Tiered Growth of Employees

Creating Targeted Development Plans for Your Employees
Tiered Growth of Employees

• Developing employees is one of the most important responsibilities of a manager. In addition to promoting engagement and reducing turnover, development of employees helps a manager strengthen his or her team to make it more effective as a whole.

• Developing employees can be difficult. And unfortunately, employee development can compete in priority with the normal course of business. Thus, development requires the manager be disciplined in creating opportunities for each employee with his or her specific needs for growth.

• Successful employee development is not simply periodic training. Rather, it is a series of interwoven interactions and experiences that helps shape an employee’s skills, knowhow and overall capability for doing their jobs.

• To help distinguish between a wide array of individuals and experience levels, the matrix on the following page helps breakdown the example tiers of employees, as well as suggests targeted themes for development.
## Tiered Growth of Employees

<table>
<thead>
<tr>
<th>Tier</th>
<th>Skills</th>
<th>Responsibility</th>
<th>Theme for Development Plan</th>
<th>Years of Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Tier 4 + Strategic Planning</td>
<td>Significant</td>
<td>Vision Setting &amp; Broad Scope</td>
<td>15 +</td>
</tr>
<tr>
<td>4</td>
<td>Tier 3 + Autonomy</td>
<td>High</td>
<td>Knowledge Outside Function</td>
<td>10 – 15</td>
</tr>
<tr>
<td>3</td>
<td>Tier 2 + Complex Projects</td>
<td>Moderate to High</td>
<td>Leadership Skills</td>
<td>5 – 10</td>
</tr>
<tr>
<td>2</td>
<td>Tier 1 + Larger Scale Projects</td>
<td>Moderate</td>
<td>Build Independence</td>
<td>3 – 5</td>
</tr>
<tr>
<td>1</td>
<td>Basic Tasks and Support Activities</td>
<td>Minimal to None</td>
<td>Master of Basics</td>
<td>0 – 2</td>
</tr>
</tbody>
</table>
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| 5     | Tier 4 + Strategic Planning  | • Focus them on setting a vision and increased scope ("Tell me what we should do")  
• Oversight typically just as a check-in; strive for hands-off management  
• Encourage independence and ask they bring their recommendations to you and the team  
• Development plan should emphasize creating and implementing a vision, not simply tasks |
| 4     | Tier 3 + Autonomy             | • Focus on autonomy, special projects and guiding others ("You own that")  
• Expect these employees to overcome barriers and drive change to benefit the organization  
• Development plan should emphasize leadership and gaining of knowledge outside function |
| 3     | Tier 2 + Complex Projects     | • Focus these employees on complex problems and guiding others (The ‘Workhorse’)  
• Development plan should emphasize building leadership skills for future  
  • Examples: Hosting meetings, representing the team in front of a customer, etc.  
• Evaluate career direction – Management? Specialist? Different function? |
| 2     | Tier 1 + Larger Scale Projects| • Focus on execution and developing efficiency (Becoming the ‘Workhorse’)  
• Development plan should emphasize independence and resourcefulness  
• These employees still need guidance and direction, so plan for regular mentoring discussions |
| 1     | Basic Tasks and Support Activities | • Focus on learning processes, decision points and critical elements of work  
• Development plan should be diverse, exposing them to as many pieces of the puzzle as possible  
• Aim for exposure, with minimal responsibility |
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