

Development Suggestions

Studies show that autonomy and increased responsibility may more effectively retain employees than financial incentives. The following are ways to develop employees beyond providing financial incentives.

Learn by Doing

Expand Responsibility:

- Provide the employee greater responsibility (i.e. increased budgetary responsibility, increased people responsibility, increased scope of work, exposure to projects of greater team, department, school/unit, or institutional impact, etc.)
- Include more opportunities or enhanced accountability in a variety of areas as appropriate
- Monitor and review progress

Involvement in Meetings:

- Allow employee to run meetings
- Select the meeting(s) according to the exposure, knowledge, or broadening needed (i.e. staff, division, department, enterprise, or special meetings)
- Communicate involvement in and desired outcome for the meeting
- Review meeting with the employee calling attention to desired outcome and actual results

Conference Involvement:

- Serve as conference speaker, leader, or trainer
- Return from conference and use conference learnings to development teach team to broaden viewpoints, think critically, and continuously improve
- Review audience feedback with employee for their professional development

Planned Exposure:

- Expose the employee to lateral job functions within the department or the UAB umbrella via a project or special assignment
- Plan and discuss expected outcomes, goals, takeaways
- Review and debrief after the experience

Lateral Transfer:

- Transfer employee to another department within the UAB umbrella either on a temporary, short-term, or permanent basis

Development Suggestions

Vacation/Leave Assignment:

- Assign the employee the responsibilities of the supervisor or other employee while on vacation, leave, or long-term travel
- Review assignment
- Provide feedback on performance

Special Assignment:

- Select stretch/action learning assignment
- Review performance
- Provide feedback

Understudy Training:

- Begin to provide employee responsibility, slowly day-by-day, of supervisor as a short-term substitute or long-term replacement
- Provide the employee opportunities to observe and take part in daily activities of supervisor's job

Learn with Others

UAB Leadership Development Programs:

- Recommend employee for a leadership development program
- Discuss with employee what you hope they get out of experience
- Review lessons learned and how experience helped understand UAB, achieve results, and build relationships

Performance Coaching:

- Manager make time with employee to questions, review work, provide direction, and discuss progress
- Work through real-life scenarios to share insight and solve problems
- Monitor progress and provide continued feedback

Team Project:

- Allow employee to work with individuals from other departments
- Review performance
- Provide feedback

Development Suggestions

Learn on your own

Deliver Presentations:

- Assign presentation topic and/or audience that will challenge/stretch employee
- Review presentation prior to delivery
- Provide feedback on presentation

Learning Events:

- Choose from a variety of topics

Mentoring:

- Ask if someone would be interested in being your mentor
- Establish parameters, guidelines, specific desired outcomes/objectives

