarely you really think, even when it matters most
- **‘Learn what you’re really worth’** by Brian Tracey – if you want a better income, become a better you
- **‘Your Best Just Got Better’** by Jason W Womack – take your life to the next level by working smarter, thinking bigger and making more time, money and joy
- **‘Mastery’** by Robert Greene – make sure these are valid and are up to date. Ensure that you are aware of the new technical authorisation process

**Useful websites**

- www.rina.org.uk The Royal Institution of Naval Architects
- www.energyinst.org Energy Institute (EI)
- www.imarest.org/Membership.aspx Institute of Marine Engineering, Science and Technology (IMarEST)
- www.cima.com
- Or any other relevant professional institution www.cipd.co.uk/ or www.cima.com

**Other suggested reading**

(not available in the ‘getAbstract’ Library)

- **Mastery** by Robert Greene
- **Giving & Receiving Feedback** by John Izzo
- **Targeting your goals and appreciating your past accomplishments, you can empower yourself to succeed** by Jinny S. Ditzler

**Useful websites**

- www.rina.org.uk The Royal Institution of Naval Architects
- www.energyinst.org Energy Institute (EI)
- www.imarest.org/Membership.aspx Institute of Marine Engineering, Science and Technology (IMarEST)
- www.cima.com
- Or any other relevant professional institution www.cipd.co.uk/ or www.cima.com
Strategic Thinking

Definition

...is the ability to look beyond the current situation, seeing and understanding the big picture and the full complexity of the context /environment, and planning ahead to maximise opportunity & performance.

On the job development

○ Consider the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.

What is strategic thinking?

○ Ensure you understand LR’s strategy. Review information contained here – also consider how your part of the business contributes to this Strategy – if you are unsure, ask your manager or a senior member of your team to explain it.

○ Read the book summary and/or article by Robert Kaplan & David Norton of Harvard Business School – thought leaders who developed the ideas underpinning strategy maps and strategy management systems.

You cannot think or plan strategically without considering the external environment in which our business operates.

○ Try comparing and contrasting our competitors’ strategies with LR’s using some of the strategy frameworks mentioned in this guide (or those that you have researched). Consider the impact on LR of trying one of our competitors’ strategies; what would be the impact on our customers? Would LR of trying one of our competitors’ strategies; what would be the impact on LR and other businesses. Review fast track section if you are short of time – remember without strategic thinking, businesses may be able to navigate today’s challenges, but are unlikely to grasp opportunities for growth.

○ Taking the learning from the above, consider how you and your area contributes to LR’s strategy, what do you need to be really good at? How would this change if LR adopted an alternative strategy?

○ Utilise the PEST and SWOT tool to analyse your part of the business, include industry, external and internal trends and factors that might affect your business.

○ Present your analysis and insights to a senior member of your business and ask for their feedback on your analysis.

○ Consider Michael Porters Five Forces Analysis tool to help you gain a solid understanding of competitive strategy and how to plan against these forces.

○ Seek opportunities for tasks and projects which require strategic thought.

○ Look for opportunities to work alongside someone known for their strategic thinking and observe what they do and how they do it. Invite them to a team briefing to share what they do and why it’s important to think about in the long term.

○ Volunteer to act on or take minutes at a strategic planning committee or on a strategic project.

○ Study the business pages of relevant websites/journals/newspapers to keep up to date with what other companies/industries worldwide are doing in terms of future plans.

○ Attend lectures, seminars and networking events to keep up to date on the latest developments and leading edge technologies and ideas.

○ Get together with colleagues to share market knowledge and brainstorm ideas on how that knowledge could be applied to LR.

○ Review the e-learning course ‘Strategic Thinking’ to enhance your understanding of what is meant by strategic thinking and why it is important to LR and other businesses. Review fast track section if you are short of time – remember without strategic thinking, businesses may be able to navigate today’s challenges, but are unlikely to grasp opportunities for growth.

○ Utilise the ‘MY Behaviours Self Assessment Tool’ to help you.

Suggested reading

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○ ‘Strategy: Create and Implement the Best Strategy For Your Business’ by Harvard Business Essentials – planning is nothing without implementation. Learn to put your good ideas into practice.

