

Leadership and Team Effectiveness
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Lecture - 50
Development Planning: GAPS Analysis

So, in this session, we will talk about the GAPS analysis's developmental planning. As usual, we will talk about what we mean by the GAPS development planning conducting a GAPS that is the goal of ability perception standards analysis. Identifying and prioritizing development needs and then bridging the GAPS and the five coaching steps will be there.

Furthermore, as usual, we will be discussing the case study research paper book recommendation, and the references are there. Now you see that whenever we are talking about the GAPS, the goals are there, and it was the first coin by Peterson Hick's leader and coach in 1996. Furthermore, it is essential for the leaders and the; followers to stay relevant now that we become critical. It is an acronym for the goals, abilities, perceptions, and standards.

It is used to build skills, knowledge and behaviour in your personal and professional life. So, therefore, in that case, it is essential whenever we are talking about leadership.

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What is G.A.P.S?

- GAPS is a critical part of your professional development.
- It Is Coined by Peterson and Hicks "Leader and Coach" in 1996.
- It's important for leaders and followers to stay "relevant".
- G.A.P.S is an acronym for goals, abilities, perceptions and standard. Its used to build skill, knowledge and behavior in you personal and professional life.

Where you want to go

Goals


Where you are now

Abilities

Standards

Perceptions

GAP



<https://frontlinemanagementexperts.files.wordpress.com/2015/06/gaps-gary-tremolada-professional-development-trainer.gif>

Then when you are developing these teams, you are required to have that particular goal, and whenever we are talking about the goals, it is a creation of vision. If you remember correctly, then in these vision statements, we have talked about leadership, which is how goals are to be created. Furthermore, whenever we discuss creating goals, we have talked about how a leader should be visionary.

If the leader is visionary, then he can develop the goals. Here I would like to take the example whenever we talk about long-term and short-term planning. So, if you are talking about long-term planning, there are reasons that will be maybe for the five years nowadays because we cannot talk about the ten years and 15 years is there. However, when we are talking about the national level, we are talking about the 20 30 20 50.

So, that vision Dr Kalam has given this particular vision, so therefore, in that case, we find that it is becoming essential that is what is the leader's vision is there. Moreover, accordingly, he has to decide, and the creations of the goals are there.

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Development Planning

- Development planning refers to the strategic measurable goals that a person, organization or community plans to meet within a certain amount of time. It generally also includes the criteria that will be used to evaluate whether or not the goals were actually met.
- Development planning refers to the strategic measurable goals that a person, organization or community plans to meet within a certain amount of time. Usually the development plan includes time-based benchmarks.

The diagram illustrates the 'DEVELOPMENT PLANNING' cycle with five steps: Employee Self Reflection, Draft Development Goals and Plan, Development Discussion with Manager, Frame Development Plan, and Review Mid Year and Year End.

<https://bohatata.com/wp-content/uploads/2018/10/Development-Planning-for-Business-300x212.png>

Whenever we talk about these individuals' goals, that becomes particular; it is also part of the planning. So, in these, I will advise you to read the essentials of management by coons. Furthermore, whenever you are studying these particular functions of a manager so, therefore, in the goals so, when creating the goals are concerned, it is a part of the planning is there.

Furthermore, the planning is there. Many times, our planning is there. The goals, vision, mission, strategies, policy, procedure, rules, and budgeting are there.

So, therefore the first and foremost comes because we are designing the goal. Now you see what the goal is there. So, therefore, in that case, it is required that there be measurable goals, and there can be non-measurable goals. So, there can be verifiable goals, and the non-verifiable goals are there. So, then that is the always we typically refer to the measurable goals.

So, therefore this organization plays me within a certain amount of time because that goal is to be achieved in a given time only because organizational aspects are there. Furthermore, there will be the specific dimensions or the criteria as we can say that is they are evaluating whether or not the goals were the go. So, how should the goals be to be? That is realistic and achievable, so flexible also.

Please also understand that these three characteristics of the goals are fundamental. That is, the flexible, realistic and achievable are to be there. So, therefore whenever we are doing this developmental planning, and then person organizations plan to meet within a certain amount of time. Now, you will usually find the development plan includes the time-based benchmarks—most of the time, the competition.


Whenever we talk about the competition, the competition goes by the period and therefore, when we talk about the race.

