**Personnel Job Confidence Levels/Characteristics**

**Level A – New to Position**

* Requires “hand-holding”
* Requires extensive details
* Limited or no decision making capability
* “Learning mode”
* REQUIRES A DIRECTIVE LEADER

**Level B – Gaining Confidence**

* Becoming Independent with assigned tasks
* Still room to extend capabilities
* Starting to ask “why” type questions (Why do we do this?)
* “Expanding mode”
* REQUIRES A DIRECTIVE AND RELATIONSHIP-MINDED LEADER

**Level C – The Solid Performer**

* Highly independent
* Full grasp of job responsibilities
* Starting to challenge and expand team capabilities
* Takes leadership positions over others
* Critical retention time!
* “Confidence Mode”
* REQUIRES A RELATIONSHIP-MINDED LEADER

**Level D – “The Next in Line”**

* Completely independent
* Creates own style and processes
* Highly trusted by leadership
* Sought by peers for knowledge and support
* “Ownership mode”
* REQUIRES ONLY MONITORING AND “BASIC CARE AND FEEDING”!

**Action/Reaction Character Types**

**Type 1 – Action Minded Individuals**

* Require activity to be satisfied
* Most likely to leap before looking
* Easily bored
* Finish one thing, moves to the next
* In extreme, can be “bossy”

**Type 2 – Social Minded Individuals**

* Like to gather and organize people/work
* Enjoys the role of “communicator”
* Works toward, and best, in consensus roles
* Will often find process “tedious”
* Gains energy from being with others
* In extreme, can be “chatty” exchanging interaction for action

**Type 3 – The Planners**

* Enjoys detail oriented work
* Seeks alternatives to attaining goals
* Thoughtful and reserved in approach to work
* Enjoys leeway in accomplishing tasks
* Needs to understand parameters/boundaries
* In extreme, will examine alternatives and not act (“analysis paralysis”)

**Type 4 – The Questioners**

* Enjoys understanding rationale for decisions/actions
* Passionate for process and procedures
* Managers vs. Leaders – they question change
* Formal and methodical
* In extreme, can be rigid and inflexible

**The Confidence Level/Character Type Communication Table**

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| **Confidence Level** | **Character Type** | **Effective Management Styles** |
| **Level A**  **New to the position** | **Type 1**  **Action Minded** | * **Needs to be “useful” quickly, start with small tasks.** * **Provide detailed instructions – orally or written as long as they allow individual to work independently.** * **Allow individual to work one thing at a time, but keep them coming!** * **Allow individual to “own” responsibility, however small.** |
| **Level A**  **New to the position** | **Type 2**  **Social Minded** | * **Inform these individuals about what is going on, allow them to “pass it on”** * **Give detailed instructions, but do it personally – sit by them on the computer and work through the task with him/her.** * **These people are good organizers of others, allow them to track deliverables.** * **Usually prefers “a vote” in matters.** * **Do more “selling” and less “telling” to maximize success** |
| **Level A**  **New to the position** | **Type 3**  **Planner** | * **Give instructions in form of objectives and “needs”, allow flexibility in “how” achieved where possible.** * **Allow to work independently whenever possible.** * **Encourage these individuals to ask questions about what and how they perform.** * **Handle gently, direct criticism is often difficult for these individuals. (Ask them questions for best results!)** |
| **Level A**  **New to the position** | **Type 4**  **Questioner** | * **Needs detailed process, be as thorough as possible, explain both “what” and “how”.** * **Be formal in communications with these individuals.** * **Give priorities of tasks as well as discrete deadlines.** * **Change is difficult for these individuals – provide details, and allow them to “process”.** * **Check with them, allow for their “analysis/questioning”.** |

