# Leader's Window

HIGH

SUPPORTIVE BEHAVIOR

#### Coaching & Developing 3



- Individual decides with support
- Uses open-ended, powerful questions and active listening
- Gives recognition for seeking support and "owning" next steps

# Problem Solving 2



- Manager owns decision with input
- 2 way dialog Listens and Influences
- Encourages the sharing of new ideas and alternatives
- · Acknowledges others for ideas

# Delegating 4



- · Individual decides alone
- Maintains limited communication
- Acknowledges expertise and taking responsibility

#### Directing



- · Manager decides alone
- · Tells what, when, why, and how
- Acknowledges employee for complying

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**DIRECTIVE BEHAVIOR** 

**HIGH** 

## **USES**

- Assess individuals for a specific task
- Align leader and direct report up front before task assignments
- Master appropriate leadership behaviors by situations

#### **HELPFUL TIPS**

- Each approach has implications for:
  - Decision owner (you or them)
  - Communication style
  - Acknowledgement for compliance
- Great leaders master all four quadrants: Directing, Problem Solving, Coaching, and Delegating
- Situational based on a particular task/project and the individual
  - Be aware of your own propensity to dwell in same box
  - · Guard against putting an individual in same box for all tasks

# Ability and Motivation

## **STEPS FOR SUCCESS**

- 1st Identify a task/project for completion
- 2nd Assess the individual for the specific task/projectUse the Ability & Motivation worksheet below to score candidate
- 3rd Sit with the individual to align and discuss ratings; update score and leadership style if needed
- 4th Ensure task completion; acknowledge/appreciate

#### Consider all 4 bullets for a single score for Ability; repeat for Motivation **RATE ABILITY** ABILITY SCORE · Education, training, experience • Interpersonal Skills: up, across and down Job knowledge LOW Organizational knowledge/influence SCORE ABILITY: \_\_\_\_\_ Score on Ability (0, 1, or 2) and Motivation (0,1, or RATE MOTIVATION MOTIVATION SCORE 2), then add those two Interest in task Confidence scores together. It will Willingness to assume responsibility equal 0, 1, 2, 3, or 4. Alignment with values SCORE MOTIVATION: Total A + M = Now, refer back to the Leader's Window for the corresponding leadership style

source: adapted from *The Leader's Window*, John Beck and Neil Yeager