○ ‘Blue Ocean Strategy’ by W. Chan Kim and Renee Mauborgne – to be in the same boat as Starbucks and Curves, sail your “blue ocean strategy” into uncharted, uncontested waters.

○ ‘Strategy Maps’ by Kaplan and Norton – for a unified strategy, graphically chart financial, internal, educational and customer goals to align their priorities.

○ ‘Competitive Advantage’ by Michael E. Porter – whether you compete on cost, differentiation or focus; you can win in your industry. Just pick a strategy you can sustain.

○ ‘Strategic Safari: The complete guide through the wilds of strategic management’ by Henry Mintzberg, Joseph Lampel and Bruce Ahlstrand – a natural history of the 10 schools of strategic management.

○ ‘Good Strategy/Bad Strategy’ by Richard Rumelt – most business people don’t know how to strategise. They think it means listing goals. They’re not even close.

○ ‘The Black Swan’ by Nassim Nicholas Taleb open your eyes to many highly unlikely but important events that shape the world – and your life.

Useful websites


www.strategy-business.com Illuminate the complex choices that leaders face – in strategy, marketing, operations, human capital, public presence, governance, and other domains.

www.mckinsey.com
Commercial Knowledge & Focus

**Definition**

...is the ability to focus on the top & bottom line – understanding the impact of all decisions and actions and building strategies that have a positive impact on LR financial performance – whilst remaining true to our values and never compromising on safety.

**On the job development**

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.
- **Read the annual Group Review** and ask to see copies of the monthly operating reports to familiarise yourself with our position as a commercial organisation.
- **Speak to your manager** about finding a suitable mentor who is known for their commerciality.
- **Spend time with the commercial people in LR** to understand their perspective on the business and industry.
- **Ask questions** to ensure you understand where value is derived in the business.
- **Assess** the area of your role that has financial or commercial impact by using this form.
- **Test your knowledge of our company** market and performance using the business plan tool – fill in as many answers as you can and then identify where there are gaps in your knowledge and how you can fill them.
- **Use the basic accounting terms and concepts guide** to familiarise yourself with some of the terminology used.
- **Understand** more about the balance sheet and what is included on it.
- **If you are** a budget-holder, you can use the budgetary control and variance analysis information to consider what action you should take about budget variances.
- **Find out more** about budgeting by talking to a budget-holder in your team or department and by reading the ‘Introduction to Budgeting’.

**LR learning online courses**

- **LR Custom Online Commercial Awareness Programme**: Commercial Awareness Programme
- **Skillsoft Leadership Advantage**: Finance for non-Financial Managers, Problem Solving and Decision Making

**LR classroom courses**

- Commercial Awareness Programme (for level A & B signatories)
- CAP Lite (for level C signatories or for personal development only)

**Suggested reading**

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- **‘Army of Entrepreneurs’** by Jennifer Prosek – your job is to ignite the entrepreneurial spark in all your employee.
- **‘Double Double’** by Cameron Herold – are you brash enough to be an entrepreneur? To find out, measure yourself against Cameron Herold.
- **‘Simple Numbers, Straight Talk, Big Profits!’** by Greg Crabtree and Beverley Blair Harzog – keep your business finances simple to increase your profits.
- **‘Blueprint to a Billion’** by David G Thomson – do you want to build your company into a billion-dollar blockbuster? Here’s your set of directions.

**Useful websites**

Setting Goals and Priorities

Definition

...is establishing individual, team and organisational goals, aligned with LR’s strategic framework and values and that lead to successful business performance.

On the job development

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the "MY Behaviours Self Assessment Tool" to help you.

- **Goals** should be linked to strategy and be measurable; review your goals asking how do they contribute to the strategy of your area and where do they fit in the strategy map? Some important activities are carried out due to tradition or based on assumptions that are no longer relevant; ask what would really happen if we didn’t do this anymore? Would it really matter if this happened? Even if it does have an impact does this impact really matter, don’t assume because someone else needs it that it is still relevant as they may also be making outdated assumptions.

