



White Paper

Develop, Develop, Develop: Creating a Culture Where Employees and Clients Want to Stay

By John Parker Stewart & Daniel Stewart

Within our complex economy, there is a movement afoot. It is growing in popularity. Books and articles are written on the topic with increasing speed, and research is emerging to support the efforts. The movement is called “Develop, Develop, Develop.” Members of the business community need to pay attention to this movement because their clients certainly are.

As our economy is increasingly more service oriented, a company’s competitive advantage is now determined by their social capital—their people. It is the people’s capacity to build relationships and lead others that will determine a company’s success. Thus, the “Develop, Develop, Develop” movement seeks to improve the quality of others’ emotional competence and ability to learn. Personal coaching is a key component in this movement, as it assumes that each person has potential to enhance their strengths and overcome their challenges. However, coaching is but one means to creating a culture of development—a goal that nearly all companies want as they strive to become “great.”

Daniel Goleman, author of *Working with Emotional Intelligence*, states that in general, “two out of three competencies listed for the average job are emotional competencies. Compared with IQ and expertise, emotional competence matters twice as much. This is true across all categories of jobs, and in all kinds of organizations. Emotional competencies are found to be twice as important in contributing to excellence as pure intellect and expertise.”

Though emotional competencies are very important, they are often not valued during the selection process. Technical skills and past performance are often the most significant determinants for hiring someone. Yet, these are not consistent

John Parker Stewart travels extensively coaching and consulting Fortune 500 companies and government agencies in leadership, communication, teamwork, and motivation. With over twenty-six years of consulting experience, he has coached hundreds of executives and, as a keynote speaker, has consistently received superior reviews from his clients. John’s clients include: Boeing, Bank of Hawaii, BP Oil, Castrol of Malaysia, Citibank, Chevron, General Motors, General Electric, IBM, Kennedy Space Center, Lockheed Martin, NASA, Nestle/Carnation, Pacific Bell, Raytheon, Toshiba, U.S. Department of Energy, Waste Management, ViaSat, and Xerox. John is based in Portland, OR and can be reached at: jps@johnparkerstewart.com.

Daniel Stewart is a communication and organizational development expert consulting and improving performance at companies like Avaya, Deloitte & Touche, and Starbucks. Daniel specializes in presentation coaching, culture change, and organizational learning. He is a noted speaker, trainer, and author with publications in Executive Excellence magazine and the Integrated Marketing Communication Research Journal. Daniel is based in Boulder, CO and can be reached at: daniel.stewart@johnparkerstewart.com.

Stewart Systems, Inc.

PO Box 1527

Lake Oswego, OR 97035

v 503.638.1106

f 503.638.4803

www.johnparkerstewart.com

indicators for future performance. Soft relationship skills, especially when they are combined with technical competence and talent, are the greatest predictor of future success. This is particularly true in sales departments, and as one advances within an organization. The ability to influence and work with others becomes the most important attribute of an effective manager or executive.

So, how is a culture created that focuses on development? How can we help others build strong relationships? The following four steps offer a beginning. These steps can be applied at any level of an organization or in any industry. These steps will not only improve your emotional competency, but it will positively influence others in your office, your company, and with your clients.

1. **Reveal Your Goals:** We all know that example is the greatest teacher, so show others how much you are interested in developing your own communication and relationship skills. The greatest thing you can do is share your developmental goals with your direct reports or key clients. Others will see that you value personal improvement. It will influence them to seek their own personal development, and they can act as a coach to help you achieve your own goals.
2. **Listen Like Nothing Else Matters:** The critical ingredient in helping oneself and others improve is listening. We aren't talking about the kind of listening you show when a telemarketer calls. We want intense listening that involves asking clarifying questions and not jumping to conclusions. Listen to others when they provide feedback concerning your own behavior. Listen to your people when they express dislike about something, and listen to your clients when they express a specific preference or offer a recommendation.
3. **Give Stretching Assignments:** After you've listened and gotten to know your people, give each person a specific stretching assignment. Tailor each assignment according to a person's individual strengths and weaknesses. For example, if a sales associate needs practice closing a sale, have him shadow a seasoned sales person for a couple of days.
4. **Reflect and Follow-Up:** Periodically stop and reflect on your progress, make changes, and continue developing. Follow up with your people on their developmental goals. And follow-up with your clients to see if your relationship with them is improving.

Relationships are the name of the game, and we need to strengthen them. We need to start by focusing on one of the greatest needs we have: the need to develop. People consistently say to us they want their managers to challenge them more often, get to know them, and help them develop their potential. Consequently, managers who help develop their employees have significantly less turnover than others who are too focused on only making the numbers. Also, staffers who ask their clients how they can better develop and select the client's future employees, maintain those clients far longer than those who don't. It is time to develop, develop, develop! Your employees and clients will love you for it and will want to stay with you.