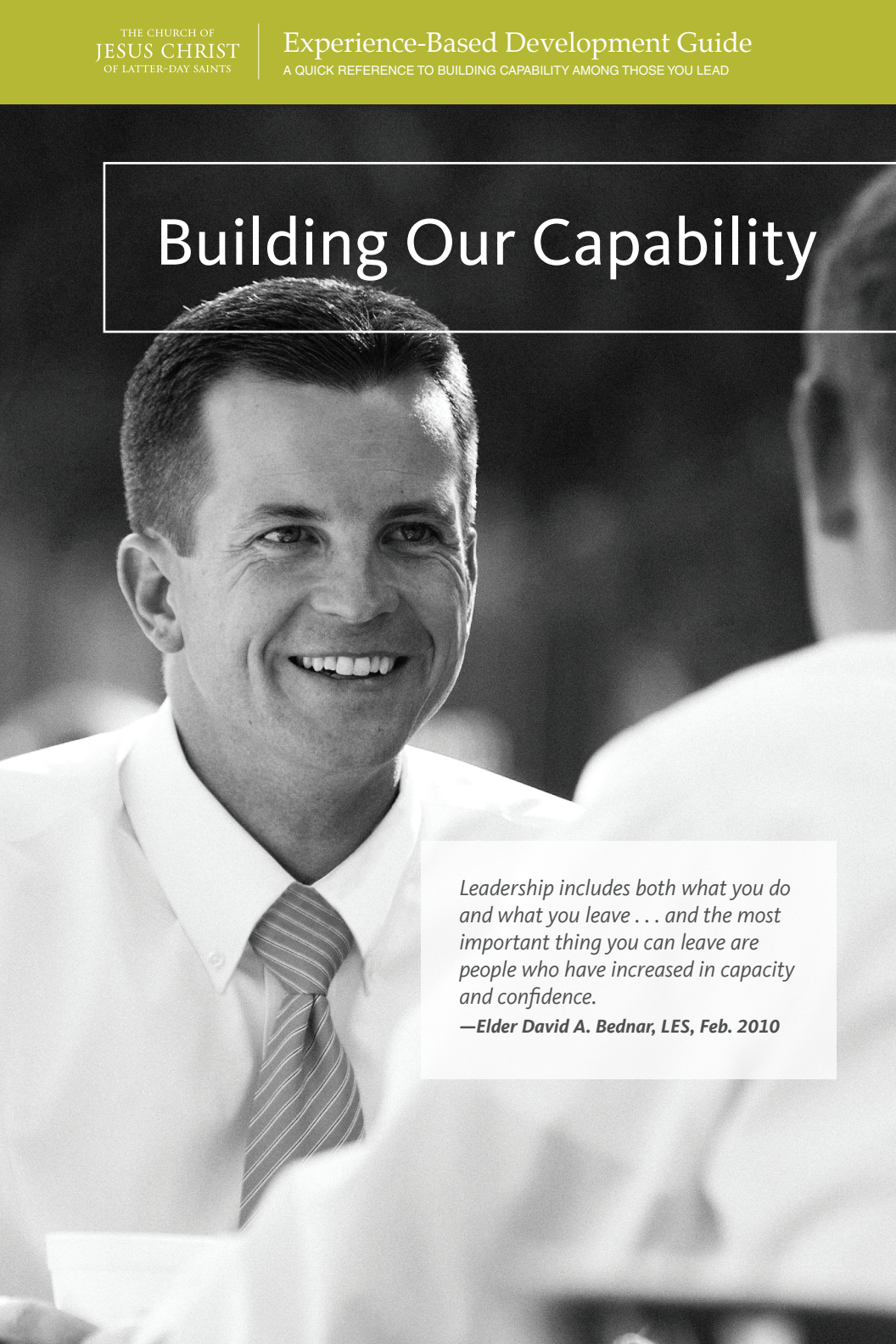


Building Our Capability



*Leadership includes both what you do
and what you leave . . . and the most
important thing you can leave are
people who have increased in capacity
and confidence.*

—Elder David A. Bednar, LES, Feb. 2010



LEARNING IS CENTRAL TO OUR DEVELOPMENT

The Lord has commanded us to seek learning. We do this through studying, acting in faith, and experience (see D&C 88:118). This builds competence and capability which will help individuals find answers to their questions and increasingly “stand independent” (D&C 78:14).

