## **DURING YEAR ONE**

Low to some competence but low commitment and motivation

- knowledge but some
- frustrations
- Tasks take longer than
- Some unexpected
- Finds out standards
- · Gets stuck but doesn't want to tell anyone
- easy tasks and putting
- job done but has some doubts

### **AFTER YEAR ONE**

Moderate to high competence but variable commitment and motivation

· Capable skill base

but with some gaps

· Lacks confidence to

do tasks without

checking in

Increasing fear of

mistakes and

consequences

• Takes or given more

responsibility, but may

not yet be ready

· Could get bored with

some tasks and puts

own value above that

of the organization

Can become

overwhelmed with

- Tasks

-Timelines

- Expectations

**ONWARDS** 

High competence and high commitment and motivation

**YEAR X** 

- Self starter and self learner
- Responsible for own goals and outcomes
- Needs stimulation and/or new challenges
- Looking for extended career development and growth
- Understands role and impact in organisation





Learner Mindset

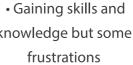
**NEW** 

Low competence

but high commitment

and motivation

- Enthusiastic
- Curious
- Excited
- Employee skills capable of being transferred into new environment



- knowledge to do job
- expected

- May revert to doing
- Still believes can get

# Gaining skills and

- Needs more
- setbacks
- required
- off harder ones

#### SPECIFIC + **HIGH DIRECTION**

Manager to set specific goals which tend to be short term

High level of review and feedback

#### **COACHING**

Manager sets longer term goals but culture and benchmarks need alignment

Initial transfer of authority to employee to get job done

Employee self belief needs to be managed

#### **SUPPORTIVE**

Manager sets longer term goals but culture and benchmarks need clarity and improved communication

Manager needs to identify cause of why issue is occurring and a solution to mutually fix

Manager needs to find options to develop employee, rather than provide answers

#### **DELEGATE** + **OBSERVE**

Delegation of responsibility is clear so that employee takes ownership and accountability

> Manager needs to acknowledge what is working and reinforce positive outcomes

Manager has a pathway for employee development and has identified what is important for employee's longer term career development



**Styles Of** Management