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March 2023



MANAGERIAL DEVELOPMENT – THREE KEY GROWTH FACTORS

It can be argued that **development does not stem from itself**. A stimulus is needed for intensive growth. It doesn't matter whether the stimulus is internal – arising from pondering or reflecting on the nature of the world – or whether it comes from the external environment. What matters is that it is a prerequisite for developing a better version of something we are working on. Because if there is no stimulus for change, the change will not happen. This is particularly important when it comes to acquiring new competences! Moreover, the **organisation of the learning process influences its effectiveness** and, consequently, the pace of growth.

Questions worth considering: What has been a recent stimulus for you to develop your skills?

It is known that incentives are needed to stimulate growth (e.g. managerial growth), but on the other hand, is everything that influences a manager a factor in increasing his or her effectiveness? Let us try to answer this question by determining the optimum conditions needed for the rapid acquisition of new skills.

The three areas to look out for when learning are as follows:

1. **speed of operation,**
2. **concentration on the subject of learning,**
3. **capacity for reflection.**

If you are reading these words and like to search for the prime reasons for success, then you probably have in your head the words repeated in many training courses: choose two factors out of three, look for leverage, the Pareto principle and so on. You cannot derive maximum benefit from, for example, reading a book or a training course without putting emphasis on the above specified three components.



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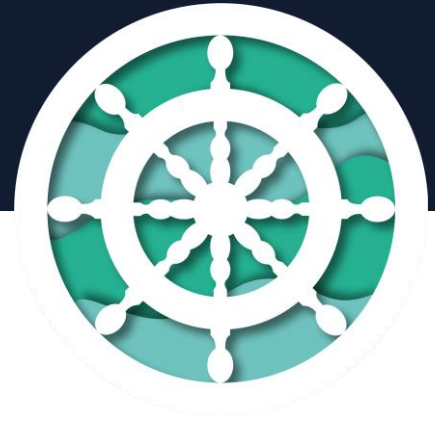
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Why are three elements necessary?

Speed is the pace of action. There is no objective measure here, i.e. a specific indication of how long in days (or other units of time) it should take to assimilate new knowledge. It is all about making sure the pace is appropriate to your ability. The learning process cannot be protracted (because we forget 'what it's all about') nor can we be too hasty (because we won't understand the content and some of it will be missed).

Reflection is the state of thinking about a given hypothesis. It is the intellectual effort that has to be made to know the thought behind given contents. It often goes hand in hand with answering the question: how could this work in my case? This is what we call reflection, and we encourage you to do it.

The final term is **concentration**. This is nothing more than a focus on the subject of learning. Focused attention, e.g. switching off all distractors, is a manifestation of learning focus.

What is lost when one piece of the puzzle is missing?

If we are concentrating while doing something and at the same time doing the activity quickly, we are most likely not learning anything new. What we can do, we do better and better through frequent repetition. We become skilled through habitual actions, but unfortunately we do not acquire new skills. In addition, there is a risk that our attitude towards new issues will become rigid ('we have always done it this way').

If we are focused and at the same time we learn our lessons, but we lack speed, the problem reveals itself somewhere else. It manifests itself in the increasing risk that we will run out of resources (including the most valuable one – time) or be beaten by the competition.

The last situation is one in which we maintain speed of action and at the same time draw conclusions, but without concentration. This is how we fall into the trap of drawing conclusions prematurely. There are a number of examples of this, but the most glaring one (from the world of sales) is drawing conclusions based on too small a sample of customers, changing arguments based on a previous customer.

Bearing these aspects in mind, it is worth planning your activities to take into account the optimal learning conditions. Because, as Lord Chesterfield put it: 'I recommend that you take care of the minutes, for the hours will take care of themselves.'

Questions to think about:

What reflections does reading this newsletter evoke?

What has the development of your managerial skills looked like over the last 3 years?

What would you like to focus on more?

Andrzej Koniuk

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