

6 - Developing Others - Willingness to delegate responsibility and to work with others and coach them to develop their capabilities.

	Basic	Proficient	Advanced
Professional/ Specialist	<ul style="list-style-type: none"> • Provides general feedback to others • Offers some information, advice, or suggestions when asked • Understands the importance of developing others • Encourages others 	<ul style="list-style-type: none"> • Provides helpful, behaviorally specific feedback to others • Shares information, advice, and suggestions to help others be more successful; provides effective coaching • Recognizes and reinforces people’s development efforts and improvements • Expresses confidence in others’ ability to be successful 	<ul style="list-style-type: none"> • Provides helpful, behaviorally specific feedback and suggestions to others; ensures they do not feel inferior or insulted • Proactively shares specific information, advice, and suggestions to help others be more successful; effectively coaches by sharing valuable insight and knowledge • Recognizes and reinforces the developmental efforts others and celebrates their improvements • Motivates others by expressing confidence in their ability to be successful
	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> • Provides general feedback to others • Offers some information, advice, and suggestions when asked • Delegates to get routine tasks accomplished • Reviews development progress with employees as time permits • Tracks people’s development efforts • Wants others to be successful 	<ul style="list-style-type: none"> • Provides helpful, behaviorally specific feedback to others • Shares information, advice, and suggestions to help others to be more successful; provides effective coaching • Gives people assignments that will help develop their abilities • Regularly meets with employees to review their development progress • Tracks, recognizes and reinforces people’s development efforts and improvements • Expresses confidence in others’ ability to be successful 	<ul style="list-style-type: none"> • Uses regularly scheduled feedback sessions with others to provide helpful, behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem • Proactively shares specific information, advice, and suggestions to help others be more successful; effectively coaches by sharing valuable insight and knowledge to help others develop their capabilities • Delegates challenging assignments to people that will specifically help them develop their abilities • Regularly meets with employees to review their development plans, progress, and provide coaching • Tracks, recognizes and reinforces the developmental efforts; motivates them to develop their capabilities, and celebrates their improvements • Expresses confidence in a way that makes others believe in their ability to be successful

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Director/ Executive	<ul style="list-style-type: none"> • Provides helpful, behaviorally specific feedback to others • Shares information, advice, and suggestions to help others to be more successful; provides effective coaching • Gives people assignments that will help develop their abilities • Regularly meets with employees to review their development progress • Tracks, recognizes and reinforces people's development efforts and improvements • Expresses confidence in others' ability to be successful 	<ul style="list-style-type: none"> • Uses regularly scheduled feedback sessions with others to provide helpful, behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem • Proactively shares specific information, advice, and suggestions to help others be more successful; effectively coaches by sharing valuable insight and knowledge to help others develop their capabilities • Delegates challenging assignments to people that will specifically help them develop their abilities • Regularly meets with employees to review their development plans, progress, and provide coaching • Tracks, recognizes and reinforces the developmental efforts; motivates them to develop their capabilities, and celebrates their improvements • Expresses confidence in a way that makes others believe in their ability to be successful 	<ul style="list-style-type: none"> • Creates a culture where helpful, behaviorally specific feedback for growth and development is valued and recognized; making the organization more successful • Develops, coaches, and mentors, other leaders with detailed information, advice, and suggestions that make them more successful • Creates challenging roles, responsibilities and developmental assignments that enhance the capabilities of others • Creates a culture that continually reviews developmental plans and progress; encourages, supports, and coaches other leaders to do the same • Keeps the organization focused on tracking, recognizing and reinforcing the developmental efforts; motivates others to develop their capabilities, and celebrates their improvements • Champions the need in the organization to regularly express confidence in others and make them believe in their ability to be successful