

## 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	<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/ 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/ 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 express confidence in others' ability to be successful and motivate people to get better</li> </ul>

# Behavioural Competencies Guide Dictionary

**M Woodhall**



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