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Development Planning

Conducting a GAPS (Goal, Ability, Perception, Standards) Analysis

<p>Goals: Where do you want to go?</p> <p><i>Step 1:</i> Career objectives: Career strategies:</p> <p>Standards: What does your boss or the organization expect?</p> <p><i>Step 5:</i> Expectations:</p>	<p>Abilities: What can you do now?</p> <p><i>Step 2:</i> What strengths do you have for your career objectives? <i>Step 3:</i> What development needs will you have to overcome?</p> <p>Perceptions: How do others see you?</p> <p><i>Step 4:</i> 360-degree and performance review results, and feedback from others:</p> <ul style="list-style-type: none"> • Boss • Peers • Direct reports
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Sources: D. B. Peterson and M. D. Hicks, *Leaders as Coaches/Managers*, MN: Personnel Decisions International, 1996.

Furthermore, in the race, it must be it is not your speed only, but it is also the relevant speed. Furthermore, talking about the relevant speed means who is targeting the goal, whether your competitor or yourself is there. One example I would like to give is the customer segmentation, and whenever we are talking about the customer segmentation, that is who is approaching that particular. I want to give the example of the Nano car.

Furthermore, in that case, that particular goal and then achieving it is becoming the one that has made it unique. So, when you want to design a goal, it is a beneficial slide where you want to go. So, therefore, in that case, what can you do now. So, that is, the abilities are there, and here you also have to understand what my career objectives are. So, therefore these carrier objectives will be related to my abilities.

And then if it matches, the people are doing the excellent work. So, we must understand the match between their abilities and goals. So, if my goal requires development, a simple example is that you want to participate in a particular sport and then contest that particular activity or event. Then, in that case, you have to develop that ability.

Ability to win that particular event is what your boss or the organization expects. Now here I would like to give another support entity about the parents. So, whenever we are talking about the Indian context, especially. So, whenever we are talking about our goals and then the support.

So, support from the parents is a society parents coach is required. Therefore, in that case, this is what is expected.

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The specific steps for **conducting a GAPS analysis** are as follows:

Step 1: Goals-The first step in a GAPS analysis is to clearly identify what you want to do or where you want to go with your career over the next year or so. This does not necessarily mean moving up or getting promoted to the next level.

The one of the most important aspects of this step in the GAPS analysis are that leadership practitioners will have a lot more energy to work on development needs that are aligned with career goals, and in many cases advancing to the next level may not be a viable or particularly energizing career goal.



Moreover, when you see that you can develop that particular ability to meet your goals, you also have to plan, evaluate, and take the feedback. Whether you have, you can achieve that goal, or you cannot achieve that goal is there. So, dear friends, most of us are not very clear about whether in the personal or professional role, organization or personal life.

That is precisely my goal, and then you see that there are several mythological kinds of literature available in India that talk about what should be your goal; in that case, when we are talking about the organizational context, what do you want to be where you want to go with your career over the next year or so. So, therefore it is a general question and, in that case, what will be the correct answer.

Correct answering, in my opinion, is a development of abilities and the matching the goal is. So, therefore if I can develop that ability in one year or two years, how much time it will require, I will be ready to achieve that particular goal. That is, whatever these goals are there which you are deciding. So, the most critical point is a lot more energy to work on the developmental needs.

Usually, people keep these very high goals, but they are not ready to put effort into their development and are not developing their abilities. They want that is the career goals can are to be achieved with my current abilities itself. So, my abilities are enough. Nevertheless, I always say that is who will decide whether abilities are enough or not. So, it is not only yourself. I understand you will decide but not only you.

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Conducting a GAPS Analysis(Cont.)

Step 2: Abilities- People bring a number of strengths and development needs to their career goals. Over the years you may have developed specialized knowledge or a number of skills that have helped you succeed in your current and previous jobs.

Similarly, you may also have received feedback over the years that there are certain skills you need to develop or behaviors you need to change. Good leaders know themselves—over the years they know which strengths they need to leverage and which skills they need to develop.

Step 3: Perceptions- The perceptions component of the GAPS model concerns how your abilities, skills, and behaviors affect others.



That will also be decided by your superior or by your coach. So, we are talking about the 720-degree feedback whenever the goals are to be fixed. The 720-degree appraisal will give us the right direction that what abilities I am supposed to develop. Suppose I alone decide my goal; that will be an incomplete process.

The process will be complete when I involve my parents, teachers, and friends and then I realize my strengths and weaknesses; therefore, on that analysis, I will be able to identify if this is the goal and what abilities are there. Moreover, when we talk about these GAPS analyses, there is no gap between the goal and the abilities to be bridged.

