

Every organization likely has some program to develop their people, so these action steps largely entail identifying any possible weakness in the process and then make improvements in those areas. Managers might first want to do an assessment on how well they are doing at people development in several important areas. Fortunately, the BCWI survey provides a good assessment of your programs to encourage people development. This assessment of course is taken from the perspective of the employee and as such provides a good objective indication of the strength of each phase of your development program. In the following paragraphs, the survey question relating to each of part of the process is listed after discussion of the process. Your personalized action steps would follow from any identified weaknesses.

Hiring the right people for the right job is the first step in people development. If a person is equipped with God-given skills, talents and gifts which align with their job description are more likely to do well and be passionate about their work. Job passion provides the motivation to improve their knowledge, performance and to develop into a better worker. Absent the passion, an employee may be motivated to find another job or simply disengage from their

work and do what is necessary to get by. The degree to which your organization is described by the following two questions on the survey indicates of how well you are doing in this particular aspect of people development : 43. *My organization recruits and hires highly qualified employees.* 24. *I am very satisfied with the opportunities I have to use my*

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skills on my job.

Once you have hired the right person for the job, you must ensure they have the **training necessary to do their job.** Training should cover a good on-boarding process where the employee learns the routine processes and procedures as well as meeting the people necessary to complete their job. Management must conduct an initial assessment of training needs in addition to the training requirements unique to your organization. Employees might need additional training in computer operations, writing, math or presentation skills. 23. *I receive the training I need to do*

my current job effectively.

In order to improve, every employee needs **feedback on their performance**. Performance feedback sometimes has a negative connotation since people can feel judged. However, performance feedback should be combined with someone taking an interest in the development of the employee. The performance feedback should primarily be a coaching/mentoring process with honest feedback on the employee performance. Honest feedback is important, but care should be taken to ensure the feedback is delivered in such a way to improve the performance and not destroy the morale of the employee. The coaching session should look at training opportunities an employee can do on their own as well as training the organization can provide. Additionally, the mentor should always be looking for opportunities for experience and responsibility which will challenge the employee and help them grow. Statements on the survey which assess this dimension include: 25. *In the last six months, someone at work has talked to me about my progress.* 29. *Someone at work encourages my development.* 28. *In the past year, I have had opportunities at work to learn and grow.*

Recognizing good performance when it happens

is important for several reasons. First, employees want to know how they are doing and waiting for a semiannual review does not always provide the necessary feedback. Recognizing good performance is also an opportunity for a manager to better define what the manager perceives as good performance. It also sends the signal to others and gives them a goal to pursue with their own efforts. Finally, positive recognition adds energy to the employee's efforts and shows that you think highly of the employee. Both these messages make the employee want to continue to improve. The following survey question measures how well your organization is doing in recognizing good performance: *27. I am satisfied with the recognition I receive for doing a good job.*

Promoting the most qualified and rewarding top performers

is another method of helping employees develop. You want to recognize your top performers by promoting them, but at the same time you do not want to promote people into jobs for which they are not qualified. In other words you do not want to promote your best salesperson into management

since they may not be a good manager. However, you might want to reward that salesperson with a larger sales area. Promoting the most qualified people into leadership positions may be one of the most critically important steps in your people development process. An unqualified manager not only is a poor choice to put on a leadership track, but that manager will stifle the growth of all those he or she manages. *30. My organization promotes the most qualified employees. 26. My organization effectively rewards top performers.*

Encouraging problem solving and experimentation

is a cultural attitude which often relates inversely to uncertainty and fear in an organization. Cultures that promote experimentation also encourage risk taking and do not punish failures. Experimentation, problem solving and risk taking are attributes which help employees learn and grow. Without the challenge to innovate or experiment, a job can become intellectually deadening and disengaging to employees. *33. Employees at my organization are encouraged to experiment and be innovative.*

When examining your organization's employee growth climate it is important for

management to maintain a positive attitude towards change, a coaching/mentoring attitude towards subordinates, and the attitude your team can produce more than they think can. These attitudes create an environment that encourages growth and development. As knowledge workers, most employees in Christian organizations must continue to learn and grow or they will soon become obsolete. Conversely, the best knowledge workers seek out organizations which encourage growth and will not stay long in organizations which do not support growth. Therefore, growth of your people is a necessary ingredient for the long term survival of your organization.