

Understanding Development Levels and Leadership Styles

Development Levels

Unconscious Incompetence - The Enthusiastic Beginner

- Low competence, high commitment
- New to task or goal, inexperienced
- Eager to learn and happy to be directed
- Enthusiastic and optimistic
- Don't know what they don't know
- Confidence based on hope/transferable skills rather than experience

Conscious Incompetence - The Disillusioned Learner

- Some competence, low commitment
- Has some knowledge and skills
- Usually frustrated, may be unreliable and inconsistent
- Discouraged and overwhelmed, may be confused
- Know what they don't know
- Still learning, need reassurance that mistakes are natural

Conscious Competence - The Capable and Cautious Performer

- Moderate competence, variable commitment
- Has knowledge and skills
- Usually frustrated, may be unreliable and inconsistent
- Discouraged and overwhelmed, may be confused
- Know what they don't know
- Still learning, need reassurance that mistakes are natural

Unconscious Competence - The Expert

- High competence, high commitment
- Consistent and justifiably confident
- Trust in own ability, independent and self-assured
- Inspired and can inspire others
- Proactive, may take on too much

Leadership Styles

Direct/Tell

- Acknowledge enthusiasm and transferable skills, similar experience
- Define specific goals, detailed steps, required actions and timings
- Clearly communicate and agree priority of task
- Be prepared to teach and show how, define when this will happen
- How will you be available to solve problems, answer questions?
- Define milestones, reviews and check points
- Define success in specific detail

MBTI Adaptations:

- N: Overview first, S: Step-by-step
- T: Logical sequence first, F: Personal impact first

Mentor/Sell

- Involve the individual in clarifying goals and plans, be the final decision maker
- Listen to concerns and ideas, provide perspective, chart progress
- Involve the individual in decision making and problem solving
- Help analyse success and failure and discuss alternatives
- Give advice, ideas and share experiences
- Provide information and coaching to continue learning
- Encourage and praise. Provide frequent feedback to build confidence

MBTI Adaptations:

- J: Clear timelines, P: Cautiously flexible
- E: Talk it through, I: Time to process

Consult/Collaborate

- Encourage to take the lead in goal setting
- Ask questions and listen to concerns, be a sounding board
- Facilitate problem solving, ask 'how can I help?'
- Share expertise and collaborate when asked
- Continue to provide reassurance and praise
- Reflect on successes to build confidence
- Suggest ways to provide more challenges
- Be the remover of obstacles to goal achievement

MBTI Adaptations:

- N: Future possibilities, S: Practical application
- T: Analysis first, F: Personal support first

Coach/Empower

- Expect the individual to take charge and to create goals
- Confirm plans
- Trust them and allow them to innovate
- Encourage and challenge them
- Provide opportunities to mentor others and share experience
- Acknowledge and recognise value
- Make resources available as required

MBTI Adaptations:

- J: Clear outcomes, P: Freedom in approach
- E: Regular discussion check-ins, I: Space to work and structured check-in