

Create Your own development club



Overview

A Development Club is a structured, ongoing strategy for development in a specific competency. Individuals who join the club make a commitment to participate in monthly activities (training, reading books, case study work, etc.) focused on their desired area of development. Clubs are established for a set number of months and should be limited in size to allow individuals to fully contribute and participate in the activities.



Creating Your Own Club

- Determine which competencies you want to develop. We have created three clubs: Leadership, Team Development, and Interpersonal Relationship Development. Other areas could be finance, supervisory skills, internal consulting, strategic thinking, strategic planning or even company product knowledge. Choose an area that is a need in your organization and can have an impact on its success.
- Define what that competency means to you and the subjects that would be part of that competency. We defined leadership to include managing meetings, positive conflict skills, mental models, decision making, and business development. The curriculum addresses those areas.
- Create a curriculum for the competency. The curriculum should consist of monthly activities that may include classroom training, reading and discussing a book, e-learning, 360 degree feedback, individual coaching, and application assignments. Determine how long you want the club to last (9-12 months is good) and create a curriculum around that time span. Vary the activities so that you follow a high-demand month with a low-demand month.
- Market the Development Club to potential members. You can do this online, through email, in training workshops, during staff meetings, in newsletters, and through any other communication means available. This is a great strategy for people to demonstrate an interest in their own professional development, and gain them recognition for new roles and responsibilities in the organization.
- Have potential members apply for the club. You want to be sure that they are committed to development. They should explain why they want to join and what they expect to gain from participation. Use this as the beginning of a learning contract.

Leadership Development Club

Purpose: To provide individuals with a structure for ongoing development of their leadership capabilities through a series of monthly activities.

Length: 9 months

Membership Activities:

- Monthly meetings or training sessions.
- 360 Degree Feedback.
- Assignments for application each month.
- Leadership Project.
- Leadership Coaching (3 sessions)
- Development Partner (another club member you work with throughout the cycle of the club)

Curriculum by Month:

1. Training Workshop: Discovering the Leader in You

This 2-day workshop is based on the book *The Leadership Challenge*. Participants complete the Leadership Practices Survey, a 360-degree survey, and develop plans to apply the 5 elements of leadership to their lives. Each person selects a leadership project that they will work on through the Development Club.

Development Partners are established to support each other throughout the duration of the club by meeting each month between regular club sessions.

Assignment: Create your personal leadership development vision and plan.

2. Book: Death By Meeting, by Patrick Lencioni

This book, written as a fable, explores strategies for planning and managing meetings. It proposed that meetings be limited to a single purpose (tactical, strategic) and that conflict in meetings is a positive attribute, not a sign of a problem. Members discuss the book in a Club Meeting. Selected members bring a case study of a meeting challenge, and the group brainstorms how to manage that challenge.

Assignment: Determine how your meetings should change and begin to make those changes.

3. Book: Crucial Conversations, by Patterson, Grenny, McMillan, and Switzler.

This book provides specific techniques and strategies for managing difficult conversations, conversations that leaders must be willing and able to hold to maintain their leadership position. Members discuss the book in a Club Meeting. Selected members bring a case study of a communication challenge, and the group brainstorms how to manage that challenge.

Assignment: Try the techniques and record your successes and challenges.

4. Training Workshop: Crucial Conversations

This 1-day workshop is based on the book Crucial Conversations and gives participants an opportunity to practice the skills covered in the book.

Assignment: Continue to use the techniques and record your successes and challenges.

5. Book: Leadership and Self Deception by The Arbinger Institute

This book shows how we sometimes misread a situation to reinforce our personal biases or beliefs, and how that self-deception hinders our success. Members discuss the book in a Club Meeting. Selected members bring a case study of a leadership challenge, and the group brainstorms how to manage that challenge.

Assignment: Analyze your challenging relationships and potential self-deception, and make a change.

6. Panel Discussion: Getting Things Done in Our Organization

Company leaders share their insights and tips for getting things done in the organization and the leadership strategies they have found successful.

Assignment: Develop and implement a plan to influence people outside your primary work group.

7. Book: Good to Great, by Jim Collins

This book presents research findings around how a small group of companies went from good performance to sustained great performance. One element of their “good to great” success is a “Level 5 Leader.” Members discuss the concepts in a Club Meeting. Selected members bring a case study of a leadership challenge, and the group brainstorms how to manage that challenge.

Assignment: Revisit your Leadership Vision and Action Plan and update it.

8. Book: A Practical Guide to Making Better Life Decisions, by Hammond, Keeney, and Raiffa.

This book explores how we make decisions and how to avoid common decision traps. Members discuss the book in a Club Meeting. Selected members bring a case study of a decision challenge, and the group brainstorms how to manage that challenge.

Assignment: Apply the decision making process to an actual work or life decision.

9. Celebration Meeting

This final 1-day meeting includes a second 360 degree survey (to compare to the original one), discussion of progress made, recognition of successes, revisiting original action plans and leadership projects, and development of future action plans for continuous leadership development.

Team Development Club

Purpose: To provide teams with a structure for ongoing team development through a series of monthly activities.

