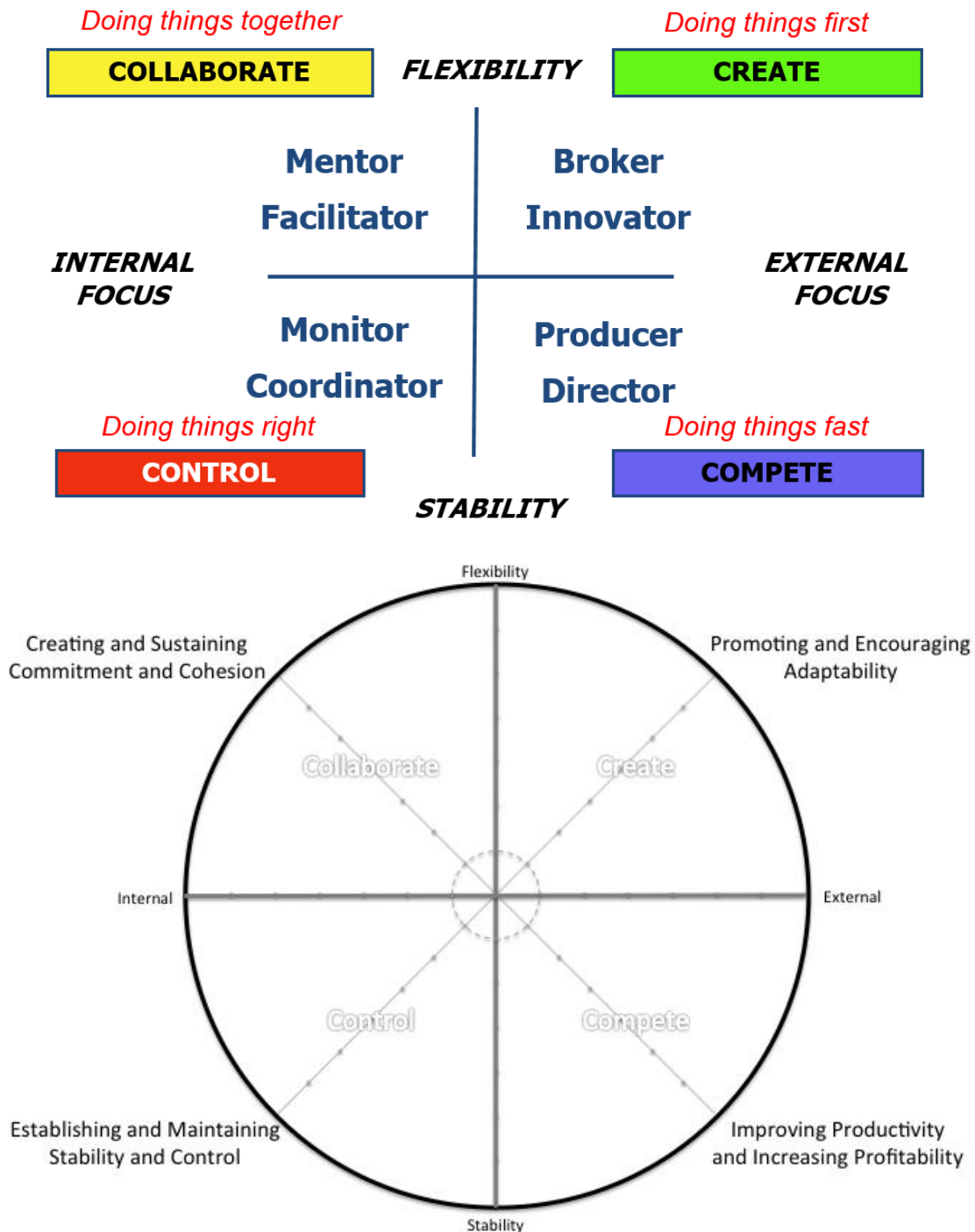


EMPLOYEE DEVELOPMENT

Competing values framework – *Leadership roles*





COLLABORATE quadrant (yellow):

- Relationship between manager and group
- People are highly valued
- Good listening skills are essential

MENTOR: Manager expected to be helpful, considerate, approachable, empathetic, and fair.

Understanding self and others, Communicating effectively, Developing employees

FACILITATOR: Manager expected to foster collective effort, build morale, & manage interpersonal conflict.

Building teams, Participative decision making, Managing conflict

CONTROL quadrant (Red):

- Focus on internal control issues
- Knows facts and possesses good analytical skills
- Cares for details, control, and analysis

MONITOR: Managers are expected to know what is going on in their units.

Managing information overload, Analyzing core processes, Measuring performance

COORDINATOR: Manager expected to bring together the work of employees, strive for minimum friction amongst them, and maintain structure and flow of the system.