LEADERS ARE ACCOUNTABLE TO BUILD CAPABILITY IN THOSE THEY LEAD

The Savior was the greatest example of a leader who built capability and confidence in those He led. As leaders we are expected to build the capabilities of those we lead so all can help produce desired results. Coaching is an essential aspect to build capability regardless of the learning method (see D&C 84:106, 108).

In the workplace, there are several key methods of learning, including:

- Experience-based
- Behavioral change
- Self-study
- Classroom training

This guide will focus on experience-based development, a primary aspect of learning.

EXPERIENCE-BASED DEVELOPMENT IS KEY TO BUILDING OUR CAPABILITY

We learn best when we need to acquire a new skill in order to accomplish something that matters. Strategically using an experience, assignment, or project to provide specific learning for an employee is the premise behind experience-based development.

This method allows the employee to accelerate their development and learning, and to gain exposure. For this to be effective, the learner needs to be clear about the lessons to be learned, the performance standards expected, and the coaching support available.

LEVERAGING KEY PRIORITIES

Every department and area has its priorities. Regardless of your priority, there is always a “people” component that must be addressed. These key priorities provide prime opportunities to build capability and capacity. This can be accomplished by asking the following questions:

1. What are my key priorities?
2. How will we get them done?
 - a. Task force
 - b. New project
 - c. New assignment
 - d. Other
3. Who will I select to complete the work?
 - a. My best employee
 - b. Someone who’s not too busy
 - c. A good performer who could learn and have a developmental experience



Setting up an experience-based development plan includes:

1. **Performance objectives:** Define the specific results expected.
2. **Learning objectives:** Define what the employee is expected to learn as a result of the experience.
3. **Coach** around the performance and learning objectives along the way.



EXAMPLE:

1. Key priority: Reduce printing costs.
2. Give an assignment to a task force to reduce printing costs.
3. Select some experienced employees and an inexperienced great performer.
4. Define the development opportunity:
 - a. Performance objective: Identify ways to reduce printing costs by 25 percent while maintaining current levels of quality and user satisfaction.
 - b. Learning objective: Develop skills in facilitating brainstorming sessions with members of the task force and engage the full participation of each individual.

Within any given position there are defined technical skills needed to accomplish the work efficiently and confidently. Experiences can be used to build these technical skills. To best accomplish this, it is important to:

1. Define key skills for each role.
2. Assess the individual's key skills.
3. Identify a relevant experience to build key skills.



Sample technical skills for a leader:

TECHNICAL SKILL	EXPERIENCE-BASED DEVELOPMENT
Strategic Planning	<ul style="list-style-type: none">• Participate in a task force that identifies the department's top priorities.• Prepare a plan that addresses short-term and long-term needs and aligns with key initiatives.
Service Coordination	<ul style="list-style-type: none">• Design and document integrated end-to-end process and performance measures.• Use customer feedback as input to improve core processes and services.
Delivery Performance	<ul style="list-style-type: none">• Routinely track, monitor, and report overall cost and performance of a global process.• Manage operations directly as well as influence those that don't directly report to you.
Build the Organization's Capability to Accomplish the Work	<ul style="list-style-type: none">• Provide ongoing coaching, feedback, and recognition for those who interact with a global process.• Identify the greatest need for technical development within the organization and define a plan to raise the skill set of the organization.



The Leadership Pattern is central to our learning and development philosophy. We have many opportunities to leverage experiences that will not only build the capabilities of people, but will also hasten their development of the Leadership Pattern behaviors.

