

Volume 15**What I'm hearing**

We do not have development plans in place for our people. How will that impact our business?

What it means

Remember what people need. The top three questions of the Gallup Q12 Index employee-engagement survey are:

- Do you know what is expected of you at work?
- Do you have the materials and equipment to do your work right?
- Do you have the opportunity to do what you do best every day?

Development plans provide tools to address the dynamic nature of jobs and the need to continually build skills and revisit job priorities. Think of all the factors that have impacted what people do in their jobs at your business, such as:

- Positions go unfilled so the team picks up the work.
- Positions are eliminated and tasks are absorbed by the team.
- Processes are made more efficient which alters jobs and requires people to learn new skills.

A solid development plan is the fundamental tool to reset job expectations, allow an individual a chance to share with a leader the things he or she needs to be successful, and give both leader and follower an opportunity to hit pause on their work for 30 minutes per quarter to review and refine the key pieces of performance.

What you should do

I created a Talent Scorecard™ for individual leaders to assess whether they're doing the basics and to get some feedback on how they can improve their own performance with regard to managing their talent. Development plans are a key piece of talent management, but only one piece. So here are two key next steps:

Step 1: Go to www.thetrugroup.com/scorecard and fill out the Talent Scorecard™. It will provide you, as a leader, with an answer to the question, "How are my basic habits for developing the talent on my team and where do I need to improve?"

Step 2: If evaluations and/or development come up as areas where you need to increase focus, use one or both of the free templates on my website at www.thetrugroup.com/resources/talent-management-resources/:

- [Performance Conversation \(including a Follower Feedback form\)](#)
- [Development Plan](#)

Looking to put some great development plans in place for 2012? Is it time to rebuild some of the habits or culture around investing in your people? Did the talent scorecard reveal a surprising gap for you? Contact me.

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