

	STYLE 1 LEADERSHIP BEHAVIORS	WHAT TO SAY	MY NOTES
CONNECT	Clarify purpose of meeting	What I'd like to talk to you about is...	
	Acknowledge transferable skills	Your skills of...will be really helpful.	
	Acknowledge enthusiasm and initiative	I appreciate your (enthusiasm, initiative, willingness to...)	
ALIGN	Define SMART Goals	What I'd like you to do is...by.. What a good job looks like is...	
	Get Style 1 agreement (development level and leadership style)	Since you haven't done this before, would it be helpful if I provided you with some direction, resources, information...?	
	Clarify performance tracking	We'll track your progress by...	
	Set priorities	The priority of this goal/task/project is...	
	Clarify roles	What you need to do is... And here's what I will do to help you...	
	Define boundaries	You can go this far, but then need to check in...	
TEACH	Develop a plan to learn	To learn how to do this first you need to...then...	
	Teach/show; provide direction and examples	Let's me show you how first... Here's an example... Be careful not to...	
	Provide info/ resources/solutions	Here's some information that will be helpful... (also share advice or share a resource)	
	Direct problem solving	Here's what I'd like you to do for this issue...	
	Provide opportunities to practice new skills	Try this a few times before we reconnect...	
	Provide feedback on how	Here's what I observed/heard...	
RECONNECT	Check for understanding and alignment	Let's recap; tell me what you've heard so I can make sure I've given you the direction you need.	
	Follow through	Let's setup our next check-in...	

	STYLE 2 LEADERSHIP BEHAVIORS	WHAT TO SAY	MY NOTES
CONNECT	Clarify purpose of meeting	What I'd like to talk to you about is...	
	Listen to concerns	How are things? What concerns do you have? How are you feeling?	
ALIGN	Clarify SMART Goals	Let's reconfirm your goals and how I can help you achieve them...	
	Get Style 2 agreement (development level and leadership style)	Since you're still learning, and maybe feeling (what you observed), would it be helpful if I continue to provide you with some direction, or do you have some ideas?	
	Provide some perspective	We'll track your progress by...	
	Explore "why" about "what and how"	The priority of this goal/task/project is...	
	Involve the individual in problem solving	<ul style="list-style-type: none"> • Where are you stuck? • What have you tried? • What else could you do? • Here are some ideas/next steps that we may want to consider.... • What are the pros and cons to each alternative we've discussed? • So, we've agreed the next steps are... 	
TEACH	Redirect and reteach	Let me show you how.... Here's how you might want to look at this.... Here are some more resources/examples....	
	Provide feedback and coaching	<ul style="list-style-type: none"> • Here's what I've observed.... Is that your experience? • Here are some ideas/next steps.... What do you think? • You may want to spend some time with... 	
	Provide encouragement and support	<ul style="list-style-type: none"> • I know you can do this. • I'm confident you'll be successful at.... • I know this is harder than you thought it was going to be. Hang in there. • I'm here to help by (clarify role)... 	
	Check for understanding and alignment	So, before we wrap up, let's review what we've decided. What's your understanding?	
RECONNECT	Follow through	Let's meet again (set date). I'll touch base with you about....	

	STYLE 3 LEADERSHIP BEHAVIORS	WHAT TO SAY	MY NOTES
CONNECT	Clarify purpose of meeting	What would you like to focus on today? What challenges or concerns do you have?	
	Listen to concerns	Here's what I heard you say...	
ALIGN	Confirm SMART Goals	So, how are things going on your goal (state goal)? Given your contribution, I'd say we are aligned on your goal to (reconfirm goal)	
	Get Style 3 agreement (development level and leadership style)	Would listening be more helpful than advice or direction? What is the best way for me to support you?	
	Facilitate self-reliant problem solving by asking questions; let D3 determine how	<ul style="list-style-type: none"> • So, what's working? What's not? • How is this impacting your confidence or motivation? • What alternatives do you have? What are the pros or cons to each alternative? Which alternative is best? • If you went with that recommendation, what steps would you need to take? 	
	Listen more	Do you have anything else you want to talk to me about? Any other concerns? Can you tell me more about...? What did you mean when you said...?	
	Express confidence and encourage	I'm confident you can or will be able to.... Look how much you've accomplished already...	
SUPPORT	Provide help and ideas, if asked; remove obstacles to success	Since you've asked, here's an idea.... What do you think? What's getting in your way? Can I help?	
	Reflect on past successes	Just like last time, you (remind of past successes). Do you remember when you...? What positive feedback have you gotten from others?	
	Acknowledge competence and contributions	I appreciate.... Here's how your work has helped the team.... What do you think you've accomplished or learned?	
	Support ways to make goal more interesting & challenging	What would it take for you to be re-excited about this? How could we restructure this so that it is more fun? More challenging? So that you continue to grow and develop?	
	Follow through	I'm here to listen.... Be sure to call me when you need me. I look forward to hearing what you're able to accomplish.	
RECONNECT			

	STYLE 4 LEADERSHIP BEHAVIORS	WHAT TO SAY	MY NOTES
CONNECT	Clarify purpose of meeting	What would you like to talk about Tell me what you are most excited about. So, how do you think you're doing on (state goal)...?	
ALIGN	Revisit SMART Goals	Can you update me on your goals? What would a stretch goal look like?	
	Get Style 4 agreement (development level and leadership style)	I know you're taking the lead, but I'm here, when or if you need me.	
	Draw out and create visibility for success	What success have you had with...? What feedback have you been getting? Who else should know about your success/ contributions?	
SUPPORT	Encourage creativity and innovation	What is still exciting for you? What are you doing to keep your work fresh? What new ideas have you had about your work? What new projects interest you?	
	Support autonomy	Where do you want more influence? What would you change?	
	Support growth	How can I support you? What do you want to do next?	
	Provide opportunities to teach or mentor others	How could you share what you do so successfully? Who would you like to coach or mentor? Where else can the organization leverage your expertise?	
	Provide additional resources, if requested.	Is there anything I can do to help? Do you need anything from me to make your work easier?	
	Acknowledge competence, commitment & contribution	<ul style="list-style-type: none"> We've always benefited from (describe contributions). I so appreciate (describe contributions). You have made a major contribution by How would you like to be acknowledged for the work you've done? 	
RECONNECT	Take action on their ideas	I trust your judgment on... Here's what I'll do with what you've suggested...	
	Follow through	How do we stay in touch? How do I stay informed?	