



Lack of Development Opportunities

Work Design

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- Use job rotation if feasible.
- Train staff to complete multiple tasks.
- Let workers run meetings.

Development opportunities can help staff feel recognised and bring a level of purpose and meaning to work.

A lack of development opportunities is a primary reason why employees leave. In small business it can be challenging to find ways to provide development opportunities for staff. Job rotation is one technique a business can use to support staff with development.

Job Rotation

Job rotation is a well-planned practice to reduce the boredom of doing same type of job every day and explore the hidden potential of an employee. It helps management in discovering the talent of employees and determining what they are best at. On the other hand, it gives an individual a chance to explore their own interests and gain experience in different fields or operations.

Job rotation best practices

It's possible to 'rotate the wrong way', below is a series of best practices on how to create a more positive impact while reducing negative effects of Job Rotation.

A means to an end. Keep in mind is that the goal of job rotation should be clear from the beginning. Mindlessly rotating employees into different jobs creates inefficiencies, role unclarity, and interrupts work. These inefficiencies can only be justified when there is a clear goal, or benefit, to this practice of job rotation.

Employee buy-in. Another potential disadvantage is that rotation may lead to disgruntled employees. It is, therefore, crucial to create buy-in. This can be done by clearly explaining the benefits of job rotation for the employee and convincing the employee rather than coercing them. Creating employee buy-in can turn something perceived as a bad situation into an opportunity.

Training. Third, ensure that people are properly trained before they are rotated into a different job. Entering a job while lacking the required knowledge and skills to perform well will decrease motivation and increase the time required to reach optimum productivity level. As mentioned above, both peer coaching and peer mentoring can be very valuable here.

Monitoring and feedback. Once someone has rotated into a role, ensure you monitor them closely, and provide ample feedback. Over time, people will become more independent and require less structure. In addition, create clear success criteria for the job and communicate these. This helps the employee understand what is expected of them.

Planned job rotation. A more formalized approach to job rotation is called job pathing or career pathing. Here, a specific sequence of jobs is lined up to reach a career objective.

Co-Create a Coaching Development Plan

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Before effective coaching can take place, a coaching development plan must be established that you and the person you're coaching co-create.

The key term in the previous sentence is co-creator. Rather than you writing a plan, both of you need to jointly identify a set of goals and activities. Co-creation ensures that both parties will be invested in the plan's success (think about how dedicated you've been to anything that you've helped create).

Co-creation also moves you away from the boss/employee relationship and towards the peer-to-peer relationship of coaching.

1. Set the Tone

If you are initiating the relationship, establish that coaching isn't a sign that the other person is lacking in some critical skill or doing something wrong. In fact, coaching means that you see untapped potential in the other person and are invested in that person's success at work.

2. Establish the Goals

You and the other person must set the goals for the relationship. As the coach in the relationship, you have two responsibilities in goal setting. One is to identify the goals you would like to see the other person achieve. The other responsibility is to solicit from the other person what goals they want to work toward. Without your active solicitation, you may end up being the only person setting the goals, which moves you back to the boss/employee relationship.

3. Set Responsibilities

The two of you must then decide how you can help each other develop. As a coach, you have an additional responsibility beyond what you agree to in this part of the plan. You must also model the desired behaviours you want to see — you must 'walk your talk'. If you don't model the behaviour you want to help develop, then your credibility and your effectiveness as a coach are diminished.

4. Define the Process

It is important to decide when, where and how often you'll meet to check in with each other. One caveat: coaching isn't about friendship. You can be friendly, but coaching is about improving performance at work. As part of deciding how you'll work together, and what the coaching process will be, explain the seven-step training model of coaching as the desired process and how it will benefit the learner.

5. Acknowledge What You Will Get

Make sure that you acknowledge the benefits that you expect to get as leader from the coaching process (why you are taking the time to coach them), and also acknowledge what they should expect to get from the coaching (the why factor). This process creates expectations and benefits for both parties.

6. Establish Benchmarks

The plan must include clear 'measures of progress' and a schedule of when those measures will be met. Benchmarks provide both of you with markers to determine how well things are going. However, be aware that not reaching the benchmarks isn't a sign of failure — it just means that a timetable adjustment or course correction may be needed.

7. Review the Relationship

When looking at a course correction or the achievement of a major benchmark, take the time to assess if the coaching relationship should continue. If you decide to discontinue the formal coaching relationship, be sure to debrief both the work you did together and how the coaching experience played out for each of you.