So, here, the people bringing several strengths and developments to achieve their career goals are there. Furthermore, many times, it is the knowledge and skills that we develop and therefore, in that case, we receive the feedback that is then yes, we are the skilful person, and we are the fully

developed person, able person. So, therefore that ability that you will be able to get from that particular knowledge and skills is there.

Now here you see that the ability, skills, and behaviour also affect the others. So, that is the perception is there. So, therefore, in that case, it is essential to do what you perceive yourself. You must have seen that cart where the cat is sitting before the mirror, and the seeing itself is a line into the mirror. The image of the cat looks like a lion.

So, do you see yourself as a lion, or do you only see yourself as a cat? So yes, after this discussion, I am sure you will say that is yes, I can see myself as law and also. Also, even if I am a cat today, I will become a lion tomorrow. So, therefore in that case that is the perception is there.

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Conducting a GAPS Analysis(Cont.)

What are others saying about your various attributes? What are their reactions to both your strengths and your development needs? A great way of obtaining this information is by asking others for feedback or through performance reviews or 360-degree feedback instruments.

Step 4: Standards- The last step in a GAPS analysis concerns the standards your boss or the organization has for your career objectives. For example, your boss may say you need to develop better public speaking, delegation, or coaching skills before you can get promoted. Similarly, the organization may have policies stating that people in certain overseas positions must be proficient in the country's native language, or it may have educational or experience requirements for various jobs.



Nevertheless, the case if you perceive how the cat can be the lion. So, they are the cat cannot never be willing the lion. Nevertheless, here, we are not talking in the context of these and physiologically. We are talking in the context of the behaviour. So, today my behaviour is like a cat; tomorrow, my behaviour once I develop the ability, then tomorrow, my behaviour will be like a lion. So, what others are saying about your various attributes are there.

However, here also, we should not be into the illusion. Illusion needs to be avoided, so I said the goals are to be realistic. Moreover, in that case, what others are saying and their reactions to both your strengths and your development needs are there. So, therefore if somebody is not having that potential and somebody says it is not, you will become like x and y, so then you have to understand please that is the; identify your potential.

I am not saying that the cat cannot be the lion, but the cat has to understand that it has that ability that can be converted into the lion is there. Furthermore, that is why the other's contribution will be decided. Now the questionnaire describes the difference between the behaviour of a cat and a lion, and it is called the standards. So therefore, in that case, the standards your boss's organization has for your career objectives.


Now I am talking about not your boss and others; I am talking about yourself. So, when you have decided to be the lion for yourself, then definitely like here is the example is given. That is the public speaking, delegation, and coaching skill before you can get promoted, so these are very important. Because unless and until your soft skills are not developed and tuned up. What is important? That is a tune-up.

If you can tune up your skills according to the goal, nobody can stop you from achieving your goal is there. However, your goals are very high, but you are not making developing your ability.

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Identifying and Prioritizing Development Needs: Gaps of GAPS

<p>Where you want to go</p> <p>Goals</p> <div style="border: 1px solid black; height: 60px; width: 100%;"></div>	<p>Where you are now</p> <p>Abilities</p> <div style="border: 1px solid black; height: 60px; width: 100%;"></div>
<p>← Gaps? →</p>	
<p>Standards</p> <div style="border: 1px solid black; height: 60px; width: 100%;"></div>	<p>Perceptions</p> <div style="border: 1px solid black; height: 60px; width: 100%;"></div>
<p>Developmental Objectives Current position:</p> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div>	
<p>Next proposed position:</p> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div> <div style="border-bottom: 1px solid black; height: 15px; width: 100%;"></div>	



Sources: D. B. Peterson and M. D. Hicks, *Leaders as Coaches* (Minneapolis, MN: Personnel Decisions International, 1996)

If you do not understand the benchmarking practices, it will not be easy because of those standards, those benchmarking practices that you have to adopt. Then that will be the only developmental process. However, if somebody has high resistance for the development or ability for development, that is to be analysed. Moreover, therefore, in that case, it becomes very, very important is there.

Now we can do here one exercise, and then you can from this slide that you can do it yourself for this particular exercise before I go further slides and help you do this exercise it is better. That is where you want to go and what is your goal. So, please note down what your goal is, what you want to do, and how to reset the goal? The goal should be done based on the self-appraisal. That is, what is my strength and what is my potential?

