Plan for and support development	Provide new challenges and responsibilities	Provide opportunities to learn from/teach others	Champion experimentation and improvement	Provide coaching and developmental feedback
1. Identify the critical capabilities required for your team to be successful and use as the basis for team and individual development planning.	1. Give people extra responsibility for a short period, e.g. higher duties or acting roles whilst team members are on leave	1. Ask individuals to teach others about an area they are 'expert' in or conversely an area they do not know much about.	1. Ask an individual or team to write and present a proposal for a new policy, process, product, service or system and present to key decision makers.	1. Hold regular one on one meetings with each team member to discuss progress and provide feedback about the quality and impact of their work.
2. Work collaboratively with team members to build tailored development plans for individuals.	2. Identify secondments, job rotation and stretch project opportunities that align with an individual's motivational drivers.	2. Ask a team member to learn more about another area of the business and share insights with rest of the team.	2. Arrange for people to lead/participate in a cross functional project that looks to solve a long standing departmental issue.	2. Coach people through problems rather than stepping in to solve.
3. Take the time to find out what motivates each individual and work with them to align some of their tasks and objectives to these drivers.	3. Consider expanding the scope, responsibilities or decision-making authority for people in their roles.	3. Ask each person to profile their role so other team members can learn about what it is like to have that job (even have a team mate shadow them for a day).	3. Ask all team members to identify processes to improve and present options.	3. Provide prompt developmental feedback on specific tasks and activities.
4. Encourage as least one major 'learning' experience per annum for each team member.	4. Work with individuals to ensure there is sufficient challenge in their roles, and that they are supported through their learning curves.	4. Encourage buddying up, mentoring, being co-coaches, seeking advice from industry specialists.	4. Run team problem solving sessions.	4. Use 'feedforward' instead of feedback where appropriate.
5. Work with individuals to identify specific development goals for formal development activities, such as training programs, courses, conferences and further studies.	5. Encourage people to actively reflect on their learning from experiences (perhaps through journaling)	5. Suggest to individuals that they participate in a community of practice, action learning team, special interest forum, Linked In discussion groups.	5. Encourage people to try out some new ideas.	5. Encourage individuals to seek 360° feedback from a range of people.
6. Provide opportunities after formal development activities to put new skills and knowledge into practice and provide mentoring or coaching support.	6. Delegate parts of your role with the intention of both getting the job done and for development.	6. Establish a regular program of individual's researching interesting topics or concepts and then presenting and exploring with team members.	6. Ensure team members don't feel embarrassed by mistakes and are comfortable to discuss them and the learnings from them with the leader and others in the team.	6. Establish a 'critical friend' approach around particular assignments or pieces of work.
7. Allocate time in business plans for learning and development activities.	7. Find opportunities for them to be 'the expert' where they use their key strengths.	7. Encourage site visits – customers, stakeholders, best practice organisations.	7. React to successes and failures with a learning orientation – what worked well, what didn't, what did you learn, how can these learnings be applied?	7. Enlist the support of external coaching for individuals to support their development and growth.
	8. Find opportunities for supervision of others.	8. Give people responsibility to lead a post project review and share the learnings with others.		