Listed on the following pages are general descriptions of the nine talents of the Leadership Pattern, including their supporting behaviors and examples of development experiences. These examples highlight experiences that can help leaders develop each talent.

To best accomplish this, it is important to:

1. Assess the individual's Leadership Pattern talents and behaviors.
2. Identify the most important talents and behaviors to work on.
3. Design a meaningful experience that will best increase the capability and confidence of the individual.

Please reference the following lists of development experiences.

TALENT: ACT UNDER THE DIRECTION OF THE SPIRIT

- Spiritually prepares themselves for work
- Seeks to know the will of the Lord for their work
- Applies doctrine to their work
- Makes inspired decisions
- Acts upon the knowledge they have, even if the overall view isn't fully understood

POSSIBLE EXPERIENCES

1. Share scriptures during project meetings and work councils.
2. Observe individuals who apply gospel principles to their work. What do they do to apply the principle of acting under the direction of the Spirit in their work? Invite them to coach me on how they might apply gospel principles to their projects.
3. Find a way to remind myself each day that I am doing the Lord's work and He cares about my professional actions and decisions.
4. Think of times when I have felt the influence of the Holy Ghost in my work, and reflect on conditions that contributed to those experiences. Integrate this learning into a current communication opportunity.
5. Find opportunities to turn to the scriptures and teachings of Church leaders to gain insights into my work.
6. Start all work assignments with a prayer.
7. Take time to share with my team and others, as appropriate, experiences in which I observed the Lord's hand in the work of my team or organization.
8. Lead with the spiritual "why" in councils before the temporal "what". Identify spiritual questions (doctrinal and purposeful) before initiating a project.
9. Study accounts of people who struggled to know the will of the Lord. Observe how they approached receiving inspiration from heaven.
10. Regularly communicate the gospel principles associated with the work I do. Invite team members to share their insights of the gospel principles behind the importance of the work.

TALENT: ALIGN WITH THE BRETHREN

- Understands the purposes of the Brethren as they relate to the work
- Considers what the world can offer, but grows the Church after the Lord's pattern
- Presents the truth and best thinking to their leaders
- Works to build the Church, not just their professional discipline
- Considers what is best for the global Church

POSSIBLE EXPERIENCES

1. Visit other departments or teams and ask them how their work aligns with the purposes of the Church.
2. Become involved in projects that affect the global Church so I can gain exposure to the varying challenges and needs of the Church in different parts of the world.
3. Find a project sponsored directly by one of the quorums or individual Brethren, and volunteer to be a contributor to the project.
4. Ask a leader in my organization what he or she feels is the direction from the Brethren for the organization and how that affects my work and the work of my team.
5. Identify other teams and departments doing work similar to mine. What are they doing to apply the doctrine and principles of the gospel to their work?
6. Consider the most recent teachings of the prophet and apostles and the inspiration that led them to deliver the message they did.
7. Read recent messages from the prophet and apostles and ask, "How does what they are teaching apply to my work?" Share my thoughts with my team.
8. Participate in a task force that addresses a new initiative given from the Brethren and the impact it will have on the department.
9. Initiate "Lunch and Learn" sessions with my team or division to discuss key messages from the Brethren and how they connect to the work of our area.
10. Study how the Church services I provide bless the lives of others in different parts of the world. What are their specific needs?

TALENT: DEFINE DIRECTION

- Anticipates the needs of those they serve
- Envisions what the future looks like and can articulate it
- Articulates clearly how to achieve the defined vision
- Knows what they are doing is right for the Church
- Is willing to change direction when needed

POSSIBLE EXPERIENCES

1. Draft a vision and purpose statement for my team or organization, and seek feedback on my work.
2. Identify two teams that are merging to form one team, and help them set their new foundation and direction.
3. Work in another functional area for a short time, and observe how its daily work does or does not align with their strategy and goals. Share my observations.
4. Participate in a global project to learn how setting strategy varies between international areas.
5. Accept responsibility for a new product or service in my organization where I have to define direction.
6. Chair and define direction for a temporary team charged with implementing a new service or process or upgrading an existing service or process.
7. Prepare and facilitate the development of a strategic plan for a project or initiative.
8. Identify a new technology or service that could present a major obstacle to my team or organization. Describe to others what I think should be done to anticipate and react to the direction needed for success.
9. Work on a task force to forecast the wants and needs of our customers three years from now. What services should or could we provide them? Share my thoughts with my leader.
10. Work on a task force that creates a strategy for accomplishing a difficult issue in the department.

