

## Development Pipeline

Identifies 5 factors that are necessary for individuals, teams, and work groups to develop in ways that contribute to an organization's success:

Insight	Motivation	New Skills	Practice/Experience	Performance
*What's needed from them *What to develop *How their work connects to the org's purpose & strategy	*Why it matters *How it connects to their personal motivation	*Understand how and where they can acquire new capabilities	*Opportunities to apply new learnings *Reflect on experiences to guide development	*Assess if development leads to positive impact on performance *Skills become natural, self-repeating

The GAPS Grid is a tool that helps people determine how to best focus their energy on development objectives that will make a significant difference for them and their organization. As a coach or a manager preparing for a coaching session with a direct report, the grid facilitates a conversation about:

- individual current state abilities
- individual goals/values
- organizational goals and values
- other's perception of the person in their role
- success factors

The gaps grid can be used to:

- support recently promoted/hired employees to quickly get up to speed in new role and understand success factors (transitional)
- understand relevant information for development (developmental)

Benefits of the GAPS Grid:

- facilitate productive coaching and development conversations
- quickly determine areas of focus which lead to success
- highlight areas for development
- create development plans

## GAPS Grid

	WHERE THE PERSON IS	WHAT MATTERS
PERSON'S VIEW	<p><b>ABILITIES</b> <b>Individual completes</b></p> <ul style="list-style-type: none"> <li>• How they see themselves</li> <li>• Strengths/weaknesses/skills contributing to past success</li> <li>• Additional skills that would be helpful</li> <li>• Abilities that serve to accomplish what matters</li> </ul>	<p><b>GOALS/VALUES</b> <b>Individual completes</b></p> <ul style="list-style-type: none"> <li>• What matters to you</li> <li>• What are your most important goals, values, interests</li> <li>• What motivates you/demotivates you</li> <li>• What do you find most rewarding</li> <li>• What inspires you to do your best</li> <li>• What would make work more fulfilling</li> <li>• What gives you the greatest satisfaction</li> </ul>
OTHER'S VIEW	<p><b>PERCEPTIONS</b> <b>Others complete</b></p> <ul style="list-style-type: none"> <li>• How do others see the person</li> <li>• What do other people say about them</li> <li>• How do others view the weaknesses, style, and impact</li> <li>• To what do other people attribute this person's successes and failures?</li> </ul>	<p><b>SUCCESS FACTORS</b> <b>Supervisor completes</b></p> <ul style="list-style-type: none"> <li>• What matters to others</li> <li>• What is necessary for this person to be successful in their role</li> <li>• How are those factors changing</li> <li>• What types of people/what skills are most valued in the organization</li> <li>• What does the person's supervisor and other managers expect from them</li> <li>• What social norms &amp; organizational values are people expected to follow</li> </ul>

## Development Transition Factors

Technical Skills	Industry experience or functional experience? Academic credentials/certifications or not?
Work Context	Large or small Domestic or international? Start up or turn around? Corporate to Higher Ed? Higher Ed to Higher Ed?
Organizational Structure	Few or no direct reports or many? Centralized or decentralized? One supervisor or many? Product or functionally based?
Organizational Culture	Informal or formal? Hierarchy & titles or all are considered equal? Competitive or team focused? Performance based or entitlement based? Plain spoken or sophisticated?