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| --- | --- | --- |
| **Behavior** | **How much of your time is spent on this behavior and with whom?** | **Is this right amount of time? If not, what would be?** |
| **Directing**, the manager tells the employee what, when, and how to accomplish the goal or task and provides frequent follow-up and feedback. |  |  |
| **Coaching**, the manager creates a space for reflection and learning that helps move others from awareness into action.  The manager engages others to solve their own problems or reach their own solutions and increases responsibility and accountability in others;  The manager identifies and builds upon an individual’s internal resources and strengths. Finally, the manager builds a partnership with those who work with and for you that allows all this to happen. |  |  |
| **Delegating**, the manager empowers the individual to act independently with appropriate resources to get the job done. The intention is for the leader to provide minimal direction and support because the employee is a peak performer. |  |  |

Missed Opportunities – when and who

1. Being Directive
2. Coaching
3. Delegating

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