- **Be clear** on your priorities and the basis for choosing; try asking yourself what would you decide to do if you only had the time and or resource to do half of what you had planned? What criteria would you use, is this still relevant?

- **Identify** people who are successful; ask them how they set goals, take a look at them, are they structured in a certain way? Are they communicated in a certain way? Let them look at yours, compare and contrast in a certain way? Are they communicated in a certain way? Do you have the authority? Does it fit with other stakeholder’s priorities / objectives?

- **Engage** stakeholders in the goal-setting process to ensure you take into account their agendas and that your team’s goals are complementary to those in other functions/departments.

- **If you hear** yourself or others say ‘should’, ‘must’, ‘always’, stop and ask some questions e.g. according to who? What would happen if we didn’t?

- **Involve** forward looking people (from within or outside your own team) in challenging your thinking on your goals and when setting new ones.

- **Regularly** review the goals you have established – consider has there been a change in the business, perhaps the priorities or plans have shifted. Are the objectives still relevant and do they still reflect the needs and perspectives of all LR’s stakeholders?

- **Get involved** in strategic business reviews and discussions to update your understanding of LR’s strategic direction and what’s happening in the industry. This will help to develop your ability to set relevant and useful goals.

- **Use the Priority Matrix tool** to help you prioritise ‘the tasks you or your team have to manage’.

- **Test your goals** against the SMART principles: specific; measurable; achievable; realistic/relevant; timebound. Ask someone else to test your goals against these principles too. Use the SMART Goals tool to help you.

- **Use the ‘Objective Setting’ guidance** on the Hub.

- **Ask** your line manager or local HR team for advice on setting and reviewing your objectives.

- **Use the LR strategy map** to help you link individual goals to our strategic objectives.

- **Discuss** your goals (or your team’s goals) with other people in your department or who do a similar role – you might discover some excellent goals you can adapt.

- **Take time** to establish clear goals, as explained in this video ‘Performance Management: Be clear on the goals’.

LR learning online courses

**Skillsoft Leadership Advantage:**
- Goal Setting
- Setting & Managing Priorities

**Skillsoft Professional Advantage:**
- Setting & Managing Priorities
- Setting & Achieving Goals

LR classroom courses

- PPP workshop (EMEA only)
- Managing for performance and coaching (Asia only)

Suggested reading

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- ‘The 4 Disciplines of Execution’ by Sean Covey, Chris McChesney and Jim Huling – when strategies become more than just theories, the results are astounding.

- ‘Closing the Execution Gap’ by Richard Luecke and Brian J Hall – if employees don’t perform, the organization cannot thrive. If you’re a manager, that’s your problem.

- ‘Predictable Results in Unpredictable Times’ by Stephen R Covey, Bob Whitman and Breck England – Covey provides four guiding principles – and encouraging – principles for keeping your company on track during turbulent times.

- ‘How to Measure Anything’ by Douglas W Hubbard – how long is a lifetime? When will the sun die? How many jellybeans are in that jar? And where’s Waldo? Now you can find out.

Useful websites

http://www.businessballs.com/goal_planning.htm
**Analysis & Problem Solving**

**Definition**

...is analysing problems, opportunities and information in a logical, structured manner in order to identify and implement practical and/or creative solutions.