TALENT: LEAD LIKE THE SAVIOR

- Shows respect to all people
- Ministers with love and kindness to others
- Shows personal courage, stands up for what is right
- Balances giving admonition and nurturing
- Is trustworthy, shows integrity of heart
- Strives for increased levels of spiritual strength

POSSIBLE EXPERIENCES

1. Identify those who engender trust at work. What themes and trends are obvious? What changes in my behavior can I make to be more like this person?
2. For each member of my work team, identify something he or she does to mirror an attribute of Christ. Find a way to compliment him or her on it.
3. Identify an attribute or characteristic of the Savior that is important to my work, and strive to exemplify it.
4. Take time in meetings to discuss as a team how the Savior led and what more I can do to lead the same way.
5. Conduct a personal study of the doctrines and principles of the gospel the Savior followed as He led others, and set goals to do the same in my leadership.
6. Hold a meaningful conversation with an individual whom you have been avoiding because you have something difficult to share with him or her. Share the challenge, and invite the individual's perspective.
7. Identify a relationship that is not as strong as it could be, and work to make it stronger.
8. Think of someone I have hurt or who has hurt me and apologize, seek his or her forgiveness, and make peace.
9. Identify someone in my work group who is struggling, and mentor that person.
10. Speak up in meetings for what I feel are the right decisions and actions. Ask others for feedback on the way I shared my perspective.

TALENT: COUNSEL TOGETHER

- Invites input from and sincerely listens to others
- Focuses on asking the right questions
- Speaks up and shares their perspective
- Is receptive and humble when receiving counsel
- Puts the interests of the council above personal interests
- Involves others across the organization in their work

POSSIBLE EXPERIENCES

1. Assemble a group of people with different views about a project and lead a discussion around the project.
2. Volunteer to lead or be part of a temporary team on which other members have expertise I don't have.
3. Volunteer to be part of a temporary project team in my organization or another organization in which I don't know anyone.
4. Invite a colleague from another department to a meeting I conduct and have them offer feedback on my performance.
5. Manage or participate in a multifunction team trying to accomplish a major goal for the organization.
6. Identify a problem many different groups or teams share, and create a cross-functional team to solve the problem.
7. Accept the opportunity to work with or supervise a difficult co-worker.
8. Resolve an issue or a conflict between two different people or teams of people in the organization.
9. Create a discussion forum to present to department leaders my best ideas for addressing a problem that stifles our area's growth in service of the Church.
10. Benchmark the innovative processes, practices, and services of sister departments devoted to increasing the strength of the Church, and adapt them to my organization.

TALENT: BUILD CAPABILITY

- Leads others to become better than they knew they could become
- Helps self and others improve upon and gain new talents
- Stretches self and others to achieve greater results
- Helps self and others learn from their experiences
- Improves self and others by openly seeking and sharing the truth

POSSIBLE EXPERIENCES

1. Participate in the hiring and onboarding process of a candidate from outside the organization.
2. Reflect on a situation in which I learned a hard lesson or helped someone improve. Find an opportunity to use it as a case study to teach others.
3. Help someone create a meaningful Talent Improvement Plan.
4. Volunteer to mentor and coach someone who is early in his or her career.
5. Identify someone in my work group who needs help in a particular area, and brainstorm ideas for how to help him or her improve.
6. On my next project, invite someone onto the team who isn't an expert and work closely with that person to ensure he or she is successful.
7. Conduct a 360 Leadership Pattern survey to get feedback on how well I build capability. Report to others what I will do differently to improve.
8. Give all three types of feedback: corrective, developmental, and reinforcing.
9. Sit down with my supervisor and ask him or her to share his or her perspective on things I do well, things I don't do well, and ideas for how to improve.
10. Create a training module to solve a critical capability gap, and present it to my team.

