



Double It, Take Two

by Cub Marion

The article “Double It”, focused on providing performance feedback. Simply put, providing meaningful performance dialog is essential for development.

Following the writing of “Double It”, I read an article from 1999, written by Michael Lombardo and Robert Eichinger (Lominger Limited, Inc.), which presented data on competencies that measured characteristics important for success at work. The sample group was approximately 600 people (180 individual contributors, 275 managers, and 145 executives). Two major focus areas the article highlighted were what people are generally good at and what they should be good at, but are not.

The article indicated that people are generally good at individual skills (action oriented, smart, good technical problem solvers and customer focused). What they should be good at, and are consistently not, involve people (team building, understanding others beyond surface behavior, etc.). Scoring dead last in the analysis was developing direct reports.

Sobering yes, but all is not lost. In fact this is completely controllable. Providing feedback, meaningful performance and development discussions, is essential as a leader. The leader just needs to do it. The leader must maintain the same level of focus on their people as they do the mission. Without people, attainment of the mission is rather tough. As implied in the “Double It” article, if you think you are doing enough on developing people, double it; it is worth every minute.