**On the job development**

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘My Behaviours Self Assessment Tool’ to help you.
- **Develop** a systematic approach to solving problems – defining the real issue, identifying all possible causes, generating a range of solutions and then selecting the best way forward.
- **Identify** a colleague who has a highly analytical approach to work. Ask for guidance on improving your own approach to solving problems.
- **Try presenting data**, information or problems in a more visual way – such as using graphs, diagrams, spreadsheets or pictures. This will make it easier to address an issue, spot a trend and tackle a problem.
- **Try** taking a different perspective on issues: “The way we see the problem is the problem” – Stephen R. Covey. Regularly ask how other people may see things – for example other members of the LR team, clients, partners and contractors or scientists and academics.
- **Consider** mental agility tests to sharpen your mind, even simple tools like crosswords and puzzles. Develop a new interest that will stretch and challenge your thinking skills.
- **Research** and use problem solving tools and techniques such as fishbone diagrams, forcefield analysis, pareto and flow charts. Review the e-learning course on Problem Solving and Decision Making to see more methods under the ‘On the Go’ section or look at the Technique Review.
- **When attempting to analyse a problem**, start with a statement of the issue and ask ‘why’ 5 times, each time getting closer to analysing the root of the problem.
- **Consider** the Mind Traps Skillsbrief to help you identify barriers that may prevent you from finding a solution to a problem.
- **Review** these tips for improving your analysis and problem solving skills.
- **Understand** others’ reality to ensure you see all sides of a problem, as shown in this video Principle 1: Interrogate Reality.
- **Considering** perceptual positions and the use of action learning sets is another way of seeing a problem from all points of view.
- **Use the BEST Alternatives tool** to help you analyse and evaluate different solutions.
- **Use the Problem Solving Worksheet tool** to help you accurately define a problem.
- **Use the Sample Questions tool** to help you problem-solve.
- **Use the Stages of Critical Thinking tool** to help you analyse a problem.
- **Review** and use other tools (including videos) in LR Learning. Click on the relevant course below and select the tools and videos you want from the ‘On The Go’ section.

**LR learning online courses**

- **Skillsoft Leadership Advantage:**
  - Critical Thinking
- **Skillsoft Professional Advantage:**
  - Problem Solving and Decision Making

**LR classroom courses**

- Specific classroom courses are not currently available for this behaviour, but the key aspects are featured in other related courses.

**Suggested reading**

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- **‘Critical thinking’** by Richard W Paul and Linda Elder – critical thought will transform your life. Try it and think better than you think you can think!
- **Six Thinking Hats** by Edward de Bono – how to deal with one concept at a time, even when you are thinking with a group.
- **Think Better** by Tim Hurson – creativity is not innate. With the right tactics and a lot of practice, anyone can become an innovative thinker.
- **The Leaders Guide to Lateral Thinking Skills** by Paul Sloane – try improbable combinations, foster frequent brainstorming, and then take those new ideas, test them and put them to work.
- **‘Secrets of Power Problem Solving’** by Roger Dawson – it’s not your decisions that matter – it’s how you make them.

**Useful websites**

www.mindtools.com This website has a variety of tips and techniques on problem solving and decision making...
Decision Making

Definition

...is the ability to make timely and sound decisions and judgements even in the face of ambiguity and or uncertainty.

On the job development

- Consider the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.

- Take some time to reflect on the criteria you use for making decisions; some of these may be less obvious or conscious? Dilemmas are interesting, think back on your last one, imagine leaving the decision to the toss of a coin, 99.99% of the time you have preferred one outcome to the other, so what was holding back the decision?

- Decisions are rarely about the same thing to all people involved. Changing what a decision is about, completely changes the criteria used to decide. This can be a useful way of exploring your own and others decision. Ask your manager for feedback on poor decisions that you have made in the past and discuss what you could have done differently.

- Practice going to your manager with not just a problem but also with a thought through recommended decision.

- Practice looking at the decision from different angles (various stakeholders perspectives, long term v short term, cost v quality, commerciality v core values) to check the merit of your decision.

- Share the logic of your decisions with a colleague/your manager, explaining your assumptions and asking for challenge on the decision.

- Learn to manage ‘cognitive dissonance’. It is human nature to forget and recall information and dates selectively to justify decisions. Make sure you are clear with yourself about the upside and downside of your decisions – don’t forget!

- Do you delegate effectively? Does your team regularly make appropriate decisions without referral? Or are decisions referred to you that you feel could have been made independently? Seek feedback from your team and sense-check how clear they are about roles, responsibilities and decision-making remits.

- Review the basics of effective decision making.

- Try the devil’s advocate PMI analysis or ease-and-effect matrix tools.

- Use this process to help you handle uncertainty when making decisions.

- Use the Technique Review tool to understand different tools for decision making.

Use the Question List tool to develop your critical thinking when making decisions.

Consider the biases we have when making decisions using this video ‘The Anatomy of Decisions’.

