6. Developing Others

Definition: Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

Behaviors

a. Provides helpful, behaviorally specific feedback to others
b. Shares information, advice and suggestions to help others to be more successful; provides effective coaching
c. Gives people assignments that will help develop their abilities
d. Regularly meets with employees to review their development progress
e. Recognizes and reinforces people's developmental efforts and improvements
f. Expresses confidence in others' ability to be successful

	Basic	Skilled	Expert
Professional/ Specialist	• Occasionally provides general feedback and advice to others • Recognizes the general strengths and areas to develop in others • Recognizes the importance of developing others	• Provides helpful and behaviorally specific feedback to others; ensures that others do not feel inferior or insulted • Shares information, advice, and suggestions to help others grow • Helps others understand their specific strengths and areas to develop; coaches them to grow and develop • Recognizes and reinforces the development efforts of others • Expresses confidence in others' ability to be successful	• Frequently provides helpful and behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem • Proactive at sharing specific information, advice, and suggestions to ensure others grow • Provides effective coaching by sharing insight and knowledge to help others develop • Regularly recognizes and reinforces the developmental efforts of others and their improvements • Frequently expresses confidence in others' ability to be successful
Supervisor/ Manager	• Provides general feedback to others • Offers some information, advice, and suggestions • Delegates to get routine tasks accomplished • Occasionally reviews development progress with others • Wants others to be successful	• Uses feedback sessions with others to provide helpful and behaviorally specific feedback • Shares specific information, advice, and suggestions to be successful; provides coaching • Delegates to allow others to learn and grow • Reviews development progress and recognizes and reinforces efforts • Encourages others to be successful	• Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful • Effectively coaches others with specific information, advice, and suggestions to be successful • Delegates assignments to others that will specifically help them develop their abilities • Regularly reviews development progress and recognizes and reinforces efforts and improvements • Expresses confidence in others' ability to be successful • Helps others to develop their capabilities
Director/ Executive	• Uses feedback sessions with others to develop their capabilities • Shares specific information, advice, and suggestions to be successful • Delegates to allow others to learn and grow • Reviews development progress and recognizes and reinforces efforts • Encourages others to develop their capabilities	• Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful • Effectively coaches others with helpful information, advice, and suggestions to be successful • Delegates important assignments to others that will specifically help them develop their abilities • Regularly reviews development progress and recognizes and reinforces efforts and improvements • Expresses confidence in others' ability to be successful	• Creates a culture where feedback for growth and development are valued and recognized; makes others more successful • Develops, mentors, and promotes other leaders with detailed information, advice, and suggestions that make them successful • Creates challenging roles, responsibilities, and developmental assignments that enhances the capabilities of others • Creates a culture that continually reviews development progress and rewards positive change; encourages and supports other leaders to do the same • Champions the need in the organization to regularly express confidence in others' ability to be successful and motivate people to get better

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