

D1—Enthusiastic Beginner



D1

Needs

- Acknowledgment for transferable skills, enthusiasm, and initiative
- Timelines and check-in points
- Limits to autonomy/authority
- A step-by-step plan for learning
- Direction about what and how
- Concrete examples/templates
- Solutions
- Access to resources and information

**Development level is
goal or task specific!**

D2—Disillusioned Learner



D2 Needs

- Someone to listen to concerns and problems
- Perspective
- Explanations of why; rationale
- Opportunities to be involved in problem solving and decision making
- Suggestions; advice
- Directions and coaching to refine skills
- Feedback on progress
- Reassurance and encouragement

Development level is goal or task specific!

D3—Capable, but Cautious, Contributor

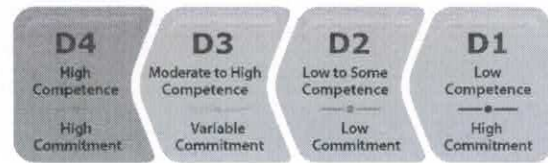


D3 Needs

- Opportunities to express feelings and concerns
- Opportunities to test ideas; a sounding board
- Good questions about the work being done
- A vote of confidence and encouragement
- Help in getting something done, if needed
- Reminders of past successes
- Acknowledgment of high levels of competence and contribution
- Suggestions for making the goal more interesting or challenging (if motivation is low)

**Development level is
goal or task specific!**

D4—Self-Reliant Achiever



D4 Needs

- Trust
- Visibility as a contributor/an expert
- Opportunities to be creative and innovative
- Autonomy; influence
- Opportunities to grow
- Opportunities to teach and mentor others
- Resources, if requested
- To be valued for contributions

**Development level is
goal or task specific!**