And then, if this is the goal, we have talked about the abilities that are so. Therefore, I would also like to connect the job description. Because goals in the organization will be a particular job, you have to develop that cache model for that particular job description. So, knowledge attitude skills. So, those abilities which you want to develop. So therefore, in that case, those you identify, identify those abilities.

I usually keep saying to the research scholars that two skills are fundamental if you want to publish in good journals. Your analytical skills and communication skills because why what you

analyse and then how do you communicate your analysis interpretation and that is a discussion part. So, those abilities are to be developed and based on that, nowhere can be the strength and weakness of your perception.

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Identifying and Prioritizing Development Needs: Gaps of GAPS

- As shown in Figure, the goals and standards quadrants are future oriented; these quadrants ask where you want to go and what your boss or your organization expects of people in these positions.
- The abilities and perceptions quadrants are focused on the present: what strengths and development needs do you currently have, and how are these attributes affecting others? Given what you currently have and where you want to go, what are the gaps in your GAPS?



How do you perceive yourself? Because whatever you have identified those particular skills and abilities you want to develop, if your perception is this that is I can I will nobody can stop you. You can merge any time. However, if your belief is this, that is the anyhow, I have just to run my bread and butter, and therefore, I cannot develop that particular skill if that perception is developed.

Goals are not focused, goals are not realistic, then definitely, in that case, you will not be able to reach your goals. So, goals and standards are future-oriented. These quadrants ask where you want to go and what your boss or your organization expects of people in these positions are there. Now that is also what you have to see. Similarly, here I would also like to put the one analogy—an analogy with the family. The family is also expecting specific goals from you.

And then you have to achieve those particular goals, and these goals may be to provide the safety to the family that may be the social support that may be the economic support and therefore, in that case, those abilities to develop putting those standards and then the helping the people

whether you are in the family or whether you are into the organization. So, these abilities and perception quadrants are focused on the present.

Furthermore, what is the future is required and how are these attributes affect the others are there this is also essential. Because please understand that we are not developing ourselves in isolation individually. We are developing with the organization unless and until we do not become part of the organization, there cannot be individual development. Those people who believe that I will develop myself but not contribute to the organization and they are into the illusion that they are blind. Because they cannot understand, they are not able to see.

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Bridging the Gaps: Building a Development Plan

- A gaps-of-the-GAPS analysis helps leadership practitioners identify high priority development needs, but it does not spell out what leaders need to do to meet these needs.
- The specific steps for creating a high-impact development plan are as follows:

Step 1: career and development objectives.

- Your career objective comes directly from the goals quadrant of the GAPS analysis; it is where you want to be or what you want to be doing in your career a year or so in the future. The development objective comes from your gaps-of-the- GAPS analysis; it should be a high-priority development need pertaining to your career objective.



That is, their development only depends on the organizational development is there. When the individual grows, the organization will also grow, and when the organization grows individual will also grow. So, it is a mutual growth developmental process. So, therefore in that case, what is important is this? That particular goal of identifying these abilities creates the perception of developing these standards to build a developmental plan is there.

So, therefore these practitioners identify high priority development needs are there. Furthermore, I think here is the difference. The difference is the person who decides his goal, and then his priorities and development are there no you see there will be much deviation. There can be social

deviations, economic deviations, and technological deviations, and as a person, he gets involved in these colours when he gets this colourful deviation.

So, his original colours change, so his original goal gets lost somewhere. So, these specific steps create a high impact development plan. The first and foremost is the first is a commitment. Dear friends, commitment for what? Career and developmental objectives. So, therefore your objectives come directly from the goals and give analysis is there. It is where you want to be, what you want to be doing, and that is in the case it is the, first and foremost.

Are you clear? It is what you want to be. Do you know the difference between a job and a career is there? Furthermore, what do you want to do? Now I find many people involved in the job, but they talk about their careers, and I think that is becoming a mismatch or gap. Because the difference between the job and carrier is a carrier is something plus.

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Bridging the Gaps: Building a Development Plan(Cont.)

Step 2: criteria for success. What would it look like if you developed a particular skill, acquired technical expertise, or changed the behavior outlined in your development objective? This can be a difficult step in development planning, particularly with “softer” skills such as listening, managing conflict, or building relationships with others.

Step 3: action steps. The focus in the development plan should be on the specific, on-the-job action steps leadership practitioners will take to meet their development need. However, sometimes it is difficult for leaders to think of appropriate on-the-job action steps.



