



Developing Staff in Challenging Budget Times: Model for Leadership Development

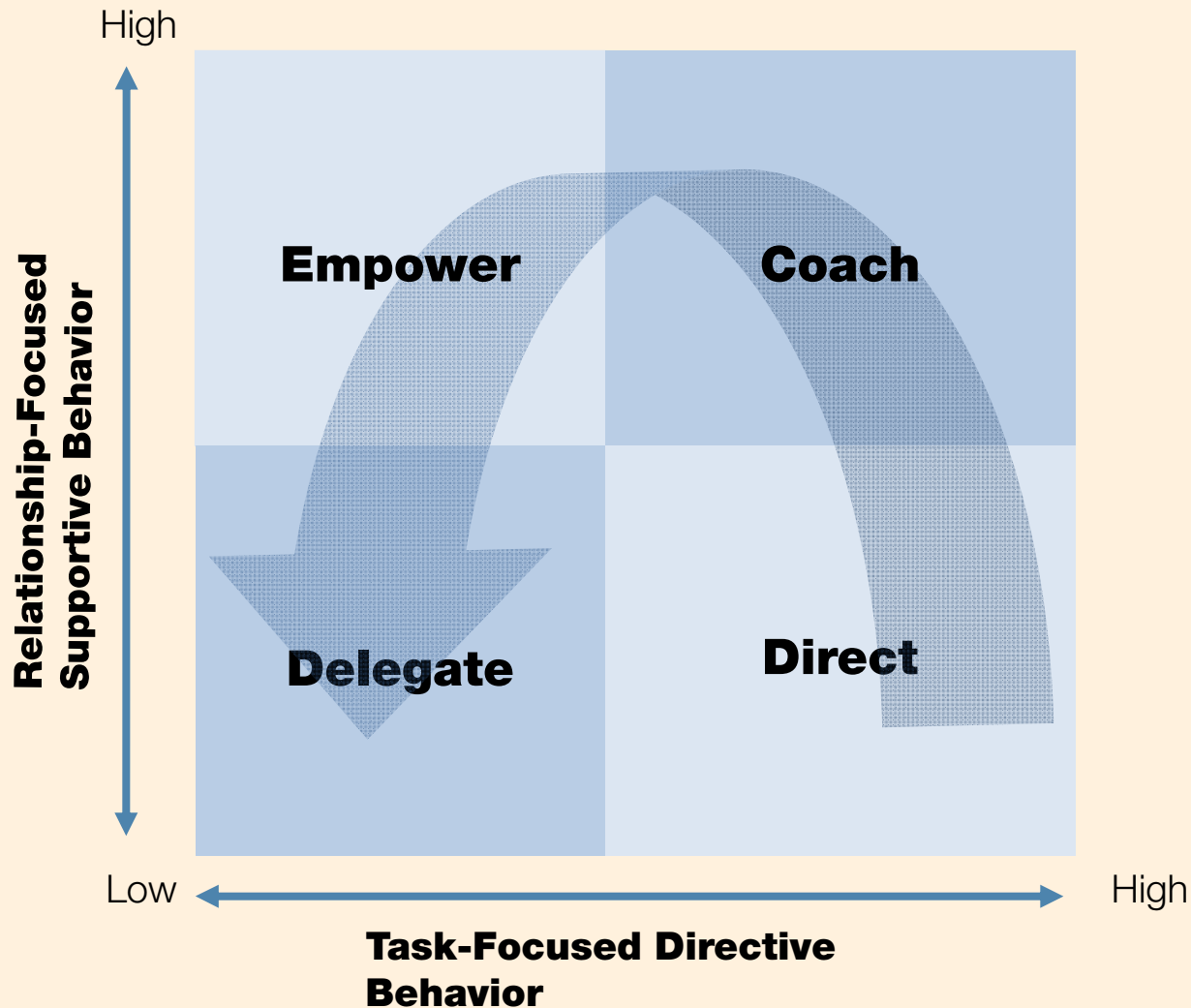
Carolyn Ingram

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What is a Development Model?

- Framework for strategically and proactively developing professional skills
- Tool can be used to:
 - ▶ Develop your direct reports
 - ▶ Communicate your development needs to your supervisor
- Provides a way to communicate goals and progress in the development process

Situational Leadership: The Model



Components of the Model

Empowering

- Follower is capable and experienced, but may lack motivation or confidence for independent action.
- Leader steps back from operational details and joins decisions as needed.

Coaching

- Follower has improved competence and skills and is applying them in new situations; is beginning to see context.
- Leader defines roles and tasks and asks for input.

Delegating

- Follower is experienced and accomplished; acts independently.
- Leader is involved with strategic direction and problem solving, but control is with follower.

Directing

- Follower is new to position or work; may lack skills needed and emotional connection to work.
- Leader defines work, teaches skills, and makes decisions.

Common Mistakes in Using the Model

