



## Case Study: When will my turn come?

Stephanie enjoyed having development discussions with her team. They were filled with brainstorming and dreaming out loud. It was after these conversations that she felt amazing at being a leader.

Except when...

When? When the newer employees watched their peers move up, move out and onto great opportunities. And it was then that Stephanie would hear that question... "When will my turn come?"

I've asked the question once or twice in my early career. It's not unusual especially for driven committed employees.

For most of my career, I have changed positions every 2-3 years. Sometimes it was because of a change in the organization, sometimes because I was ready for some new challenge.

I was fortunate. I worked for a global company that was known for moving people around. It was also a culture that encouraged growth and change for their employees as well as their customers.

As I shared with Stephanie, when that question shows up, it's because your GREAT employees want change and challenge. It's their opportunity to stay fresh and engaged in their jobs.

To lead masterfully™ this is, without doubt, an important attribute to encourage amongst your employees. Therefore, why would a leader NOT encourage or develop this kind of approach among his or her team?

Fear. There may be a concern about losing a talented employee on your team. Or perhaps you don't know how to develop this employee to their next level.

Ok, get over it. The BEST leaders are skilled at kicking the birds out of the "nest." To truly lead effectively means you will inspire your employees to want and be more than they are today.



This strategy attracts smart, successful employees to your team, which creates even greater success...for you. Face it, GREAT employees do not want to go to work for leaders who create “black hole” organizations. You know...talent goes in and nothing comes out...unless they quit. Now, would YOU want to work for someone like that?

As I advised Stephanie, when you encourage movement, growth and development you’ll get and keep GREAT employees; and as a bonus, you become the magnet for high profile opportunities...because you can attract the team to get the job done.

**Here are three steps to encourage change and challenge for those employees whose time has yet to come...**

1. Schedule consistent development discussions and encourage your employees to schedule these discussions when they feel inspired to have one with you.
2. Look for opportunities to expand an employee’s skill in an area that seems foreign to them.

For instance, put a marketer in an HR rotation or project; put an HR person in a customer support position, etc. This not only builds your “bench” of broader skills, but it gives them an appreciation for the “bigger picture.”

3. Make career change and challenge a PLUS...not a “derailment factor” to career growth. Changing career paths by trying on new disciplines creates powerhouse leaders in the long run. They will develop agility, an ability to listen to different points of view and a perspective that grows a business, faster.

Your GREAT employees want change and challenge...until their time has come, it’s your brilliant way to get and keep them committed and engaged to succeed.

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Chris works with leaders and corporate professionals to attract, retain and engage the best talent for your organization. Her specialties include collaborative teaming and guiding you to lead masterfully.



Her commitment goes back to her days in corporate, and the private one-on-one conversations with high-level leaders, which reduced their stress, acknowledged their “humanness” and made their success far more effortless.

She brings you more than 25 years of transformative leadership at IBM and unique experiences in executive succession planning, global leadership and talent development across the multiple generations in today’s workforce.

Let’s connect to see if or how I can support you and your team to be and feel amazing, every day!

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