Your knowledge is plus your skills are plus your abilities are plus your habits are plus so therefore in that case when that was bridging the gap of the present and that if you can many people are going to be the minus. Because you get the position by chance many times, sustaining the position and development of that particular position will become a critical issue.

So, therefore, in that case, this goal that roadmap knows it is challenging to work on that roadmap. As I said, you will find the number of squares and then there will be the deviations will be there, and then the person he will deviate then again, he will join then again, he will deviate then again, he will join. So, that journey will be on these gods' blessing only. So, therefore what it looks like if you developed a particular skill requires technical expertise.

Another change in the behaviour in your developmental objective is there, and here you can go through that cognitive dissonance also. Please understand that your attitude might be different, but your behaviour is to be different. Nevertheless, the behaviour supports your developmental goal. So, in the software skills such as listening, managing conflict or the building relationship which I was talking about and that was about this building relationship is there.

So, whenever we have this building relationship, definitely in that case if these relationships we are developing with others, and therefore your cognitive ability is becoming very important. Furthermore, once you decide it is yes, yes, boss, then the action steps will be taken, and therefore in your developmental plan, you are developing the abilities and, on the job, extreme steps which the leader is required to be taken.

Furthermore, therefore, in that case, you match your ability with that particular need of the individual development and the organizational development plan. Furthermore, these are the specific software skills that are the now you see the simple example of managing the conflict. Now in managing conflict, you can compete. Also, I have seen. Most of the time, those who are very fast in developing their career goals are stopped by conflicts.

Because they develop conflicts because they are not ready to wait, and those who do not wait then are not serving the best. So, who will serve the best who waits? So, therefore, in that case, now you see all these issues. That is, the criteria for success are there. Moreover, in that case, now you see that your goal is in your mind, and therefore you are tuning up your soft skills and changing your soft skills.

Furthermore, as I mentioned, yes, you will say so. Is it not a manipulation? No, it is not a manipulation. It is an attitude and cognitive difference, and therefore, in that case, in a given situation, what is required to behave is expected. So therefore, in that case, action steps, it is difficult for leaders to think of the appropriate job action steps. So, whatever the job action steps are there, that has to be developed in the given time.

Moreover, if you can develop that in the given time those action steps you are taking, then in that case, you will be the criteria for success and your action steps, and that will be matching. Now, what are the barriers here? The barriers are the personalities are there, and therefore, when we are talking about the personalities and leadership styles. Then definitely in the; they might be the conflict.

And not only the boss and subordinate, there might be interpersonal conflict, but there might also be the intra personal conflict. So, therefore we want to develop that particular developmental plan many times, and we will be confronted with ourselves. Whether I am going in the right direction and whether I have decided that goal is accurate or not is there, and the dear friends, please believe me.

If you are that GAPS analysis that quadrant, please do not forget that is the goal and abilities and therefore, in that case, the perception which you develop and is based on the strong roots. And then, if it is based on the strong roots, you will be able to implement those particular action plans you are developing for yourself. Now, here again, the action learning will be there.

Please recall that is we have talked about in the leadership also that is you have to match your leadership style with the given follower's maturity level or when in a given situation is there. Contingency theories we have talked about and therefore, in that case, the action steps which you are required to develop then if it is matching with your criteria for success then definitely in that case you will be able to achieve your goal is meeting the standards are there which you have talked about.

Now here also, it is becoming essential that whenever we talk about these action steps are there, it will be the experiential learning is there then if you are doing those steps and then interacting. For example, is the relationship with the boss there, and when you decide that is ok from today, I will try to develop my relationship with the boss. Now you see the interpersonal relationship is based on the two ways.

Therefore, it is less critical and challenging than the intrapersonal relationship.

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Bridging the Gaps: Building a Development Plan(Cont.)

Step 4: whom to involve and when to reassess dates.

- This step in a development plan involves feedback—whom do you need to get it from, and how often do you need to get it? This step in the development plan is important because it helps keep you on track. Are your efforts being noticed? Do people see any improvement? Are there things you need to do differently? Do you need to refocus your efforts?

Step 5: stretch assignments.

- When people reflect on when they have learned the most, they often talk about situations where they felt they were in over their heads. These situations stretched their knowledge and skills and often are seen as extremely beneficial to learning.



Moreover, therefore, in that case, if you are going for this particular interpersonal relationship, then it is imperative to whom to involve and where we have that special relationship is this. Now you see in intrapersonal and interpersonal relationships with the bosses that it is becoming essential to get it the from and how often you need to get it from others.

