

4 - Empowering Others - Conveying confidence in employees' ability to be successful, especially at challenging new tasks; delegating significant responsibility and authority; allowing employees freedom to decide how they will accomplish their goals and resolve issues.

	Basic	Proficient	Advanced
Professional/ Specialist	<i>Not Applicable</i>	<i>Not Applicable</i>	<i>Not Applicable</i>
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Allows people some freedom and autonomy to make their own decisions in their own sphere of work • Allows others to make minor decisions, but wants to be involved in the major decisions • Allows individuals and groups to draft their own goals • Has faith in the ability of others to be successful • Is involved with groups to resolve problems; tends to prescribe solutions 	<ul style="list-style-type: none"> • Gives people latitude to make decisions in their own sphere of work • Is able to let others make decisions and take charge • Encourages individuals and groups to set their own goals, consistent with business goals • Expresses confidence in the ability of others to be successful • Encourages groups to resolve problems on their own; avoids prescribing a solution 	<ul style="list-style-type: none"> • Coaches people to make decisions and gives them latitude to do so in their own sphere of work • Coaches others to take charge of all aspects of their work and make decisions, even in challenging new tasks • Empowers and enables individuals and groups to set their own goals, consistent with business goals • Conveys a sense of confidence and certainty in the ability of others to be successful • Coaches and encourages groups to resolve problems on their own; avoids prescribing a solution
	Basic	Proficient	Advanced
Director/ Executive	<ul style="list-style-type: none"> • Gives people latitude to make decisions in their own sphere of work • Is able to let others make decisions and take charge • Encourages individuals and groups to set their own goals, consistent with business goals • Expresses confidence in the ability of others to be successful • Encourages groups to resolve problems on their own; avoids prescribing a solution 	<ul style="list-style-type: none"> • Coaches people to make decisions and gives them latitude to do so in their own sphere of work • Coaches others to take charge of all aspects of their work and make decisions, even in challenging new tasks • Empowers and enables individuals and groups to set their own goals, consistent with business goals • Conveys a sense of confidence and certainty in the ability of others to be successful • Coaches and encourages groups to resolve problems on their own; avoids prescribing a solution 	<ul style="list-style-type: none"> • Instills a culture in the organization to coach people to make decisions and give them latitude to do so in their own sphere of work • Instills a culture in the organization to coach others to take charge of all aspects of their work and make decisions, even in challenging new tasks • Demonstrates a passion for empowering and enabling individuals and groups to set their own goals, consistent with business strategy and goals • Encourages and enables other leaders to convey a sense of confidence and certainty in the ability of others to be successful • Helps other leaders to coach and encourage groups to resolve problems on their own; avoids prescribing a solution