Length: 7 months

Membership Activities:

- Monthly meetings or training sessions.
- Assignments for application each month.
- Team Project.
- Team Leader Coaching (2 sessions)

Curriculum by Month:

1. Team Building Session: Vision and Goals

This 2-day session helps teams analyze their strengths and weaknesses, establish team ground rules, define roles and responsibilities, and set goals for team development and team performance.

Assignment: Follow ground rules, begin work on goals.

2. Book: *The Five Dysfunctions of a Team, by Patrick Lencioni*

This book, written as a story, explores common team problems and how to avoid them. The team discusses the book in terms of how they exhibit the five dysfunctions in their own team and identifies actions to take to reduce dysfunctions.

Assignment: Implement actions to improve team effectiveness.

3. Book: *Crucial Conversations, by Patterson, Grenny, McMillan, and Switzler.*

This book provides specific techniques and strategies for managing difficult conversations, conversations that team members must be willing and able to hold to maintain team effectiveness. Members discuss the book in a Club Meeting.

Assignment: Try the techniques and record your successes and challenges.

4. Team Meeting: Peer Feedback

This 1-day session involves team members frankly discussing the contributions and development needs of each team member. Members then identify their development goals and action plans.

Assignment: Finalize your personal development plan and begin implementing.

5. *Book: Death By Meeting, by Patrick Lencioni*

This book, written as a story, explores strategies for planning and managing meetings. It proposed that meetings be limited to a single purpose (tactical, strategic) and that conflict in meetings is a positive attribute, not a sign of a problem. Members discuss the book and how they should change their team meetings.

Assignment: Implement the agreed on meeting changes.

6. *Team Meeting: Decision Making*

This one-day workshop presents a process for making team decisions. The team learns the process by applying it to actual decisions they currently face.

Assignment: Continue using the process to analyze and make team decisions.

7. *Celebration Meeting*

This final 1-day meeting includes a second analysis of team strengths and weaknesses, analysis of progress on team development, and a path forward to continue the team's development over time.

Interpersonal Relationship Development Club

Purpose: To provide individuals with a structure for ongoing development of their relationship skills through a series of monthly activities.

Length: 9 months

Membership Activities:

- Monthly meetings or training sessions.
- 360 Degree Feedback.
- Assignments for application each month.
- Communication Project.
- Personal Coaching (3 sessions)
- Development Partner (another club member you work with throughout the cycle of the Club)

Curriculum by Month:

1. **Training Workshop: The Communication Lab**

This 2-day workshop gives participants a picture of their communication skills, helps them identify development needs, and guides them in creating an action plan to strengthen those skills. Participants complete a 360-degree survey of their communication skills. They read the book, *Working PeopleSmart*, which includes a number of strategies and techniques for managing interpersonal relationships. Each person selects a communication project that they will work on through the Development Club. Development Partners are established to support each other throughout the duration of the club by meeting each month between regular club sessions.

Assignment: Create your personal vision as a communicator and finalize your development plan to achieve that vision.

2. **Book: 5 Steps to a Professional Presence, by Susan Bixler and Lisa Scherrer Dugan**

This book explores how to project confidence, competence, and credibility at work. Members discuss the book in a Club Meeting. Selected members bring a case study of a communication challenge, and the group brainstorms how to manage that challenge.

Assignment: Identify techniques from the book that can impact your success and implement those techniques.

3. **Training Workshop: Body Language**

This half-day session allows members to learn more about the non-verbal messages they send and how to strengthen those messages. Selected members bring a case study of a communication challenge, and the group brainstorms how to manage that challenge.

Assignment: Make conscious choices about your body language and record the impact.

4. Book: *Crucial Conversations, by Patterson, Grenny, McMillan, and Switzler.*

This book provides specific techniques and strategies for managing difficult conversations, conversations that we must be willing and able to hold as an effective communicator. Members discuss the book in a Club Meeting. Selected members bring a case study of a communication challenge, and the group brainstorms how to manage that challenge.

Assignment: Try the techniques and record your successes and challenges.

5. Training Workshop: *Crucial Conversations*

This 1-day workshop is based on the book *Crucial Conversations* and gives participants an opportunity to practice the skills covered in the book.

Assignment: Continue to use the techniques and record your successes and challenges.

6. Book: *Listening: The Forgotten Skill, by Madlyn Burley-Allen*

This book explains techniques for using listening in a variety of situations to gain an understanding of the other person's position and to expand relationship successes. Members discuss the book in a Club Meeting. Selected members bring a case study of a communication challenge, and the group brainstorms how to manage that challenge.

Assignment: Practice using the techniques and record your successes and challenges.

7. E-Learning: *Emotional Intelligence Assessment*

Members complete an online assessment of their Emotional Intelligence and learn about the different aspects of Emotional Intelligence. They discuss the concepts in a Club Meeting. Selected members bring a case study of a communication challenge, and the group brainstorms how to manage that challenge.

Assignment: Develop and implement a plan to increase your emotional intelligence..

8. Training Workshop: *The Presentations Program*

This 2-day workshop gives members an opportunity to gain feedback on and enhance their presentation skills.

Assignment: Find an opportunity to make at least 3 presentations and continue enhancing skills. If desired, join Toastmasters.

9. Celebration Meeting

This final 1-day meeting includes a second 360 degree survey (to compare to the original one), discussion of progress made, recognition of successes, revisiting original action plans and communication projects, and development of future action plans for continuous development.