
The Four Development Levels

D3 “THE CAPABLE BUT CAUTIOUS PERFORMER” <i>Medium- High Competence</i> <i>Variable Confidence</i> • Self-directed, requires little supervision • Sometimes hesitant, cautious • Demonstrates competence • Makes positive contributions	D2 “THE DISILLUSIONED LEARNER” <i>Some low Competence</i> <i>Low Confidence</i> • Some knowledge and skill, but not independent • Developing/Learning • High frustration, may quit • Discouraged & Overwhelmed
D4 “THE SELF-RELIANT ACHIEVER” <i>High Competence</i> <i>High Confidence</i> • Subject Matter expert • Trusts own knowledge and decisions • Confident and competent • Proactive	D1 “THE ENTHUSIASTIC BEGINNER” <i>Low Competence</i> <i>High Confidence</i> • New to the task/goal • Eager and Optimistic • Confidence based on hope • Enthusiastic, but inexperienced

TIP

Not sure which level you are at? Ask yourself...

Has the task been performed?

- D1-D2 Learning at task
- D3-D4 Doing a task

Introduction Participant's Guide Page 1 / PPT 2- 4 / Flipchart

<u>Blanchard's Model</u> <u>PPT 9</u>	Blanchard's model begins by identifying four Development Levels: The Enthusiastic Beginner, The Disillusioned Learner, The Capable but Cautious Performer, and The Self-Reliant Achiever. <i>(Note: Direct participants to pages 14 and 16. There they will see the scale of development and they can take notes on each stage of development.)</i>
<u>Four Development Levels</u> <u>PPT 10</u> <u>PPT 11</u>	Review the characteristics of each learner type. Each quadrant illustrates Competence and Commitment levels. Solicit answers from participants. How do you define Competence? How do you define Commitment? <i>[Make sure participants understand that commitment is about attitude.]</i> • D1 -The Enthusiastic Beginner Low Competence- High Commitment D1 employees are fun and high-energy. Their optimism can be a breath of fresh air to the team. They are great partners for D4s and D3s, who are often responsible for their training. • Discuss Advantages - <i>(Look for: This is the honeymoon period. The employee is excited to try something new. The employee has not encountered any obstacles, is full of optimism and positive energy.)</i> • Discuss Disadvantages- <i>(Look for: The employee doesn't know where to start. The employee doesn't know what the end result should look like and is not familiar with complexities of projects.)</i> This period tends to pass quite quickly. These people have tons of energy, but no direction. Employees are more eager to learn at this stage than any other stage. If an employee is assigned a project without enough support to complete it, the employee may get frustrated quickly and before you know it, they'll be in D2. • D2 -The Disillusioned Learner Low to Some Competence, Low Commitment D2s have hit a wall or an obstacle they don't know how to overcome. They feel vulnerable and afraid of failing. They do show flashes of competence, but often exhibit the signs of "buyer's remorse" about the job they chose to take. D2s need encouragement and praise for progress. They tend to be the most negative, and are likely to complain, whine and criticize, especially when they don't feel like anyone cares about their challenges. These people are developing and learning -keep in mind that mistakes are part of the learning process. • Discuss Needs of D2 - <i>(Look for: Careful handling to get around obstacles, Encouragement and reassurance. Explaining why.)</i> These are the employees who are most at risk for quitting. They can be the most frustrating people to have on a team. A manager who doesn't offer the right kind of leadership is setting them up to fail. Managers need to be prepared to step up and help these people.
<u>Transition</u>	D1s and D2s are still learning. They cannot do the goal or task without a lot of direction from their managers. • <i>(Trainers: The D3 and D4 Follower Types are on the next LG page.)</i>