SR learning online courses

- Skillsoft Professional Advantage:
  - Problem Solving and Decision Making

- Skillsoft Leadership Advantage:
  - Problem Solving and Decision Making
  - Critical Thinking
  - Decisiveness

Suggested reading

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

‘Nudge’ by Richard H Thaler and Cass R Sunstein – there are no entirely free choices: someone or something is somehow nudging you into the decisions you make.

‘Decide & Deliver’ by Marcia W. Blenko, Michael C. Mankins and Paul Rogers – boost performance and profits by deciding to examine your decision-making process.

‘Decision Making’ by Harvard Business Essentials – you can make great management choices if you learn the right decision-making techniques.

‘Streetlights and Shadows’ by Gary Klein – everything you believe about how to make decisions is wrong – at least some of the time.

‘The Future of Decision Making’ by Roger C. Schank, Dimitris Lytras and Elliot Soloway – you can make better decisions – but only if you move past rules and logic.

Useful websites

www.mindtools.com This website has a variety of tips and techniques on problem solving and decision making.
Planning & Organising

**Definition**

...is developing clear, structured and efficient approaches to managing time, tasks, projects, resources and workloads to ensure delivery of objectives/goals.

**On the job development**

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.

- **Set aside time** in your diary for deskwork, planning, writing reports and so on. This will give you a better sense of your workload. Set aside some regular ‘quiet time’ to review your ‘to do’ list and long-term plans.

- **Think through** how you spend your time during the course of a specific day. Look for ways to improve your time management. How could you improve your effectiveness or avoid things that waste your time?

- **When a plan goes awry** take time out to review and ask for feedback on what went wrong.

- **Look for assignments** which require a lot of planning and project management skills.

- **Ask others to evaluate your plans** and look for any omissions and potential risks, issues and dependencies.

- **Set yourself clear targets** goals, measures and deadlines for performance improvement to ensure that expectations are met. Put the targets somewhere visible so that you don’t lose sight of what you are trying to achieve.

- **Research** the background and biographies of high achievers including business people, politicians and scientists to understand their motives, personalities and approach to life. What can you learn from them about achieving goals?

- **Make sure you achieve a healthy work/life balance** This will enable you to attend to both your priorities at work (job, goals, deadlines, career, and ambition) and in your personal life (family, leisure, pleasure) and will ensure the scale is not tipping dramatically one way or the other. Review the e-learning course on ‘Work/Life Balance’ to help you prioritise what is important to you.

- **Use this tool** to help you manage and track your time.

- **Use the priority matrix** to help you make the best use of your time.

- **Understand** how to maximise your productivity using this video.

- **Understand** the importance of doing one task at a time using this video ‘The Myth of Multitasking’.

- **Learn how to say no gracefully** using this video ‘How to Say No Without Saying No: Refusing Requests with Tact and Grace’.

- **Identify** what task to do next using this video ‘Making Trusted Choices’.

- **Understand** how to match your time with your key priorities using this video.

- **Learn** the basics of effective project management using this video ‘Effective Project Management’.

- **Understand** the five stages of workflow using this video ‘Mastering the Five Stages of Workflow’.

- **Consider** the importance of enabling others to deliver using this video ‘Success at Execution is about Enabling Others’.

- **Use the Information Overload tool** to help you avoid information distractions.

- **Use the Priority Disruptions tool** to help you manage interruptions.

**Suggested reading**

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- **The Personal Efficiency Programme** by Kerry Gleeson – knowing how to plan and manage your time is as good as gold. Start now with PEP, the Personal Efficiency Program.

- **Kickstart your time management: The complete guide to great work habits** by Frances Kay – start time management by prioritising and sorting ruthlessly. Decide on each task: do it, delegate it or dump it.

- **Getting Things Done: The Art of Stress-Free Productivity** by David Allen – you can take accessible, practical steps to get control over your ever-growing mountain of tasks.

- **Ready for Anything** by David Allen – don’t prioritise: write down everything to face each task and clear your mind. Get free to be productive and creative.

- **What to do When There’s Too Much To do** by Laura Stack – a placed mind rests on a solid organisational foundation.

- **Extreme Productivity** by Robert C Pozen – maximum productivity depends on careful planning, superior organization and tight focus.

