

A group of people in a meeting room, with a man standing and presenting to a seated group. The man is wearing a dark suit and glasses, and is holding a document. The seated people are looking at him and some are taking notes. The room has large windows in the background.

Leadership Development & Training Manual for Internal Promotion

kpc

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The best assets to your company are often found within your existing employees. They've grown with your company, made mistakes and learned from them, and have the knowledge bank as empowered, self-reliant individuals. Why not start with them for internal promotion? If you're in need of upper or middle management positions, giving your pre-existing employees the chance to shine in leadership roles will help boost morale. But, it can also lead to office tensions if it's handled poorly. This guide will help you with the training and leadership development necessary for a smooth and successful internal promotion process.

Begin with performance evaluations

Performance evaluations can be as beneficial for employees as they are for employers, especially if you're planning to internally promote. Giving your employees valuable feedback on their performance and letting them ask questions on how they can improve shows you who truly cares about their position, their projects, and the company. You're also able to connect with each of them on an individual level and see overall how an employee is doing. As you think of the questions you'll ask in your employee evaluations, try to follow these main talking points:

Goals for the future

A significant way to measure if an employee is ready to step into a leadership position is to see how their outlook is and what they focus on. You want to be familiar with their personal goals and their goals within the company to measure how well they align. Questions like **“What are your goals for the next six months/year?”** and **“Where do you think this company is headed?”** help identify what they want to achieve and what they think is feasible for the company. You can also try **“Do you have questions for me as it relates to your goals and objectives for the next 6 months?”** to see how comfortable they are with their projects and with asking you for advice.

This also allows them to clearly define their short-term and long-term goals as well as tip you off to any miscommunications or confusions they might be experiencing.



Observations of your company

While some employees won't be completely honest with you on how they feel, you can gauge a pretty good reaction to how they think the company is doing with some carefully-worded questions. All employees should feel like they are able to voice their concerns and suggestions, especially when they have one-on-one time with you. Try "What do you see as the primary drivers of success in our organization?" and "Rate your job satisfaction and describe the things that you feel were the biggest contributing factors to that rating." This way, you're getting individualized feedback about the successes and failures in a way the employees will feel comfortable discussing. When you ask questions like, "How would you describe the corporate culture here? What could you do or what suggestions do you have to improve it?" you're not only getting valuable insight into how your company is working, you're seeing how they feel about where they are. If an employee is completely happy with where they are, you might not want to tap them for a promotion, whereas an employee who expresses feelings of wasted potential might be searching for that next leadership step.

Areas of improvement for them, and for you

This point is crucial in employee performance evaluations when you're thinking of promoting from within. Not all employees are interested in improvement, for themselves or for the company, and that can be a strong indicator if they are ready for an upper-level position or not. Obviously, being straightforward and asking "In which area(s) would you like to improve?" will help you understand what they deem the weaknesses of the company. This also helps you pick out the employees seeking opportunities for strengthening their personal weaknesses. "What do you see as the top opportunities for us to increase our organizational performance?" will also help you find the employees who are thinking about the bigger picture and not just taking home a paycheck.

Once you have completed employee performance evaluations, you'll have a much better understanding of your employees' perspectives and who would be ready for a leadership position. You might find that no one is suitable for a promotion, or that you have too many candidates, in which case you'll want to begin the next step: focusing on team-building and the organization's environment.

Empower your employees and their work environment

Now that you are collectively familiar with where your employees are in their development, offering leadership development training will not only help empower all of them, it will help you better determine who can rise to higher leadership roles. You can start with leadership training activities which helps build trust, open communication, and strong leadership within your organization. If you haven't implemented fun and creative activities for team building yet, understand that it is crucial to helping employees connect with one another and establish a stronger network throughout your company.



Next, focus your efforts on what you learned in your employee performance evaluations. You can tweak the subject matter to suit your findings, but here are some examples of areas to highlight:

Commitment, Dedication, Inspiration

When you bring your employees together, you definitely want to highlight their importance to their teams and the organization overall. Help remind them why they accepted their positions in the first place and why the mission of your company is individually important to them. Renew their dedication to your cause or values. Introduce new ways of involvement in your company that they can choose to accept. Keeping the goals and values of the company in mind at all times will empower your employees to stay committed to the true objectives and initiatives of the company. Above all, find little ways to inspire them to help focus their motivations. You can see through this process how each employee reacts to these messages, and even invite them to look back on their goals and reflect on their visions for the future.