Now here it is it will depend on the others also. This, I think, is a critical situation is there. Whenever we want to achieve our goals, if our goals are dependent on our abilities only, then definitely, in that case, I am sure that most of us will be able to achieve that particular goal. However, whenever we are talking about it, our goals are achievement of our goals that depend on others.

Then definitely, in that case, it will be becoming a very challenging task because to whom do you meet. Are you able to meet the person that is the; with whom you are making the efforts you are making? That has been it is just liking that is whether your dating will be successful or not. So, therefore you will if you are an effort, you are making much effort, but your boss is not noticing it. Then, in that case, how you will be able to achieve your goal?

So therefore, in that case, it is becoming essential and not only with our boss if the people with whom you are working and they are not improving, and there is no improvement then how you can achieve your goal. So, therefore like here, that is team effectiveness. In the team effectiveness together everyone I choose more TEAM that we have talked about in our previous sessions.

So, therefore you need to do it differently. Do you need to refocus your efforts are there? If you are not getting the results, relook it.

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Bridging the Gaps: Building a Development Plan(Cont.)

Step 6: resources.

- Often people find it useful to read a book, attend a course, or watch a recorded program to gain foundational knowledge about a particular development need. These methods generally describe the how-to steps for a particular skill or behavior.

Step 7: reflect with a partner.

- In accordance with the action–observation– reflection model, people should periodically review their learning and progress with a partner. The identity of the partner is not particularly important as long as you trust his or her opinion and the partner is familiar with your work situation and development plan.



Moreover, when you can relook your resources, I am sure you will be able to identify whether I will be able to achieve that particular goal. Furthermore, therefore, in that case, it is crucial that when you relook, then often you are to see that is what are your resources are there. I want to mention the management resources men, machine, material, money, method, and minutes.

Dear friends, to achieve the goals, these six resources are significant. Do you have enough workforce? Do you have the technology? Do you have money for that? Do you know the methodology? Do you know that is the; whatever this is the method? Do you have enough time? Therefore, in that case, it is bridging the gaps in particular development needs that describe the how to steps for a particular skill or behaviour.

Furthermore, therefore, you will be going for that particular resource. Now here, when we; are reflecting with a partner, I was mentioning. Who is your partner? Your partners should be; your colleagues, subordinates, and boss. So, therefore in that case, what is the reflection with the partner is there. The partner's identity is not particularly important as long as you trust his or her opinion and the partner is familiar with your work situation and development plan is there.

So, therefore you will be lucky enough to get this supporting partner. Partner means, again, that is a superior-subordinate and colleague. So, therefore in your development plan, if your partner is very strong and then it supports you, there will be no problem because there is trust there. Whenever we talk about the coach and the coach and the trainee learner, if there is trust, then definitely that the debt partner is the best partner for your development plan is a concern.

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Five steps of coaching

- The five steps of coaching give leaders both a good road map and a diagnostic model for improving the bench strength of their followers.
- Peterson and Hicks pointed out that this model works particularly well for high performers—individuals who tend to benefit the most from, but are often overlooked by, leaders when coaching.

1. Forging a Partnership

- The first step in informal coaching involves establishing a relationship built on mutual trust and respect with a follower.
- Leaders should have high credibility to build a strong relationship with followers.
- Leaders should develop good listening skill to better understand their follower's career aspirations and motivators.



The five coaching steps give leaders a good road map and a diagnostic model for improving their strengths. Furthermore, therefore, Peterson and Hicks have given that model for the high

performers is there, so a forging a partnership is there. Here you see that coaching involves establishing a relationship built on mutual trust and respect with a follower. Moreover, that high credibility to build a strong relationship with the follower is there.

Furthermore, right from this particular course, we are talking about leadership and team effectiveness trust is the factor that builds on the relationship between the leader and the follower. So, good listening skills to better understand their followers' career aspirations and the motivators are there.

