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PROFESSIONAL GROWTH ARTICLES
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Joy Conley Kacik
Career and Leadership Coach
Team and Leadership Consultant



Organizations Need Leaders Who Grow Talent

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*Are you seeking a
PROMOTION
or perhaps
A NEW ROLE
in or outside your
current organization?*

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a **COMPLIMENTARY,**
NO-OBLIGATION
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If you are a leader or manager or maybe even higher up in your organization, take a minute to ask yourself, “Who helped me get where I am?”

I often hear from clients about their leaders who are not helping to provide opportunities for them or help them in other ways to prepare for their next role in the organization. It always saddens me when I hear that, and it occurred to me that it may just be a case of leaders not really knowing how. So here are some tips for you!

To think about how to develop talent in your department or among your direct reports, here are some questions to begin thinking about with

respect to the person(s) who helped you to get where you are today:

1. How did they **encourage** me?
2. What strengths and values did they **see in me** that I hadn't seen in myself?
3. Did they **share** what they were seeing in me and help me to see what they were seeing?
4. What **advice** did they give me?
5. To whom did they **introduce** me?
6. How did they let others in the organization **hear about my strengths, ideas and accomplishments** that brought me (and in return them as a leader) recognition?
7. How did they **create opportunities** for me to learn new things, take risks and stretch assignments to show my readiness for more responsibility?
8. How did they **provide opportunities** for me to shadow others or be part of projects that were of special interest to me that helped pave the road for my future?

Growing direct reports doesn't happen by accident:

- **Take time to get to know them** – their goals, their aspirations and their strengths.
- **Find out what work they really love** and what they are hoping for as their next role, as well as their long-term objectives for their career.
- **Pay attention to where you see potential in them.** Tell them that you see it! Tell others above you and managers in other departments the potential you see in them.
- **Ask them for their ideas about how to improve things or new initiatives they think could be helpful.** Sometimes, people are reserved about putting ideas out there, but they may be sitting on hidden gold! Ask them and learn what they have to offer that neither of you recognized!
- **Be on the lookout for roles that would really suit them** and speak up for them when those

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As you grow older, you will discover that you have two hands: one for helping yourself, the other for helping others.

Audrey Hepburn

“

We rise by lifting others.

Robert Ingersoll

“

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

Jack Welch

roles become open.

- **Start with really identifying their strengths and go from there.** It's always better to focus on a person's strengths, rather than their weaknesses, in trying to help them grow. I'm not saying ignore the opportunities for improvement, but build their confidence and trust in you first.
- **How can you help and support them?**
- **How can you help them to move up or over in your organization?** Oftentimes, it's as simple as talking about them to other leaders, especially where you see potentially open positions or new positions being created. Talk them up and let others know about their talent!
- **Be willing to let them go!** It's easier to hold on to someone who is really good, but that doesn't help the company in the long run. People who aren't given opportunities to grow and move up, often end up looking outside the organization for their next role and then you lose them anyway. I see it all the time.
- **What feedback can you give them to help them be ready to move to other roles?** Feedback is a gift. Use it to help them grow and become aware of blind spots they may have.

Remember, when you have the capacity to grow people, it showcases an important skill for you to move up as well!

Growing talent benefits everyone!

Joy Conley Kacik

Joy is a conference speaker, team and leadership development consultant, customized trainer and facilitator and a Certified Professional Coach with expertise in personal career coaching, job offer and salary negotiations and leadership coaching.

As an Insights Discovery® licensed practitioner, Joy provides clients the added value of the Discovery® Portfolio of tools when working with individuals, teams, leaders and organizations to create inspiring visions for

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It is literally true that you can succeed best and quickest by helping others succeed.

Napoleon Hill

“

The joy of leadership comes from seeing others achieve more than they thought they were capable of.

Simon Sinek

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collaborative, cohesive teams to produce superior results.

www.kacikconsulting.com
joykacik@kacikconsulting.com
[| View LinkedIn Profile |](#)



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Our mailing address is:
2408 West Street
Brookfield, VT 05036

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