



Team Leader Training

Implements the Development Cycle

Introduction:

The Development Cycle is a vital process for a team leader to provide relationally rich communication, coaching, and feedback to each member of his/her team. It helps the team leader and the individual to clearly identify the most important priorities, goals, and developmental steps for the coming year. The Development Cycle is a core process for the team leader to fulfill the “Role of Coach”. It helps the team leader get the right people doing the right things for growing fruitfulness and to accomplish the mission. It also provides a relationally rich environment for the individual and the team leader to prayerfully consider the next steps for the growth and development of the individual.

Learning Objectives for this Session:

1. The team leader will learn how the Development Cycle can ensure the right people are doing the right things for the mission.
2. The team leader will explore how to use the three Position Focus conversations to develop the people on the team.
3. The team leader will prepare a first draft Position Focus in preparation for meeting with his/her supervisor.
4. The new leader will observe relationally rich communication and feedback to apply with the coaching approach to interactions with his/her team members.

Resources for the session:

- The Development Cycle Presentation
- The Position Focus, Refine, and Review Forms
- The 30 Days of Feedback ebook
- Key Development Assignment (KDA) articles

Suggested Schedule: 90 minutes

Content:

The Development Cycle Presentation



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Preparation

1. Prepare a short 10-15 minute demonstration of a position focus conversation. This should be an example of a “Refine” conversation where the person already has a position focus. You won’t have time to demonstrate the relationship-building part done at the beginning of the conversation. Simply let the participants know that you’re starting with the position focus part of the conversation.
2. Use coaching skills to lead the person through their position focus.
3. Questions that may help might include:
 - What is going well in your ministry so far this year? (Or, what has encouraged you the most about the ministry so far this year?)
 - What is not going as well? (Or, what has been most difficult so far?)
 - What are you learning?
 - What do you want to do differently?
 - Tell me more...
 - What about...? I think you may need to focus on...

Demonstrate a relationally rich position focus conversation using coaching skills. Be sure to identify priority responsibilities: clear, measurable goals: 1-2 developmental growth areas, and an example of a Key Developmental Assignment.

Content:

Debrief the demonstration with the participants:

- What did you see the “Team Leader do and say?”
- What was the environment/relationship like?
- How did the “Team Leader” demonstrate coaching skills?
- How did the “Team Leader” use the Team Strategic Plan, the job description, and the person’s Personal Development Plan to develop the Position Focus?
- Identify 1-2 things you will want to remember from this demonstration when you use the Development Cycle with your people.

Next, give the participants 10 minutes to work on the first draft of their position focus. An additional 10 minutes each will be given for participants to coach one another in pairs to clarify, improve, and focus their draft position focus.



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Provide a question and answer time for 10 minutes at the end of the session to allow each new team leader to clarify how this process helps fulfill the Coach role.

Action Steps with Coaching:

Give time for the participants to take notes on their Action Points Summary page to discuss later with their coach:

Reflect on what they learned in this session.

Make a list of each team member. Identify 3-5 of the most important responsibilities for each individual for the coming year. What is a possible faith goal for each responsibility (clear, achievable, measurable, etc)?

Discuss what it means to communicate and coach in a relationally rich manner.

Reflect on possible obstacles they may encounter as a team leader in having the three conversations with each team member. How might these be overcome?

Further Learning:

- Visit the [Staff Development Cycle](#) section of the Idhr.org website for a complete set of tools, resources, and training materials for the Development Cycle. Read through the Resources for Leaders section and discuss with your coach how you will apply the Development Cycle as you communicate with each of your team members.

Position Focus - Refine

Position Focus - Review

- [How to write KDAs](#)
- Reflect for one month on the “[30 Days of Feedback](#)” and discuss with your coach how it relates to you and your leadership of the team.
- Review the material from “Coaches the Team”.
 - How does the reality of having four different types of team members impact how you approach coaching your team members toward accomplishing the mission?
 - How you approach developing each person on the team?
- Watch these videos for vision and encouragement for Position Focus conversations:
<https://youtu.be/-JRYqGhpINA> (Western Europe staff discuss how the Position Focus has helped them with priorities, focus, and getting to their mission goals.)



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and <https://youtu.be/bcJ5X2kTj8c> (Leslie Cheesman - NTL for UK. Hear how high-level leaders also use the Position Focus.)