

Examples of Developmental Strategies

Any project or task contains the potential for learning and development. It might be totally new learning or confirming learning previously acquired or adjusting previous learning, for example, “this technique worked with these people in this situation, but it didn’t work when I tried it with someone else.” The list of activities from which people could learn would be endless, and would apply to some people in some circumstances and not in others depending on the relevance of any learning activity to the particular job or project. With that proviso, following is a list of possible strategies and the ways they can be used to develop skills:

Strategy	Gap Addressed	Example
Degree or Credential Program	Education	Employee completing Master’s in Public Administration
Specialized training for management team	More than one employee has gap in specific area or management team needs to take action together	Management team receives training in strategies for engaging employees
Special project, team assignment	Teamwork skills, Analysis, Visibility, Exposure to new people, Diversity awareness	Being on a team to study demographic changes among the citizens and the impact of those changes on services
Assignments in new location	Exposure to special location or culture	Sheriff Captain in Jail East working at Jail West
Cross Training	Exposure to skills and knowledge of lateral employee in different division	Belmont Center employee training with Nature Center Program employee
Leadership Internships	In depth how-to’s of leadership position outside regular area of influence	Department Head working as Deputy County Manager for specified length of time
Informal Mentoring	Specific developmental areas	Feedback immediately following public meeting on employee’s handling of public’s questions
Individual Short-term assignments	Specific developmental areas	Employee takes over budget review process
External Leadership Experience	Exposure to outside groups for competency in higher level position	Police Major being involved in state police function(s) and/or training
Human Resources sponsored training	When specific competencies need to be developed	Employee meets with manager, discusses gaps, and reviews courses available in this area. After training, they meet again to discuss how to apply learning in specific job setting
Formal Mentoring	Special skill; management style	Employee paired with another manager for job shadowing to learn team building skills from manager with style worth emulating.