

Empower and develop talent

Identifies, exploits and develops talent.

First Line Managers and Technical Specialists

Description:

Clearly and appropriately delegates developmental work/tasks to others. Coaches and develops people in the workplace and positively responds to requests for support and guidance. Regularly provides feedback to grow and develop others.

Positive indicators:

- Rotates work ensuring variation among the team
- Uses a coaching style to help individuals work out for themselves what they need to do and why
- Is supportive of individuals when mistakes occur; uses the opportunity to help them learn
- Delivers effective feedback to help individuals improve their performance and/or develop their behaviours

Contrary indicators:

- Set routines are established with little variation
- Makes little attempt to develop others; tells others how to do their work
- Does not support or back up the decisions of others
- Blames people when mistakes occur
- Feedback is not constructive or developmental but is focussed on apportioning blame

Middle Managers and Advanced Technical Specialists

Description:

Provides others with responsibility and opportunity for new experiences. Invests time to coach and mentor people to grow their potential. Encourages others, empowering and supporting them to take decisions. Delivers frequent, open, constructive feedback on performance and behaviours to develop talent.

Positive indicators:

- Empowers others and delegates tasks and work
- Frequently takes time to work with the team in order to develop their potential
- Delegates work to others and allows them the freedom to take decisions
- Recognises and praises good performance, encouraging people to build on their strengths. Challenges poor performance constructively

Contrary indicators:

- Style is overly controlling and prescriptive; inhibiting others' opportunity and experience
- Rarely gives feedback or coaching and provides limited time for development activities
- Fails to recognise or consider when others require support
- Difficult feedback is avoided, subjective or superficial

Business Leader/ Senior Manager

Description:

Deliberately delegates work that provides substantial responsibility and visibility to others. Acts as a mentor, helping others to develop and advance their careers. Adopts a coaching style of leadership, supporting others to take decisions. Develops talent through constructive feedback and encouragement.

Positive indicators:

- Actively allocates projects and assignments in order to develop others
- Coaches own team and mentors others within the business
- Encourages others to take personal responsibility while providing appropriate support
- Celebrates success while challenging others to do even better

Contrary indicators:

- Relies on hierarchical position and power to command and control
- Takes personal credit for the work of others
- Identifies scapegoats when projects fail or performance isn't to the required standard
- Feedback is used destructively to exert control