**Useful websites**

[www.mindtools.com/pages/main/newMN_PPM.htm](http://www.mindtools.com/pages/main/newMN_PPM.htm) This website has a variety of tips and techniques on project management and action planning.
Managing & Driving Performance

Definition

...is managing and reviewing the performance of individuals, teams and sectors against goals and performance expectations, taking corrective action when necessary, ensuring a high performance culture across LR.

On the job development

- **Consider** the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.

- **To achieve peak performance**, employees need support, coaching, and mentoring – which requires full commitment from you, the manager. Employees also need to know the performance goals and should have a clear understanding of what is expected of them.

- **Do you have** a systematic method of monitoring your team’s progress against the most critical goals? Keep yourself and your team focussed on the target by visibly displaying results, achievements, project plans and key performance indicators up on the wall.

- **Organise regular reviews** for your team to step back from day to day work or assignments and review what’s going well and what could be improved. Ensure that project reviews are carried out and lessons learned for the future.

- **Set up an information source**, such as a weekly progress report that will allow you to monitor the progress of your team.

- **Be aware** of how your organisation works and why it works that way. Learn and understand the formal organisation but also the informal organisation, where it works that way. Learn and understand the formal organisation.

- **Do you plan** contingencies for when things go wrong? How do you respond to a change in circumstances or someone moving the goalposts? Developing contingencies for the most critical objectives, being flexible and ‘change-ready’ can contribute to the overall effectiveness of achieving particular goals.

- **How approachable are you?** Does your team confide in you when a deadline will be missed? Or when they lose confidence? Are you the first to find out about issues relating to the achievement of goals?

- **Create** a supportive but focused environment for your team and seek feedback on how easily they can give you bad news or if you sense your team is concerned about your reaction to bad news; take action to remedy where an issue exists.

- **Your team** will look to you to maintain enthusiasm in the face of difficulties. Find ways to visibly demonstrate your commitment to them and their achievement of goals.

- **Role-model persistence and determination**. Standing up for your team and removing obstacles for them to achieve their goals will win you respect and inspire greater performance.

- **Do you celebrate individual and team success?** While everyone appreciates a pay rise and bonus, sometimes these types of rewards aren’t an option. A sincere compliment can be one of the most effective tools you can use to motivate your staff – view this video for an example ‘Providing Positive Recognition’.

- **Consider the ACT model** when tackling declining performance to consider what factors could be affecting the performance. Consider further ways to prevent performance from declining by viewing the relevant e-learning courses below.

- **Prepare properly for any meeting** regarding a performance issue, practice having the conversation with a trusted colleague or HR representative first. Use the GROW model to help guide the conversation.

- **Managing difficult personalities**. We will all have had experience of these types of people and it’s very tempting to ignore them and not deal with them effectively. Take a look at the relevant section of this Managers toolkit for some useful hints and tips.

- **Explore** the relevant LR Learning courses suggested below for more tips and tools relating to managing the performance of others.

LR learning online courses

- **Skillsoft Leadership online Advantage courses**:
  - Managing Performance
  - Goal Setting
  - Accountability
  - Delegation
  - Giving & Receiving Feedback
  - Perseverance & Flexibility

- **Skillsoft Professional Advantage courses**:
  - Setting and Achieving Goals
  - Giving & Receiving Feedback
  - Perseverance
  - Organisational Agility

LR classroom courses

- Managing in LR: our people
- PPP workshop (EMEA only)
- Managing performance & coaching (Asia only)

Suggested reading

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- **Performance Management Framework** by Stacia Sherman Garr – many firms see performance management as an annual or quarterly chore. A sincere compliment can be one of the most effective tools you can use to motivate your staff – view this video for an example ‘Providing Positive Recognition’.

- **Beyond Performance** by Scott Keller and Colin Price – build for success by planning for long-term organisational health.

- **The Essential Performance Review Handbook** by Sharon Armstrong – the performance review is a perfect tool for retaining your best talent.

- **Performance Management** by Richard Luecke and Brian Jall – if employees don’t perform, the organisation cannot thrive. If you’re a manager, that’s your problem.