Managing projects, Designing work, Managing across functions

COMPETE quadrant (Blue):

- Focus on external control issues
- Traditional "leadership"
- Objectives, goals, strategies

DIRECTOR: Manager expected to clarify expectations, establish objectives, be a decisive initiator who defines problems, roles and tasks, generates rules and policies, and gives instructions.

Developing/communicating a vision, Setting goals and objectives, Designing and organizing

PRODUCER: Manager expected to be task oriented and work focused, have high motivation and personal drive, committed.

Working productively, Fostering a productive work environment, Managing time and stress

CREATE quadrant (Green):

- Adaptability and responsiveness to external environment
- Values individual
- Understand that resistance to change is not a viable option - change needs to be created

INNOVATOR: Manager expected to be creative in managing organizational change, be open-minded and accept creativity can be a part of everyone in the organization.

Living with change, Thinking creatively, Managing change

BROKER: Manager expected to create relationships and agreements to move the agency forward, to be good presenters and able to dialogue mutual purpose, meaning, and respect.

Building a power base, Negotiating agreement, Presenting ideas



Coding of questions

Management	Mentor	I am respectful in my interactions with employees at all levels of the organization.
	Mentor	I would classify my communication style as coaching, not directing.
	Facilitator	I engage in constructive conflicts (no personal attacks nor passive aggressive behavior).
	Facilitator	I lead through service to the team more than I lead through authority over the team.
	Coordinator	I am committed to supporting team members in accomplishing their company goals even if it is not listed in my job description.
	Coordinator	I focus on being trustworthy and collaborating with all departments effectively.
	Monitor	Carefully review reports and communication to detect errors.
	Monitor	I work to systematically remove waste through problem solving techniques.
	Director	Clearly communicates to each person in my area of responsibility the deliverables expected
	Director	I am able to help provide vision to teams without trying to fix their problems.
	Director	I have a "can do" attitude, overcoming obstacles to produce desired results by asking for help.
	Producer	Effective at managing my time & stress to optimize my performance.
	Producer	I work to contribute to the success of the team by actively supporting and participating in others' projects.
	Innovator	I initiate action where it is needed, resisting the urge to stay status-quo.
	Innovator	I offer innovative ideas and think outside the box to solve problems and reach solutions.
	Broker	Able to effectively present & promote ideas.
	Broker	I feel I am effective in living with change and flexible in dealing with those changes.
Team	Team	Have the ability to mobilize people & resources to get company goals accomplished.
	Team	Our team is able to achieve our team's objectives.
	Coordinator	I am committed to supporting team members in accomplishing their company goals even if it is not listed in my job description.
	Director	I have a "can do" attitude, overcoming obstacles to produce desired results by asking for help.
Culture	Culture	I allow my teams to make mistakes and treat those mistakes as a learning opportunity.
	Culture	I work to break down "us versus them" mentality between departments.
	Mentor	I would classify my communication style as coaching, not directing.
	Facilitator	I lead through service to the team more than I lead through authority over the team.

Cultural values

PDI	I involve all concerned people in the decision making.
PDI	It is more important to get work accomplished even if I do not follow the office policies and procedures exactly.
PDI	I rarely follow through as delegated; I am likely to suggest solutions for problems even if not specifically asked/told.
Indiv	I prefer that the team gets rewarded and recognition goes to the group (even when I am not recognized as an individual)
Indiv	I give feedback through group communication instead of confronting with the individual
Indiv	I think promotion and hiring should be done based on personal relationship rather than on skill and competence.
Relationship	I consider that work takes precedence over family life
Relationship	I prefer individual incentives that improve my earnings, my recognition and my advancement instead of group incentives.
Relationship	My accomplishing tasks always prevail over personal relationships.
UAI	I expect my leaders to know all (most of) the answers.
UAI	I am most comfortable with well-defined rules and practices.
UAI	I do not encourage risk taking. Success comes from everyone holding to the rules.

Ethics

Service	I consider humility a weakness and harmful in business.
Service	Doing good is only about right action, my attitude does not matter.
Vision	I motivate people through pressure tactics even if they become anxious
Vision	I use "Fear of being fired"/threat as an acceptable way to controlling others behavior
Truth	Being deceptive is acceptable in achieving my goals.
Truth	I am truthful person



How to work on your promotion – asking the right questions & getting the right feedback

FOCUS: Exceed Supervisor Expectation

GOAL # 1 – what should you work on?

Who should you talk to?

-
-

What should you ask?

-
-

GOAL # 2 – what should you work on?

Who should you talk to?

-
-

What should you ask?

-
-

ACTION STEPS TO BE DETERMINED BASED ON ABOVE INFORMATION

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