

## The Four Performance-Based Leadership Styles

L3 - FACILITATING	L2 - FOCUSING
<p>The Facilitating style involves assisting others in areas where they have responsibility. Leaders who use this style are comfortable listening as people discuss problems situations. They ask questions and provide input to other people's decisions. They act as a guide and a resource but leave the responsibility with those who are closest to the problem.</p> <p>In the Facilitating style, the leader:</p> <ul style="list-style-type: none"> <li>• Asks questions to draw solutions out of people</li> <li>• Helps people think through decisions</li> <li>• Facilitates others to sort things out</li> <li>• Is primarily on the receiving end of communication</li> <li>• Draws out things people do that get in their way</li> <li>• Gives recognition for progress</li> </ul> <p><b>Taken too far:</b> over-accommodating</p> <p style="text-align: right;"><b>CM3</b></p>	<p>The Focusing style involves direction from the leader based on ideas that are actively solicited from members of the team. Leaders who use this style are good at seeking information from key people and asking their opinions on issues. They like to share problems, listen to other people's points of view and then set a course of action and make assignments.</p> <p>In the Focusing style, the leader:</p> <ul style="list-style-type: none"> <li>• Clarifies assignments, roles &amp; accountabilities</li> <li>• Seeks information and opinions from others</li> <li>• Sets a course of action</li> <li>• Makes decisions with input from the individual</li> <li>• Removes barriers that may get in the way</li> <li>• Gives recognition for being open to improving</li> </ul> <p><b>Taken too far:</b> over-involving</p> <p style="text-align: right;"><b>CM2</b></p>
L4 - DELEGATING	L1 - DIRECTING
<p style="text-align: right;"><b>CM4</b></p> <p>The Delegating style involves leaving people alone after clearly stating the goal. Leaders who use this style are good at getting out of the way and letting team members make decisions. They don't overwhelm people with info, letting them work out the details of the assignments. They don't require details about problems or actions others have taken.</p> <p>In the Delegating style, the leader:</p> <ul style="list-style-type: none"> <li>• Hands out an assignment or task clearly</li> <li>• Gives people responsibility</li> <li>• Turns the decision making over to the individual</li> <li>• Stays connected only to stay informed</li> <li>• Recognizes the person's potential</li> <li>• Lets go to allow the person to accomplish the task</li> <li>• Gives recognition for accepting responsibility</li> </ul> <p><b>Taken too far:</b> abdicating</p>	<p style="text-align: right;"><b>CM1</b></p> <p>The Directing style involves taking action without seeking input from others. Leaders who use this style are good at giving assignments and informing team members of the actions they need to take. Their tendency is to tell people what, when, why and how to proceed while providing close supervision.</p> <p>In the Directing style, the leader:</p> <ul style="list-style-type: none"> <li>• Shares a clear vision for what needs to be done</li> <li>• States clearly what a good job looks like</li> <li>• Explains how it fits into the bigger picture</li> <li>• Shows people what to do and how to do it</li> <li>• Makes decisions without input from others</li> <li>• Gives instructions about roles &amp; responsibilities</li> <li>• Sets checkpoints</li> <li>• Gives people recognition for following directions</li> </ul> <p><b>Taken too far:</b> dominating or micro-managing</p>

## Diagnose Motivation and Competence

Four Factors in Competence	Four Factors in Motivation
<p><b>1. Technical Skills</b></p> <ul style="list-style-type: none"> <li>A person's education, training, experience</li> </ul> <p><b>2. Social &amp; Self-Awareness</b></p> <ul style="list-style-type: none"> <li>Accurate assessment of strengths and weaknesses</li> <li>Managing "hot buttons"</li> <li>Being able to read the room and a willingness to understand the others' view of the world</li> </ul> <p><b>3. Job Knowledge</b></p> <ul style="list-style-type: none"> <li>Is aware of what is expected of them, and understands what a good job looks like</li> </ul> <p><b>4. Organizational Influence</b></p> <ul style="list-style-type: none"> <li>Has a network to call on to get things done</li> <li>A combination of interpersonal skills and the competence to know how and when to use them</li> </ul>	<p><b>1. Interest in The Task</b></p> <ul style="list-style-type: none"> <li>Enthusiastic and positive about the task at hand</li> </ul> <p><b>2. Self-Confidence</b></p> <ul style="list-style-type: none"> <li>Ability and willingness to think and act innovatively, challenge assumptions and go the extra mile</li> </ul> <p><b>3. Willingness to Accept Responsibility</b></p> <ul style="list-style-type: none"> <li>Pro-actively doing what needs to be done</li> <li>Leading, learning, acting, improving</li> </ul> <p><b>4. Enthusiasm to Work With Others</b></p> <ul style="list-style-type: none"> <li>The interest and desire to interact or work with others</li> </ul>

Calculating Competence	Calculating Motivation
<ul style="list-style-type: none"> <li>No concerns: 2 points (High)</li> <li>One or two concerns: 1 point (Moderate)</li> <li>Three or four concerns: 0 points (Low)</li> </ul>	<ul style="list-style-type: none"> <li>No concerns: 2 points (High)</li> <li>One or two concerns: 1 point (Moderate)</li> <li>Three or four concerns: 0 points (Low)</li> </ul>

Calculating Competence & Motivation (CM) Level

**Diagnosed Competence (2, 1 or 0) + Diagnosed Motivation (2, 1 or 0) = CM**