

## 6. Developing Others

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

### Behaviors

- 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
- Recognizes and reinforces people's developmental efforts and improvements
- 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

**Yan Bai**



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**Reader's Guide to the Social Sciences** Jonathan Michie, 2014-02-03 This 2 volume work includes approximately 1 200 entries in A Z order critically reviewing the literature on specific topics from abortion to world systems theory In addition nine major entries cover each of the major disciplines political economy management and business human geography politics sociology law psychology organizational behavior and the history and development of the social sciences in a broader sense

The Complete Guide to Asperger's Syndrome Tony Attwood, 2007 A guide to Asperger s syndrome describes what it is and how it is diagnosed along with information on such topics as bullying emotions language movement cognitive ability and long term relationships

*Acronyms, Initialisms & Abbreviations Dictionary* Linda Hall, 2008 Provides definitions of a wide variety of acronyms initialisms abbreviations and similar contractions translating them into their full names or meanings Terms from subject areas such as associations education the Internet medicine and others are included

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**A Dictionary of Psychology** Andrew M. Colman, 2006 Publisher description

The British National Bibliography Arthur James Wells, 2009

Evidence-Based Coaching Volume 1 Michael Cavanagh, Anthony M. Grant, Travis Kemp, 2005 Presents key papers from from the first Evidence Based Coaching Conference held at the University of Sydney July 2003 Addresses the concerns of the emerging profession of coaching giving an overview of the field developing coaching theory and its evidence based practice and reporting on empirical and qualitative studies

*Handbook of Career Planning for Students with Special Needs* Thomas F. Harrington, 2003

Guide on Measuring Human Capital United Nations. Economic Commission for Europe. Task Force on Measuring Human Capital, 2016 This Guide on Measuring Human Capital discusses conceptual methodological and implementation issues and challenges

*Resources in Education* ,1977

**Bibliographic Guide to Education** ,1979 lists publications cataloged by Teachers College Columbia University supplemented by The Research Libraries of The New York Public Library

**The Psychologist** ,2004

Bibliographic Guide to Psychology New York Public Library. Research Libraries, 1999

**Subject Guide to Books in**

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Canada. Treasury Board. Human Resources Branch,2000 This inventory of Human Resource initiatives is prepared as a guide and information source that will hopefully facilitate benchmarking information exchanges among departments and agencies with similar interests Each initiative includes the name and number of a contact from the contributing department or agency At the end of each section other initiatives are linked with the main subject of the category      Perceptual cognitive development ,1970-02      *Business India* ,1990      *Educational Management Today* David Oldroyd,Danuta Elsner,Cyril Poster,1996-05-28 This is an up to date specialist dictionary in a rapidly changing field English speaking readers of educational management literature need quick access to the latest terminology relating to the management of The National Curriculum LMS OfED inspection college incorporation and university restructuring The dictionary has also been designed to give ESL speakers clear short definitions of key terms clarification of abbreviations and acronyms and an understanding of clusters of key concepts such as management vision and performance indicators

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