
DEVELOPING OTHERS AS LEADERS

A prompt on what may be needed to be brilliant at this:

1. **It's part of your deep beliefs about how you are going to win.** That is, you really believe it is a part of how you get to the future you want, how you and your org are going to succeed. Also this is more than 'developing others as good quality followers'. Yes, you may be committed to developing colleagues around you, but is it as leaders in their own right. Stop here and catch your thinking about this, because this factor is probably more influential than any other.
2. **You're active in developing yourself as a leader.** You do this because of your beliefs as explored above. Also you model what you expect from others.
3. **You have a model of leadership that guides your learning, and your supporting of others.** You will have a grasp of how all this 'leadership stuff' makes sense, so can be thoughtful about your support to others.
4. **The relationship is established to welcome mutual feedback.** Of course, the relationship has to be big enough. Ideally, you'll set it up so you support each other's growth.
5. **You know and steer off what they are working on (and vice versa).** You commit to their success and development but crucially it is *their* definition of success.
6. **You discover the right balance of challenge and support.** We are all different. The art is working out what works in each instance. Talk about what's working and not.
7. **You both practise, regularly.** This is not something just for the annual appraisal. This is part of being successful, part of the weekly interaction.
8. **You encourage them to have a wider Team of Support, and so lots of feedback from others.** Your support will make a difference and so will that from others; encourage them to get more.