

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

Confidence Level	Character Type	Effective Management Styles
Level A New to the position	Type 1 Action Minded	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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”.

Confidence Level	Character Type	Effective Management Styles
Level B Gaining Confidence	Type 1 Action Minded	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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.

Confidence Level	Character Type	Effective Management Styles
Level C Solid performer	Type 1 Action Minded	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Provide advocacy for detailed process, allowing them to derive them. Appreciate their thoroughness - Ensure they know your rationale 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.

Confidence Level	Character Type	Effective Management Styles
Level D Next in line	Type 1 Action Minded	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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.