



# BUILDING CAPACITY IN YOUR AUTHORIZING STAFF

## NACSA CONFERENCE 2016

We aim to be provocative. Read this at the start of the session, and make notes throughout. There will be a test afterward.

### Section 1: Prerequisites to PD

For professional development opportunities to benefit team members and organizations, certain preconditions are necessary. Thinking about your team and/or organization, please answer these questions:

- |   |     |    |
|---|-----|----|
| 1. For each role, do you have a clear job description?  | Yes | No |
| 2. Are recurring work cycles for each role, and accompanying resources (instructions, tools, etc.) available outside of the current team member's head or laptop? | Yes | No |
| 3. Do managers have a shared set of tools or guidelines for coaching team members?  | Yes | No |
| 4. Do all employees have regular check-ins with supervisors?  | Yes | No |
| 5. Are employees participating in regular performance conversations (whether or not tied to compensation)?  | Yes | No |

**Notes:**



**Sum it all up:**

Write down one next step you'd like to take for yourself, your team, or your organization. Also write down who you need to coordinate with to make this happen (if applicable), and set a date by which you will make it happen.

The next step I'd like to take is...

I will need to coordinate with \_\_\_\_\_ to make this happen.

I plan on making this happen by \_\_\_\_\_



## Section 2: What happens at conferences stays at conferences. PD ≠ Conference in Miami

Despite what conference organizers would say (since their salaries are paid for by conference fees), "professional development" does not always mean "attend conferences." Most organizations spend a little time planning development opportunities in the form of classes, retreats, or other training events, a lot of time and resources on those events, and then almost no time or energy on post-training practice. Professional development opportunities, especially for helping staff gain new skills or nurturing nascent skills, should abound inside your team or organization.

*Consider the following questions:*

1. Who on your team has expressed an interest in learning more about what another team member or team does? What have you done in response to that desire?
  
2.
  - a. Are you one-deep in lots of roles in your organization? Yes    No
  
  - b. If a particular team member left tomorrow without notice, who would know how to keep the trains running? Yes    No
  
  - c. If no one, whom should you consider cross-training or at least exposing to what someone else does? \_\_\_\_\_
  
3. Does each team member know what every other team member does so that she could answer, if asked, whether she might like doing her teammate's job? Yes    No
  
4. Think of a recent performance review of one of your team members, or yourself. What areas for growth exist? What opportunities exist in your organization for that team member or you to practice that particular skill?

Area for Growth	Opportunities that exist to practice this skill



- 5.
- |   |     |    |
|---|-----|----|
| a. Are teams in your organization led by managers with different leadership and coaching styles?  | Yes | No |
| b. Would managers and team members benefit from tasting the grass on the other side of the fence? | Yes | No |

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### Section 3: “If you love someone, set them free.”

When team members are developing professional competencies and developing organizational values, they will naturally tend to be ready for more responsibility and new opportunities. Many of these opportunities may only exist outside your organization. Thus, professional development, done well, results in the loss of experienced, skilled team members. So, consider these questions for your team and/or organization:

Do you know where each team member is likely to progress with time and development? Is there a logical next role inside your organization - moving up or across? Or, is the team member going to be best served, professionally, by moving on? Do you and your team member have a shared understanding of when that might occur? Are you and your team enabling internal systems and structures that promote continued pipeline development (e.g. internship programs, mentor relationships, etc.)?

Team Member	Choose 1			Timeline (When should this happen)	Shared Understanding (Y/N)
	Move Up	Move Across	Move On		

Are you and your team enabling internal systems and structures that promote continued pipeline development? (i.e. internship programs, mentor relationships, etc.)

Yes No

**Notes:**



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