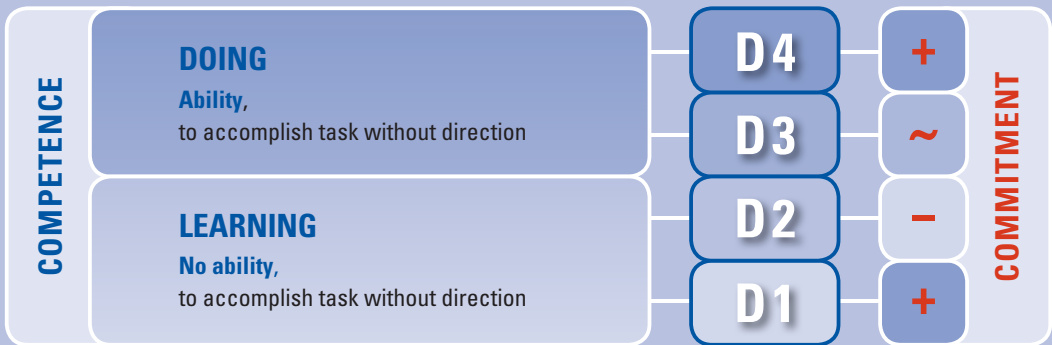


LEADING PEOPLE EFFECTIVELY DEVELOPMENT LEVELS



D4

Empowered top performer

Competence
high

Commitment
high

Key words

- confident
- highly competent
- inspires others
- expert
- autonomous
- self-assured
- self-reliant

D3

Capable, but cautious, contributor

Competence
moderate to high

Commitment
variable

Key words

- tentative
- cautious
- hesitant
- able
- contributing
- unsure
- indifferent/bored

D1

Enthusiastic beginner

Competence
low

Commitment
high

Key words

- enthusiastic
- inexperienced
- curious
- new
- optimistic
- unskilled
- impatient

D2

Disappointed learner

Competence
low to some

Commitment
low

Key words

- over challenged
- confused
- de-motivated
- disappointed
- irritated
- disillusioned
- first learnings

LEADING PEOPLE EFFECTIVELY LEADERSHIP STYLES

S4 Delegating

- ❑ Empowers people with the responsibility for goal setting, action planning and decision making
- ❑ Empowers people to be in charge and to keep others informed
- ❑ Provides resources if necessary
- ❑ Expects self-reliant quality control, performance benchmarking, continuous improvement and innovations
- ❑ Supports employee's decisions
- ❑ Appreciates and says thanks for overall contributions
- ❑ Trusts the conclusions of employees
- ❑ Asks people to share knowledge with others – to act as a mentor and trainer

S3 Coaching

- ❑ Reminds employees of past successes to increase confidence
- ❑ Supports people in goal setting, action planning and problem solving
- ❑ Asks questions like „How can I support you?“
- ❑ Shares expertise only when asked
- ❑ Listens empathetically to concerns and serves as a sounding board
- ❑ Challenges when motivation drops
- ❑ Facilitates self-reliant problem solving
- ❑ Supports, encourages and praises employees to strengthen competence and commitment

S1 Directing

- ❑ Appreciates enthusiasm and transferable skills
- ❑ Defines objectives, milestones and priorities
- ❑ Clarifies roles and limits
- ❑ Observes and monitors closely
- ❑ Takes the lead in problem solving and action planning
- ❑ Gives immediate feedback if possible
- ❑ Sets up training plans for practicing new skills
- ❑ Teaches how, what and when

S2 Guiding

- ❑ Explains the bigger picture
- ❑ Listens to ideas and concerns
- ❑ Involves people in problem solving and decision making
- ❑ Analyses successes and failures and considers alternatives with the employee
- ❑ Recognizes persistence in trying to achieve results
- ❑ Involves people in setting goals and action plans, but reserves the right to decide
- ❑ Advices, shares ideas and best practices
- ❑ Provides frequent feedback and praise to build competence