

## 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

**Michael Hoelscher**



## **Behavioural Competencies Guide Dictionary:**

**Competency Management: A Practitioner's Guide** Dato' R. Palan Ph.D., A.P.T., 2014-01-06 Understanding Competencies Creating the competency implementing competency Sustaining competency competency dictionaries Boyatzis model Functional competences Core competencies Levels of competencies Applying competencies Implementation of competencies competency based HRM 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 *A Critical Dictionary of Educational Concepts* Robin Barrow, Geoffrey Milburn, 1986

*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 **Communication for Business and the Professions: Strategies and Skills** Judith Dwyer, 2012-10-15 The comprehensive how to guide to preparing students for the demands they ll face on the job Dwyer thoroughly addresses the new media skills that employees are expected to have in today s business environment Now titled *Communication for Business and the Professions Strategies and Skills* the fifth edition presents these technologies in the context of proven communication strategies and essential business English skills With new and updated content on social media and technology Dwyer provides comprehensive coverage of communication strategies and skills by linking theory and research with practical skills and examples Dwyer believes in expanding our knowledge of what we can do to interact effectively and provides us with working models to practise and refine how well we do it This edition continues to provide a solid background in communication stimulate critical thinking and promote active learning through a variety of features and activities **Communication Skills and Personality Development** J.R. Kadam, V.G. Patil, S.A. Dhenge, A.M. Murai, 2018-03-01 Personality development is an indispensable tool that helps an individual to flourish personal and professional skills An extraordinary personality is sophisticated well dressed and groomed exuding confidence in speech and interpersonal skills The factors such as biological characteristics family and social groups cultural and social factors contribute towards formation of an individual personality Good communication is vital to any institution s successful operation and equally imperative for personality development The book *Communication Skills and Personality Development* is a thorough attempt to present the aforesaid concepts in a simple understandable and student friendly language to gaze the difficult situations and handle them appropriately The course on *Communication Skills and Personality Development* has been recommended by V Deans Committee for B Sc Agri B Sc Horti and B Tech faculties throughout the agricultural universities in India this book has been administered to cover the entire syllabus of this course

The book is highly recommended as a text book for the under graduate agricultural students *Philosophic Foundations of Genetic Psychology and Gestalt Psychology* Ash Gobar,2012-12-06 XVI Psychologists have however shown that what we are primarily aware of is not a succession of sense data but figures ground phenomena Wittgenstein s ambiguous duck rabbit is merely one such example They have also drawn our attention to the existence of tertiary qualities in perception such as symmetry and elegance which are just as directly given as are the perceived colours red green or yellow It is interesting to note that Merleau Ponty has made considerable use of Gestalt ideas in his *Phenomenology of Perception* One of the commonest reasons given by linguistic philosophers for not making direct use of the results of psychological research although philosophers are usually willing to accept the first hand results of physical science is that philosophical accounts of perception and thinking are concerned with analysing the language in which these reports are made that is to say they are second order enquiries Often this approach is still more restricted and ordinary linguistic usage is taken as the yardstick against which questions relating to thought and perception are to be measured The task of the philosopher is then confined to the analysis of ordinary language If he is more adventurous as some writers on philosophical psychology are he might go on to show how far the language used by psychological researchers falls short of the paradigms of common sense **A**

**Dictionary of Psychology** Andrew M. Colman,2006 Publisher description *Resources in Education* ,1978 [Handbook of Career Planning for Students with Special Needs](#) Thomas F. Harrington,2003 *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 *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 *Bibliographic Guide to Psychology* New York Public Library. Research Libraries,1999 **The Psychologist** ,2004 *Subject Guide to Books in Print* ,1993 [Nebraska Symposium on Motivation](#) ,1983 [Perceptual Cognitive Development](#) ,1970

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