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2. Inspiring Commitment: Conducting a GAPS Analysis

<p>Goals: Where do you want to go? ----- Step 1: Career objectives</p> <p>----- Career strategies</p>	<p>Abilities: What can you do now? ----- Step 2: What strengths do you have for your career objectives?</p> <p>----- Step 3: What development needs will you have to overcome?</p>
<p>Standards: What does your boss or the organization expect? ----- Step 5: Expectations</p>	<p>Perceptions: How do others see you? ----- Step 4: 360-degree and performance review results, and feedback from others</p> <ul style="list-style-type: none"> • Boss • Peers • Direct reports




Image source: <https://www.chegg.com/homework-help/questions-and-answers/28-2000-dietet-would-conduct-gaps-analysis-covered-starting-page-470-course-textbook-please-417881339>

Now here, for example, these carrier objectives are there, and therefore here example is taken as a carrier strategy are there. Moreover, when these carrier strategies are there, the abilities are there. That is the; what development needs will you have to overcome. And then it will be the boss, peers and direct reports as I kept on talking about these and here the standards. The standards are the benchmarking practices.

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Five steps of coaching(Cont.)

- In the goals quadrant of the GAPS analysis, the leader should write the coachee's (subordinates) career objectives.
- In the perceptions quadrant, the leader would write how the coachee's behavior affects others.
- One way to gather additional information is to have both the leader and the coachee complete a GAPS analysis independently, and then get together and discuss areas of agreement and disagreement.
- During this discussion the leader and coachee should also do a gaps-of-the-GAPS analysis to identify and prioritize development needs.



Furthermore, in benchmarking practices here, we have to talk about the expectations that have been the part of this particular group or team or the organization's concern. The subordinates' carrier objectives and this process will also help you in 720 degrees at the potential appraisal. So, when the leader should be able to identify the potential. It is not only the performance appraisal; it is the person's ability which the person has and what future he can develop.

So, the additional information will be there both leaders, and the coach employees will be having independently and then get together and discuss whether they have this particular strength and identify the priorities the development needs are there.

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Five steps of coaching(Cont.)

3. Growing Skills: Creating Development and Coaching Plans

- Once the follower's development needs are identified and prioritized, they will need to build development plans to overcome targeted needs.
- The followers show high level of commitment when they are given the opportunity to develop their own plans.
- Once a draft development plan is created, the leader and coach can use the development planning checklist to review the plan.
- In addition to the development plan, leaders must build a coaching plan that outlines the actions they will take to support their coachees' development.



Now the growing skills create the development and coaching plan. Now you see this much part is practically possible, but when you go for the growing skills of many people, they deviate. So, therefore once the development needs are identified now, it is the developer's responsibility. That is the whether they have a high level of commitment at this point; I was trying to mention that is the commitment 100% commitment is required when they are allowed to develop their plans are there.

In addition to the development plan, leaders must build a coaching plan that outlines the actions there. Now you see there is a direction, a straightforward process. So, there is a direction, and the efforts are there. So, the leaders must build a coaching plan and then the follower follow that plan.

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Five steps of coaching(Cont.)

4. Promoting Persistence: Helping Followers Stick to Their Plans

- Sometimes followers build development plans with great enthusiasm, but then take no further action.
- This step in the coaching process is designed to help followers to manage their irresponsible act.
- A large part of coaching deals with helping the followers stick to their development plans.
- A leader should observe the follower while practicing their objective or may be the job related activity and provide immediate feedback.
- Leaders can also help to promote persistence by capitalizing on coachable moments.



Then definitely nobody can stop achieving success. These promote persistence, helping followers stick to their plans, and therefore, the support given is designed to help followers manage their irresponsible acts. A more significant part of the coaching deals with helping the followers stick to their development plans are there, and that is why you see that is called continuity and consistency.

So, once the plan is developed, like a simple example, early morning, I will get up and go to the stadium. Now get the consistency, the plan is developed, a discussion is done, and then it is

decided that you have to get up early in the morning. However, then in that case, for one week, yes that you're that coaching employee he is ready but next week he finds it raining, the next week he finds it is freezing, next week he finds it is too hot.

So therefore, in that case, promoting persistency that will not be there and but yes, what will bring success. The leaders can also promote persistence by capitalizing on the coachable moment.

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Five steps of coaching(Cont.)

5. Transferring Skills: Creating a Learning Environment

- Tichy and Cohen aptly pointed out that the most successful organizations are those that emphasize the learning and teaching process, so that leaders are created throughout the company.
- Leaders can create learning environments by regularly reviewing their followers' development.
- Perhaps the easiest way to do this is by making leaders and followers development partners; then both parties can provide regular feedback and ongoing support.
- Leaders and followers can also review coaching plans to see what is and is not working and make the necessary adjustments.



