

## 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/<br>Specialist | <ul style="list-style-type: none"> <li>• Occasionally provides general feedback and advice to others</li> <li>• Recognizes the general strengths and areas to develop in others</li> <li>• Recognizes the importance of developing others</li> </ul>   | <ul style="list-style-type: none"> <li>• Provides helpful and behaviorally specific feedback to others; ensures that others do not feel inferior or insulted</li> <li>• Shares information, advice, and suggestions to help others grow</li> <li>• Helps others understand their specific strengths and areas to develop; coaches them to grow and develop</li> <li>• Recognizes and reinforces the development efforts of others</li> <li>• Expresses confidence in others’ ability to be successful</li> </ul>  | <ul style="list-style-type: none"> <li>• Frequently provides helpful and behaviorally specific feedback and suggestions in a way that preserves and enhances self-esteem</li> <li>• Proactive at sharing specific information, advice, and suggestions to ensure others grow</li> <li>• Provides effective coaching by sharing insight and knowledge to help others develop</li> <li>• Regularly recognizes and reinforces the developmental efforts others and their improvements</li> <li>• Frequently expresses confidence in others’ ability to be successful</li> </ul>   |
| Supervisor/<br>Manager      | <ul style="list-style-type: none"> <li>• Provides general feedback to others</li> <li>• Offers some information, advice, and suggestions</li> <li>• Delegates to get routine tasks accomplished</li> <li>• Occasionally reviews development progress with others</li> <li>• Wants others to be successful</li> </ul>   | <ul style="list-style-type: none"> <li>• Uses feedback sessions with others to provide helpful and behaviorally specific feedback</li> <li>• Shares specific information , advice, and suggestions to be successful; provides coaching</li> <li>• Delegates to allow others to learn and grow</li> <li>• Reviews development progress and recognizes and reinforces efforts</li> <li>• Encourages others to be successful</li> </ul>  | <ul style="list-style-type: none"> <li>• Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful</li> <li>• Effectively coaches others with specific information , advice, and suggestions to be successful</li> <li>• Delegates assignments to others that will specifically help them develop their abilities</li> <li>• Regularly reviews development progress and recognizes and reinforces efforts and improvements</li> <li>• Expresses confidence in others’ ability to be successful</li> <li>• Helps others to develop their capabilities</li> </ul>   |
| Director/<br>Executive      | <ul style="list-style-type: none"> <li>• Uses feedback sessions with others to develop their capabilities</li> <li>• Shares specific information , advice, and suggestions to be successful</li> <li>• Delegates to allow others to learn and grow</li> <li>• Reviews development progress and recognizes and reinforces efforts</li> <li>• Encourages others to develop their capabilities</li> </ul> | <ul style="list-style-type: none"> <li>• Uses regularly scheduled feedback sessions with others to provide helpful and behaviorally specific feedback that makes others more successful</li> <li>• Effectively coaches others with helpful information , advice, and suggestions to be successful</li> <li>• Delegates important assignments to others that will specifically help them develop their abilities</li> <li>• Regularly reviews development progress and recognizes and reinforces efforts and improvements</li> <li>• Expresses confidence in others’ ability to be successful</li> </ul> | <ul style="list-style-type: none"> <li>• Creates a culture where feedback for growth and development are valued and recognized; makes others more successful</li> <li>• Develops, mentors, and promotes other leaders with detailed information, advice, and suggestions that make them successful</li> <li>• Creates challenging roles, responsibilities and developmental assignments that enhances the capabilities of others</li> <li>• Creates a culture that continually reviews development progress and rewards positive change; encourages and supports other leaders to do the same</li> <li>• Champions the need in the organization to regularly expresses confidence in others’ ability to be successful and motivate people to get better</li> </ul> |

