

# DEVELOP SUCCESS

## Great leaders invest in developing their people

By Jay Perry

I often use this space to discuss leadership essentials and we're continuing this theme by looking at another area that you will need to be sure to build if you want your business to be truly sustainable. This is the continued development of those around you.

It should be obvious that if you have employees you must be capable of supplying the basics for them to be happy to stay with you. More importantly, you need to provide them with what they

You, as the leader, must provide these things for them to prosper under you. How much money do you commit to training and development annually? There is an old saying that if you train people they might leave ... but what happens if you don't train them and they stay?

Technical training is obvious in its benefits because you can see people work with the new equipment, software or procedures. Development is quite different from training. Usually the results take a little while to

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need to be engaged in the business and committed to making the operation a success.

In study after study it has been shown that employees value things differently than employers. I've never seen results of employee interviews where money ranked any higher than number four on a list of what employees want from the employer.

Money is important, but employees typically value other things higher, such as considerate treatment, competitive salaries and benefits and considerations for work-life balance. An example of this could be flex-hours or reduced hours so they can care for elderly family members. Those with young families often will want compensatory time for attending family-oriented events such as little league or other sports, dance, music or other art activities their children may be involved in.

You definitely want to keep those things in mind, but remember that what is most important to staff is the opportunity for growth and a supporting pathway to realize advancement. In every study I've seen, this is always number one or two on the list of things they want from employers.

manifest because people are re-learning approaches to situations. When you develop leaders there is a new skill set required that not many people have had exposure to date in their careers. As a matter of fact it has been shown that supervisors have spent nine years on average supervising before receiving any training or development. There are usually well entrenched habits that need to be supplanted.

This process of replacing beliefs needs patience and perseverance. Mentoring can be a part of this process as well as formal education. Personally, I favour direct coaching. Over my career in the field I have found nothing more effective than this for promoting development.

Get your people what they need to succeed, and you will be sure to stay the one who's driving. **CRM**



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