So, the little leader must be present during winter, cold, and summer. So, transferring skills and creating a learning environment is there and always we talk about that is the leader's primary responsibility is to create that environment. Because senses, our senses are diverted what we see? What do we eat? What do we touch? Furthermore, therefore, the brain workings based on our senses and then a control mechanism is required.

What has been told by Lord Shri Krishna in Gita? Therefore, in that case, it is the Gyanendra's very important. That is how you get the knowledge and then how you perceive and reflect; if you can control your sensor, you can create that environment. This is required in the environment, so if you put a child into the playground, you put a child into the classroom.

Then definitely, in that case, you will find that particular environment and the way he will get involved in that particular environment. So, therefore it is the to do this is (33:53) by making leaders and followers development partners, and then both parties can provide regular feedback. Now you see the commitment is required from both sides. If the commitment is reduced from the other side nowadays in the old days, it is ok.

However, nowadays, if the commitment is lacking in one partner, the other partner will have a double lack of commitment. So therefore, in that case, review the coaching plans and see when together are there.

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Case study: Once a Company meets its objectives, Can it rest?

In the early 1990s the Chubb corporation, one of the nations' premiere insurance companies, set very challenging objectives for itself. For example, the property and casualty insurer had set a target of selling 25% of its policies outside united states by 2000. It reached 24% in 1995. Rather than slow down, Chubb management felt the only response was to increase the difficulty of its objectives.

Chubb had correctly forecasted an increasing trend toward internationalization; companies were already looking across boarders for new market and new suppliers so they were also likely to look overseas for their insurance. Chubb wanted to be there when international companies came looking. .

Part of Chubb's strategy to achieve international business success was to position itself as the insurance firm that bets understood global business.



And then, I am sure, but while developing these GAPS analyses. So, therefore identifying your goals and developing the ability to get the coach. When we are talking about leadership and team effectiveness, you see. It is a coach's role when the coach is playing a leadership role and providing that environment to develop the skills identifying the potential abilities are identified, the perception is positive, and the standards are developed.

And then working on those standards and giving the direction, I am sure that with the help of these gaps, one will be able to achieve the goals. Moreover, these are particular supporting study materials.

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Case study: Once a Company meets its objectives, Can it rest?

Worth magazines' Readers choice' survey named Chubb the top pick for homeowners' insurance.

Given Chubb's track record for success, it would seem that setting More difficult objectives would be in order. Yet Chubb's management might wonder, could Chubb continue to meet all its challenging goals, or at some point would it falter? Was now a time for Chubb to slow down, or should it push on?

Questions

1. In what ways does Chubb's behavior reveal a well thought out planning process?
2. What risks might Chubb face if it continues to push for more difficult objectives.
3. Should Chubb push for higher levels of international revenues in its next round of objective setting?



This is the case study.

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Research Paper

The impact of leadership coaching on leadership behaviors

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Purpose

Given the huge national and corporate investment in developing management and leadership capability, questions about the effectiveness of such development activities are valid, necessary and urgent. This paper aims to examine this issue.



This is the research paper coaching on leadership behaviour.

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Design/methodology/approach

There were 1,000 respondents consisting of matched pairs of HR managers and line managers drawn from 500 organizations. The survey was carried out using archive data collected in 1996, 2000 and 2004.

Findings

The report provides evidence demonstrating how management and leadership development works when it is: a clear organizational priority with employers taking responsibility; linked to business strategy with established processes and frameworks; designed to build relevant competences and behaviors; and focused on long-term tenure of employees.



(Refer Slide Time: 35:09)

Book Recommendation

Career Planning, Development, and Management: An Annotated Bibliography

Authors: Jonathan P. West

Publisher: Routledge; 1st edition (20 November 2018)

Language: English

Paperback : 328 pages

ISBN-10 : 1138629936

ISBN-13 : 978-1138629936



<https://www.amazon.in/Career-Planning-Development-Management>

Furthermore, this is about the book refers to career planning, development and management.

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Book Recommendation

Substantial literature has emerged on the subject of career planning, development, and management. Academic research by economists, educators, political scientists, psychologists, and sociologists has made the study of careers in organizations an important interdisciplinary focus in the social sciences. This proliferation of materials has resulted from a growing concern with such career issues as quality of life, job opportunities for minorities and women, economic downturns, career mobility, and the changing success ethic. This annotated bibliography, first published in 1983, seeks to bring together in a single volume significant academic research from various disciplines.



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Moreover, these are the references which you can refer to. So, this is all about the GAPS analysis to develop relationships and effective team building by a leader. Thank you.