## 17. Analytical Thinking

**Definition:** Approaching a problem by using a logical, systematic, sequential approach.

**Behaviors**

- a. Makes a systematic comparison of two or more alternatives
- b. Notices discrepancies and inconsistencies in available information
- c. Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision
- d. Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail
- e. Weighs the costs, benefits, risks, and chances for success, in making a decision
- f. Identifies many possible causes for a problem
- g. Carefully weighs the priority of things to be done

|                             | Basic  | Proficient  | Advanced   |
|-----------------------------|--|---|--|
| Professional/<br>Specialist | <ul style="list-style-type: none"> <li>• Compares no more than two alternatives</li> <li>• Notices obvious discrepancies and inconsistencies in available information</li> <li>• Looks for features, parameters, or considerations in a situation or when making a decision</li> <li>• Approaches a complex task or problem by looking at its component parts</li> <li>• Looks at the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies a possible cause for a problem</li> <li>• Does not consider the priority of things to be done</li> </ul> | <ul style="list-style-type: none"> <li>• Makes a systematic comparison of two or more alternatives</li> <li>• Notices discrepancies and inconsistencies in available information</li> <li>• Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision</li> <li>• Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail</li> <li>• Weighs the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies many possible causes for a problem</li> <li>• Carefully weighs the priority of things to be done</li> </ul> | <ul style="list-style-type: none"> <li>• Makes a thorough and systematic comparison of two or more alternatives</li> <li>• Notices even subtle discrepancies and inconsistencies in available information</li> <li>• Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision</li> <li>• Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail</li> <li>• Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies all the possible causes for a problem</li> <li>• Assesses and carefully considers the priority of things to be done</li> </ul>   |
| Supervisor/<br>Manager      | <ul style="list-style-type: none"> <li>• Compares no more than two alternatives</li> <li>• Notices obvious discrepancies and inconsistencies in available information</li> <li>• Looks for features, parameters, or considerations in a situation or when making a decision</li> <li>• Approaches a complex task or problem by looking at its component parts</li> <li>• Looks at the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies a possible cause for a problem</li> <li>• Does not consider the priority of things to be done</li> </ul> | <ul style="list-style-type: none"> <li>• Makes a systematic comparison of two or more alternatives</li> <li>• Notices discrepancies and inconsistencies in available information</li> <li>• Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision</li> <li>• Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail</li> <li>• Weighs the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies many possible causes for a problem</li> <li>• Carefully weighs the priority of things to be done</li> </ul> | <ul style="list-style-type: none"> <li>• Makes a thorough and systematic comparison of two or more alternatives</li> <li>• Notices even the most subtle discrepancies and inconsistencies in available information</li> <li>• Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision</li> <li>• Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail</li> <li>• Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies many possible causes for a problem, including those that are subtle and not readily apparent</li> <li>• Assesses and carefully considers the priority of things to be done</li> </ul> |
| Director/<br>Executive      | <ul style="list-style-type: none"> <li>• Compares no more than two alternatives</li> <li>• Notices obvious discrepancies and inconsistencies in available information</li> <li>• Looks for features, parameters, or considerations in a situation or when making a decision</li> <li>• Approaches a complex task or problem by looking at its component parts</li> <li>• Looks at the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies a possible cause for a problem</li> <li>• Does not consider the priority of things to be done</li> </ul> | <ul style="list-style-type: none"> <li>• Makes a systematic comparison of two or more alternatives</li> <li>• Notices discrepancies and inconsistencies in available information</li> <li>• Identifies a set of features, parameters or considerations to take into account, in analyzing a situation or making a decision</li> <li>• Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail</li> <li>• Weighs the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies many possible causes for a problem</li> <li>• Carefully weighs the priority of things to be done</li> </ul> | <ul style="list-style-type: none"> <li>• Makes a thorough and systematic comparison of two or more alternatives</li> <li>• Notices even subtle discrepancies and inconsistencies in available information</li> <li>• Identifies a complete set of features, parameters or considerations to take into account, in analyzing a situation or making a decision</li> <li>• Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail</li> <li>• Does a thorough analysis to evaluate and compare the costs, benefits, risks, and chances for success, in making a decision</li> <li>• Identifies all the possible causes for a problem</li> <li>• Assesses and carefully considers the priority of things to be done</li> </ul>   |