

Charles R. Crowell, Ph.D., '70

Professor, Department of Psychology; Director, Computer Applications Program



Biography

Prof. Charles R. Crowell currently is in the Department of Psychology where he serves as director of the *e*Motion & *e*Cognition research lab. Also, he is director of the Computer Applications Program, a supplementary major in the College of Arts and Letters. Prof. Crowell has applied psychology and technology to learning, productivity, and performance improvement in organizations. He has published and lectured widely on topics including performance technology, organizational effectiveness, and the use of technology to assist in organizational improvement. Prof. Crowell also has worked with national and international companies on issues related to employee effectiveness, applications of technology, and management development.

Today's Lecture

Guided Self Development—A Mentoring Approach to Effective Management and Leadership

In today's fast-paced world, effective leadership is more important than ever. Guided Self Development (GSD) represents a process whereby managers can become Leaders by elevating the priority for self development among those for whom they are responsible (their Performers). Using the methods of GSD, managers acting as Leaders empower and enable their Performers to recognize and evaluate their own performance and take the necessary actions to reach desired goals.

GSD transforms managers into Leaders by moving them away from a directive development mode characterized by telling Performers what to do and how to improve. GSD is based on the fundamental principle that directive, telling-oriented strategies are like the proverbial "giving of the fish." They may allow Performers to "eat" today, but they do little to help them tomorrow or in the future. Performers with "telling" managers quickly become dependent on external input and direction and never learn how to analyze their own performance. The consequence can be a Performer who will learn and develop only when the manager is consistently present—which is rare in many work settings.

GSD was created after engaging in many years of work and observation within organizations. Time after time it was clear that managers who the most successful were those who used a non-directive approach to development, and were those who delegated the responsibility for achieving goals and objectives, both personal and business, to their Performers. These managers, acting as Leaders, provided their Performers with the ability to analyze themselves and to determine:

- when their performance either exceeded or fell below expectations;
- alternative ways to remedy any under-achievement;
- how to devise appropriate action plans to increase their performance; and
- ways to keep their Leader aware of their progress.

Non-directive Leaders can mentor self-developing individuals who examine their own performance, learn from the consequences of their actions, recognize the need to improve, and create their own strategies for change--actions that ensure their continued effectiveness when Leaders are not around, which can be much of the time.