Useful websites

- http://www.businessballs.com/management.htm
Developing Self & Others

Definition

...is supporting all LR employees in building their skills, expertise and capabilities through training, development and feedback, ensuring that we maximise everyone’s potential to meet the current and future needs of the business.

On the job development

- **Consider the positive indicators** for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the “MY Behavioural Self Assessment Tool” to help you.

- **Self-development begins with expanding your self-awareness.** Your development needs are unique and personal. Determine your strengths and talents, your interests and motivations as well as your weaknesses. This tool will help you to focus your efforts and gain greater traction toward development goals.

- **Consider your aspirations:** What is your desired outcome? What is the performance level you’d like to achieve? What is the job role you aspire to have? In short: Who do you want to be when you “grow up?” And where do you want to be in five years?

- **Feedback:** Often the quickest way to improve your performance in a particular area is to ask for feedback. This should be considered a great opportunity for development as it builds self-awareness & confidence.

- **Make full use of this development guide** to help generate ideas about developing yourself and your team. Share this guide with your team and encourage them to set goals for their own development.

- **Seek out a coach or mentor** to help you with your development and continuous learning. This guided development allows you to observe, adapt and apply their insight and expertise to your own learning as well as sharing and transferring this to your team.

- **Volunteer to be a coach or mentor** to others. This could be done informally within the workplace or volunteering outside of LR – this sharing of information, knowledge, advice can be a mutually beneficial experience for both parties.

- **Hold regular one to ones with your team members.** Discuss performance and development; use the GROW Model to help facilitate this discussion and use the PDP Form to record the outcome and actions agreed.

- **Consider your learning style** and those of your team. Research and establish the best ways you can help them learn and develop. Use this questionnaire to help you.

- **Review this managers toolkit** for hints and tips to help every manager and team leader to build effective working relationships, build motivation and support the development of their teams.

LR learning online courses

- **Skillsoft Professional Advantage:**
  - Self Development
  - Career Ambition
  - Giving & Receiving Feedback

- **Skillsoft Leadership Advantage:**
  - Coaching
  - Developing People
  - Attracting and Retaining Talent
  - Career Development

LR classroom courses

- Standard Courseware:
  - Mentoring Effectively
  - Achieving Success – The help of a Mentor

- Managing performance and coaching (Asia only)

Suggested reading

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract web site and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- **‘Your Executive Coaching Solution’** by Joan Kofodimos – everything you’ve always wanted to know about executive coaching.

- **‘The Hands Off Manager’** by Steve Chandler and Duane Black – how to manage with less stress and increase the performance and creativity of your staff.

- **‘Coaching and Mentoring’** by Harvard Business Essentials – don’t pass up the opportunity to help your employees blossom. Learn how to be a dynamic coach and mentor.

- **‘Nice Teams Finish Last’** by Brian Cole Miller – transform your teams' interactions to include honest, meaningful feedback while maintaining peace and increasing productivity.

- **‘Co-Active Coaching’** by Laura Whitworth, Karen Kimsey-House, Henry Kimsey-House and Phil Sandahl – co-active coaches help their clients achieve satisfaction in both work and life.

- **‘The Inner Edge’** by Joelle KL Jay – to be a truly effective leader, first learn to lead yourself.

Other suggested reading

(not available in the ‘getAbstract’ library)
- **Mastery** by Robert Greene

Useful websites

Innovation & Continuous Improvement

**Definition**

...is challenging the conventional way of doing things, generating new, innovative ideas, products / services and effective solutions which continually improve performance.