Establishing Trust

Hopefully, your employees already feel like they can rely on one another, on their managers, and on you. But, elevating the trust levels of the workplace can help maintain a connected environment for your employees. Eradicate disputes, communication issues, and anything else that is hindering stronger trust. Strong communication will empower your employees to be creative, collaborate, and feel proud of their time at work.

Building relationships

You've already met with all of your employees during their performance evaluations, but now it's time to focus on employee-employee and manager-employee relationships. These are the foundation of a great

workplace environment. Not only do they assist employees in completing collaborative tasks, they help build a sense of community and belonging, which is crucial for productivity and creativity. Even more so, employees who easily establish fantastic work relationships - not too chummy, but not too strict - are great candidates for higher positions, because they can interact with many different types of people and styles of work. Make sure you take note of who gets along, but knows when to say what needs to be said.

If you've established these practices and fixed any problems found in the employee evaluations, your company is ready for effective leadership training.

Add professional training for better leadership development

When is the last time you've offered leadership training seminars or workshops for your employees? If the answer is never, you're not as invested in the futures of your employees as you are in the future of your company. You want to make their development as leaders a top priority, no matter what industry your company is in. Especially if you are looking to promote from within your organization, you will want to introduce a variety of professional training workshops for them to choose from - and for no cost to them. Here is one example of a professional development workshop, but there are many more to choose from. You should try to offer some kind of workshop on every topic you can, so every employee has the chance to be well-rounded.

Conflict Resolution

There will, unfortunately, be times during business operations where employees and managers alike will encounter some form of conflict. Employees may have some sort of disagreement in which managers will need to step in and mediate, or a manager may have an issue with an employee. In these situations, it is imperative that both employees and managers handle these matters with as much finesse as possible, as a miscalculated decision could make matters worse. Leaving conflicts unresolved could hinder a business' success and limit employees' performance at work. Alternatively, if



someone never has any issues with anyone, ever, it could be a sign that they aren't being honest about disputes and need to voice them. Having the skills to work through these conflicts is monumental for both managers and employees at any level.

All employees who are well-versed in these topics will become more well-rounded leaders who can effect positive change in their workplaces. This helps everyone work together to reach and surpass business goals. Implementing professional development and training courses will not only be beneficial for your company, but for helping you find the best fit for your open upper-level positions.

Begin the internal promotions process

You've done the evaluations, worked on team-building and empowerment, and offered workshops on professional development. Your employees are primed for big successes in the upcoming year. What better way to reward them than by promoting a select few to upper-level management positions? Internal promotion is all about positive internal relations. Keep these professional management training tips in mind when working through your internal promotions, and you'll be ready to go.ols necessary for companies to succeed.



About KPC

Our Difference Makers help organizations harness diversity, empower people and create inclusive cultures that transform lives.

What are Difference Makers? They are the trainers, coaches and leaders dedicated to helping people be great at work through long lasting learning. They are those you served with in the military, the smart people you cheated off of in college, retired leaders, master coaches, and training whizzes.

Since 2008, KPC Difference Makers have been helping clients shape their future. Our instructor and web-based training, executive coaching and analytics empower employees and provide the tools necessary for companies to succeed.

Our curriculum delivers education and discovery through a fun experience. All courses and services offered are completely customizable and can be tailored by company size, industry, and language.

KPC Awards:

- Awarded the 2014 Enterprising Woman of the Year Award
- Finalist for the 2015 Florida Companies to Watch
- Nominated for 2014 Best Places to Work in Orlando



About the Author

Kizzy M. Dominguez, Ph.D.
President

Inspired by her father, Kizzy always knew that she wanted to be a psychologist and an entrepreneur. The simple but powerful concept, “it’s all about empowering others” was instilled in her from a young age and became the motivation behind KPC.

To pursue these dreams Kizzy received her Bachelor of Arts in Psychology degree from Alfred University and next her Masters of Science in Industrial Organizational Psychology degree from the Florida Institute of Technology. Then after receiving her Doctor of Philosophy in Industrial Organizational Psychology, she decided to combine her background and passions with her entrepreneurial spirit to found KPC in 2008.

Within a year, the company landed its first large government contract and took KPC to the next level. Since then Kizzy and her Difference Makers have trained, coached and empowered leaders, middle managers, and front-line employees. Kizzy’s passion for igniting human potential and making a difference in the lives of her clients has made KPC a dominant force in the company development space.



1270 N. Wickham Rd. • Suite 16-612 • Melbourne FL 32935
info@kparkiconsulting.com • 321-473-3847