TALENT: ORGANIZE THE WORK

- Uses data to plan the work more effectively
- Identifies their most important work
- Creates meaningful plans
- Enables work through proper structure, processes, and tools
- Clearly defines accountabilities and how performance is measured

POSSIBLE EXPERIENCES

1. Identify one of my team's or organization's key processes which may have disintegrated, and work to simplify it, speed it up, or reduce its cost.
2. Identify and map an inefficient work process. Identify opportunities for reducing process steps and cost.
3. Study the needs of one of my team's or organization's major customers, and create a plan to more effectively meet their needs.
4. Evaluate various tools for personal organization. Choose one, and stay with it.
5. Identify a critical problem or challenge, and volunteer to develop a solution plan.
6. Manage the negotiation and purchase of a major product or service, and own the plan for accomplishing it.
7. Volunteer to lead an effort to create a contingency plan for a project or initiative in my organization or team.
8. Conduct a satisfaction survey of our major customers, and report to management ways to improve the overall customer experience.
9. Start something new in my organization. Plan and organize carefully to ensure success.
10. Create a communication and change management strategy for an important project or service.

TALENT: ACCOMPLISH THE WORK

- Leads meaningful change
- Matches people's strengths to the work that needs to be done
- Takes the initiative to act and enables others to act for themselves
- Quickly identifies solutions to challenges
- Uses wisdom in spending the widow's mite
- Gets results

POSSIBLE EXPERIENCES

1. Work as part of a team to develop an implementation plan for a new product or service.
2. Conduct a study to determine which products or services are most pleasing to my customers and which are least. Suggest improvements to products or services not meeting expectations.
3. Find a product or service not meeting expectations or that does not add value to the organization, and lead a team to improve it, cut costs, or help eliminate it.
4. Interview a customer who had a bad experience with the services of my team or organization. Ask how the experience could have been improved.
5. Assess the problems that caused a project to go over budget or deliver late. Report my findings and suggestions for improvements.
6. Benchmark the way organizations outside the Church conduct work similar to mine, and create an improvement plan for my work.
7. Volunteer to be part of a team conducting an important negotiation or product review for the organization.
8. Write and present a proposal for a new process, policy, project, or initiative that I feel would help the organization be more successful.
9. Volunteer to shadow others as they work. Ask them why they do what they do, and look for ways to make their work more effective.
10. Commit to a shorter time frame for a project than I am used to, and push to get it done.

TALENT: RENDER AN ACCOUNT

- Renders an account for performance regularly
- Helps others continuously progress
- Represents the truth clearly and accurately
- Holds self and others accountable
- Expresses appreciation for accomplishments

POSSIBLE EXPERIENCES

1. Identify a process or project with very clear metrics, and ask those involved how they determined which metrics to use.
2. Find a project or a process that does not have specific means to measure its success, and volunteer to help identify metrics.
3. Host an event to celebrate the mutual accomplishments of those in my area, in the context of division or department direction.
4. Study what it means to render an account, identify principles that are important to me, and use them when accounting for my work.
5. Present my accountabilities to colleagues inside and outside my area, and solicit feedback on my performance.
6. Create a forum in which unmet or at-risk goals can be safely identified, discussed, and effectively addressed.
7. Identify someone worthy of recognition, and plan a meaningful way to recognize his or her contribution.
8. Lead postmortems on both a failed project and a successful project, and present my findings to those involved.
9. Ask my manager if I can prepare a year-end report on the work of my team and deliver it to my manager's manager.
10. Ask someone I trust about a time he or she had to deliver bad news to his or her supervisor. How did he or she do it? What were the results?

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