**On the job development**

- Consider the positive indicators for this behavioural competency as well as the negative indicators – consider how you measure against the level indicators required for your role – ask yourself honestly are you displaying these indicators and to what extent – identify those areas that could be improved or developed – use the ‘MY Behaviours Self Assessment Tool’ to help you.
- Be aware of personal and organisational barriers to creativity.
- Introduce a more disciplined approach to reflecting on work and even non work activities in terms of ‘What have I learned from this?’. Always review and reflect on projects, assignments and challenging work that you have been involved in. What went well? What could you do differently next time?
- Widen your sources of inspiration – seek information and input from other colleagues in LR and the wider industry. Get their perspective to generate or test out new ideas or solve a problem.
- Run brainstorm sessions. Collaboration and fresh eyes can help develop new perspectives. Try the ‘Thinking Hats’ exercise to support your brainstorming.
- Research thoroughly techniques available to enhance your creativity and choose the ones that will help you in your work.
- Keep up-to-date with innovation and developments in your own specific field by reading professional journals, joining associations and networking. Consider changes in technologies, safety standards and world markets in the future that could impact you.
- Attend external networking events. Encourage your team members to do the same and formalise a ‘new ideas and innovations’ session for people to bring back external information that can benefit the organisation.
- Allow yourself time and space to ‘think’ and play with ideas and challenge accepted assumptions about ways of doing things. Constantly ask why do we do that? What is it for? Is there a better way?
- Get into the habit of looking for good ideas everywhere you go. Look for innovation in shops, on television and so on. Could you adapt and apply any of these ideas to your work in LR?
- Build a reading library. Action follows thought so if we think creatively, we will act in more innovative ways. The reverse is also true. If you don’t make time to read new books, scan news articles, and so on, how will you gain exposure to new ideas? Vary and broaden your regular reading material, including the newspaper you take.
- Broden your regular sources of feedback and ideas. Include colleagues who may be on the periphery and also the people you believe may take the opposite point of view.
- Know the difference between creativity, invention and innovation.
- Get involved if you can, in innovative, ground breaking projects at LR to experience new ways of doing things and learn leading edge concepts.
- Imagine how the most innovative person you know would react to a situation or solve a problem.
- Listen, not just to what is said, but to thoughts that are triggered. Make a note of them before the idea disappears.
- As a leader, be aware of stifling creativity – be tolerant of risk, uncertainty, experimentation, and failures. Know that there will be trials, rework, and detours before success.
- Ensure team members, colleagues and all employees have ways of feeding new ideas or suggestions up through the organisation. Find ways to acknowledge and feedback on all ideas, thereby valuing and encouraging further suggestions.

**LR learning online courses**

- **Skillsoft Professional Advantage:** Creativity.
- **Skillsoft Leadership Advantage:** Creative Thinking.
- **Skillsoft Learning Advantage:** Leading Change.

**Suggested reading**

Click on any book cover to view the behavioural competency suggested reading lists on the getAbstract website and to download these, or one of the 9000 other book summaries from the getAbstract book library.

- ‘A Whack on the Side of the Head’ by Roger Von Oech – burst that brain lock with a solid whack upside your head! Stimulate your creativity by playing, thinking impractically and generally acting the fool.
- ‘Seizing the White Space’ by Mark W Johnson – hitch your company’s wagon to a fresh business model and head out into a new white space.’
- ‘The Innovator’s DNA’ by Jeffrey H. Dyer, Hal Gregersen, Clayton M. Christensen – innovation is a skill you can learn by pushing yourself to be creative.
- ‘Gemba Kaizen’ by Masaaki Imai – continuous, never-ending improvement. All you need to know about Kaizen.

**Useful websites**

- www.mindtools.com – tips and techniques on mind mapping and practical creativity
- www.brainstorming.co.uk – lots of information about brainstorming plus creativity puzzles and more
- www.innovationnetwork.biz and www.innovationtools.com information, articles and even a creativity test
- www.creativityatwork.com

**Suggested readings**

- What is your typical response to change?
  Are you a change agent? Click here to find out the Characteristics of a Change Agent and how to stay motivated through organisational change.
- Find out what your reputation is and how your challenges are perceived. Are you known as a cynic or executioner? Or someone who is balanced yet has the courage of their convictions?
- Managing change – research best practise before initiating any change process – understand that there are four broad reactions to change (enthusiasm, ambivalence, sceptism and resistance). Consider the signs and strategies to deal with them effectively. More about resistance to change here.
- To learn more, review the recommended e-learning leading change.
- According to John Kotter and Dan Cohen, change happens when you make people feel differently. You have to appeal more to the heart than the mind. Read this summary to get an understanding of the concepts addressed in this book Executive Summary – The Heart of Change.