



“GROW YOUR LEADERS” JOB AID

(Leadership Learning & Development Activities)

[Video Overview of this Job Aid](#)

Purpose: Growing the next generation of leaders is one of the most important jobs of a leader. This job aid offers some tips to *Grow Your Leaders*. The front of this job aid describes some leadership learning and development activities. *Suggested* target audience/leadership levels provided below. The back of the job aid provides a suggested workflow for each activity. Each activity has a supporting worksheet for download.

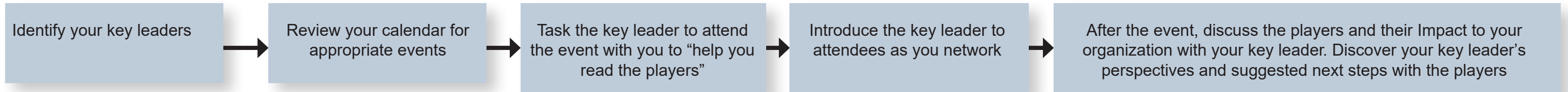
Activity	Description	Application	Learn More At
For the Key Leaders in Your Organization			
Extending the Network	Take one of your key leaders to an event which your key stakeholders or other important players will be attending. This should be an event which your key leader would not normally attend. Your job is to introduce your key leader to the players. The key leader’s job is to backbrief you on the players.	<ul style="list-style-type: none"> To connect the key leader to an extended network that can provide support feedback, insight, resources, and information. To model the importance of networking as a leader. 	“How Leaders Create and Use Networks” by Ibarra and Hunter
For Leaders of Integrated Product Teams or Organizational Units			
The Customer Chair	In your internal meetings (such as staff meetings) which your customer does not attend, assign a subordinate the task of role playing your customer in the meeting. The customer chair is an adaptation of Jeff Bezos’s “empty chair” technique.	<ul style="list-style-type: none"> To demonstrate that internal actions impact the customer. To allow emerging leaders the opportunity to practice empathy. To test how well your workforce is connected to your customer. 	“Take a Tip From Bezos: Customers Always Need a Seat at the Table” by Bob Thompson
For Supervisors or Functional Leads			
Time Management Coaching Session	Bring a subordinate into your office with the task of showing/explaining how they manage their time. Ask them how they set their priorities; how they handle “pop-up” tasks; how they manage their time to support their boss and the customer. Show them how you do the same tasks—set priorities, etc.	<ul style="list-style-type: none"> To reinforce the importance of both focus and balance. To show how managing our own time impacts others. To highlight you, the leader, as a role model of behavior. 	“20 Quick Time Management Tips To Boost Your Productivity” by Celestine Chuo
For Subject Matter Experts or Functional Specialists			
Reverse Mentoring	The younger (or less experienced) person mentors an older (or more experienced) person on a task the younger person has mastered. This can be a technology task (“Show me how to use Snapchat”) or a job task (“Show me how to trace a requirement in DOORS”).	<ul style="list-style-type: none"> To close the knowledge gap between both parties. To bring different generations together. To see how things are really done in your organization. 	“Why is Reverse Mentoring Something You Should Try” by Rodger Dean Duncan
Skip-Level Meeting	A meeting in which you, the organization leader, meets with leaders/managers two levels (or more) down the chain of command in order to discuss areas for improvement in the organization.	<ul style="list-style-type: none"> To get feedback on your vision for the organization. To gain insight from those who are doing the work this change would impact. To identify your bold thinkers and champions of change. 	“5 Secrets to Great Skip Level Meetings” by Karin and David Today



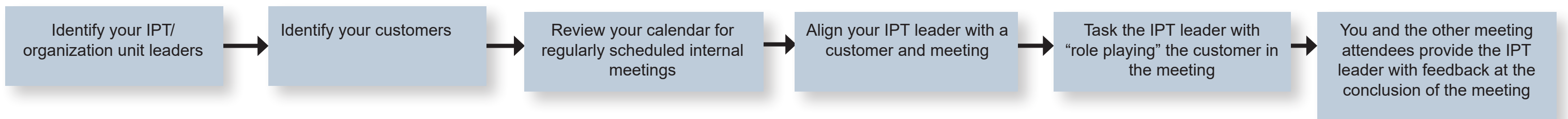
“GROW YOUR LEADERS” JOB AID (Workflows)

Purpose: Provide suggested workflow for each of the “Grow Your Leaders” activities.

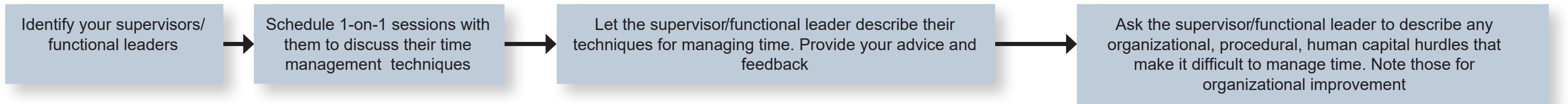
Extend the Network



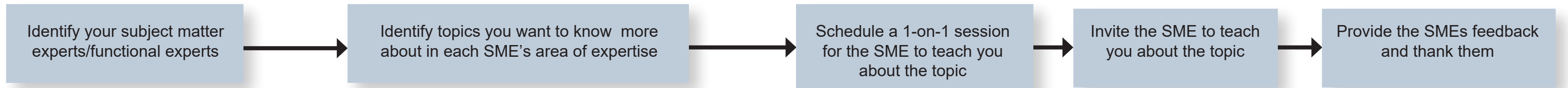
The Customer Chair



Time Management Coaching Session



Reverse Mentoring



Skip-Level Meeting