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| **Confidence Level** | **Character Type** | **Effective Management Styles** |
| **Level B**  **Gaining Confidence** | **Type 1**  **Action Minded** | * **Pile on the work! But allow for “one at a time” processing.** * **Provide less detailed instructions - encourage individual to come up with own actions to take.** * **Emphasis on task ownership critical to maintain confidence.** * **Focus communications on the individual, as well as the tasks – but make action oriented…i.e. “What would you like to be doing?”** |
| **Level B**  **Gaining Confidence** | **Type 2**  **Social Minded** | * **Whenever possible, place these individuals in the “center of the action”.** * **Allow these individuals to work with as many different people as feasible. Start process to make them “jack of all trades, master of none” types.** * **Expand organization responsibilities.** * **Shift direction with these people to a strong mix of “telling and selling”. Both are required for success.** |
| **Level B**  **Gaining Confidence** | **Type 3**  **Planner** | * **Continue to give instructions in form of objectives and “needs”. Expand their role to plan/ and determine the “how”. Examine and discuss results.** * **Independence in producing results increases in importance at this stage.** * **Expect and set up specific time for entertaining questions, after you give individual time to digest/analyze assignments.** * **Continue to ask them questions as a means of changing/adjusting their performance and/or working techniques** |
| **Level B**  **Gaining Confidence** | **Type 4**  **Questioner** | * **Continue to provide detailed process, be as thorough as possible, and explain both “what” and “how”.** * **Be formal but brief in communications allowing them to control conversations.** * **Give priorities of tasks as well as discrete deadlines.** * **Begin sharing change with them ahead of time as a means to allow them to question and process the change. Announcing change as a surprise to them would be unlikely to succeed with these individuals.** |

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| **Confidence Level** | **Character Type** | **Effective Management Styles** |
| **Level C**  **Solid performer** | **Type 1**  **Action Minded** | * **Can handle large workload; however watch for “activity but inadequate results”. Can try to do too much.** * **Assign individual to come up with own actions to take.** * **Allow complete ownership of tasks. They must “rule their kingdom”.** * **Focus communications on the individual and their activities. Little or no task management.** |
| **Level C**  **Solid performer** | **Type 2**  **Social Minded** | * **Strong need to understand “all that is going on” to feel needed and wanted. Will “spread the word” effectively.** * **Allow these individuals to work with as many different people as feasible. Allow and expect “jack of all trades, master of none” to be their job description.** * **Should be treated as the center of the group organization responsibilities whenever possible.** * **Allow these people to participate in decision making whenever feasible. Focus communications on the individual and his/her future desires.** |
| **Level C**  **Solid performer** | **Type 3**  **Planner** | * **Satisfaction comes with the ability to “determine how the office/team works.”** * **Should be allowed independence for satisfaction.** * **Allow flexibility and creativity whenever possible.** * **Focus on needs to “do different things” and discuss theoretical ideas to improve results.** |
| **Level C**  **Solid performer** | **Type 4**  **Questioner** | * **Provide advocacy for detailed process, allowing them to derive them. Appreciate their thoroughness** * **Ensure they know your rational for both the “what” and “how”.** * **Be formal but brief in communications allowing them to control conversations** * **Support their priorities and deadlines. Thoroughly explain if you must change them.** * **Should share change with them ahead of time as a means to allow them to question and process the change.** |

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| **Confidence Level** | **Character Type** | **Effective Management Styles** |
| **Level D**  **Next in line** | **Type 1**  **Action Minded** | * **Can expect too much from him/herself and others; ensure activities are balanced.** * **Provide autonomy to take action whenever possible.** * **Allow ownership and inclusion in team/organizational initiatives. Allow them to “rule their kingdom” both today and tomorrow.** * **Focus communications on the individual and their activities.** |
| **Level D**  **Next in line** | **Type 2**  **Social Minded** | * **Involve in organizational issues. Have them derive and formulate team communication.** * **Allow them to drive team synergy and change initiatives.** * **Ensure their assignments are varied.** * **Must feel they are respected via participation in decision-making.** |
| **Level D**  **Next in line** | **Type 3**  **Planner** | * **Provide opportunity to direct “how the office/team works”.** * **Must be allowed independence for satisfaction.** * **Allow flexibility and creativity required for satisfaction and desired results.** * **Often must feel supervisors are receptive to change and alternatives to be satisfied.** |
| **Level D**  **Next in line** | **Type 4**  **Questioner** | * **Allow time for thoroughness, watch for tendency to micromanage.** * **Be formal but brief in communications allowing them to control conversations.** * **Support their priorities and deadlines. Any changes to them must be self-directed. If imposed upon them, they may resist.** * **Allow for systematic approach to handling change.** |