



# **DEVELOPMENT PLANNING GUIDE**

*For Personal and Professional Development*

*Partnering With You To Drive Organizational Effectiveness*

80 E US Hwy 6 ♦ Valparaiso, IN 46383-8917

Phone: 219.477.6378 ♦ Fax: 219.477.6379

E-mail: [assessment@theeg.com](mailto:assessment@theeg.com)

Website: [www.theeg.com](http://www.theeg.com)

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## DEVELOPMENT PLANNING GUIDE

### **Purpose of this Guide**

The purpose of this guide is to establish a process of self-management and self-development. The essential ingredient then becomes a thorough understanding of self. If change is going to occur, the first step that is required is to fully understand and comprehend your strengths and weaknesses and the significance of them as it relates to your environment. In addition, it is essential that you recognize that a strength overused becomes a weakness.

### **Catalyst to Change**

1. I must be willing to admit that there are both strengths and weaknesses related to my personality that may need work and development.
2. I must be willing to do something about it.
3. I must be open to various mediums of learning.
4. I must take action and attempt to change the behavior or discipline immediately.
5. I must review my progress periodically to see how I am performing.
6. I must **NEVER** stop learning.

### **Learning Can be Achieved in Several Areas**

1. Through experience, learning takes you through a series of successes and failures. This is referred to as the "school of hard knocks." It forms our character and at times may seem to be a long and arduous process.
2. Learning can take place through a coaching or mentoring process. If you are fortunate enough to have been blessed with a great coach or mentor you are one of the lucky ones. If you have never had a coach maybe you should consider hiring one. Tennis players and golfers have their coaches go to matches with them. Batting coaches and pitching coaches spend time analyzing games and techniques constantly. Why not do what the pros do?
3. The third area of learning is through reading books, listening to tapes and attending workshops and conferences. It appears that most people feel graduation is a right of passage to never pick up a book again. Reading must take on a higher priority the higher you go. Reading a book a month is as simple as reading 10 pages a night. With the average book being 200 pages and there being an average 22 working days a month reading just got easier.
4. The fourth area is to go back to school. Ouch! This one needs no explanation.

## **Self-Management**

In the same fashion that you build and sustain a successful, profitable, growing organization, it is essential that you must create your own balance in every aspect of your area of responsibility and expertise.

For an organization to become successful they must evaluate the strengths, weaknesses, opportunities and threats along every element of their business to assure that growth and change happen simultaneously throughout the organization. One weak cog in the wheel puts the organization at risk. In essence a business strategy of CPI, Continuous Process Improvement helps insure the progress of an organization.

A business needs a "Strategic Plan" that spells out the goals, objectives and plans of the organization and then monitors its results according to plan.

Why should it be any different for you as an individual? An individual as well must establish a personalized CPI, Continuous Personal Improvement.

## **To Evaluate Yourself**

Go back and analyze all your old performance reviews. What were the things that came up during those reviews that you need to develop or work out?

Professional athletics watch themselves on video type over and over to see where their techniques are weak and need improvement. In essence they undergo a process of self analysis with the ultimate goal of improving their skills.

Your personal challenge then is to develop your own course work to fill in any gaps and strengthen your management skills for future personal success and growth within your company.

## Section 1 Reading and analyzing your Report

### 3-Color Exercise

To begin to optimize the benefits from your Manager Development Report the first thing that we ask you to do is complete a *3-Color Exercise*. This will help you make a positive commitment to self-exploration of your current situation as well as your future goals.

**To complete this exercise you will need 3 different colored markers.** As you read your *Manager Development Report* please do the following:

- Use one color to highlight the items that you agree are your strengths.
- Use a second color to highlight the items that you agree are possible areas for development. List them in order of importance.
- Use a third color to highlight the items that you do not agree with

**Take a sheet of paper and list all your strengths.** You may need a second sheet of paper. (If you get to a third sheet, you may want to consider the developmental possibility of increased humility.)

For strengths, focus on what is working well with each skill and how you could enhance it so that you will be able to make even better use of this powerful resource. Investigate ways to learn more about this skill and how to apply it better.

Don't overlook areas that you identify as a strength but, when taken to extreme, could become liability for you.

**Use another sheet of paper to list the areas with which you disagree.** Share these statements with people whom you trust (your spouse, your good friends, your associates). It will be important to see if they agree with you that these statements are not accurate. If you are the only one who thinks the statements do not fit, you may want to reconsider.

**On a clean sheet of paper, write down the areas that are developmental possibilities.** Put them in an order that you see as being most important to least important relative to your job or the mission statement that you may have made for your life.

## Section 2 Identifying strengths and developmental needs

### Self Inventory

Take minute to look at yourself. Do you have the qualities to make a valuable leader to your organization? The following questions can help you begin to identify skills you might like to obtain during your self-directed development program.

Put yourself to the test. Be as objective as possible and answer the question as honestly as you can.

#### Attributes . . .

1. Do I view problems as opportunities?
2. Am I a priority setter?
3. Am I customer focused?
4. Do I engage my team?
5. Am I courageous?
6. Am I a critical and creative thinker?
7. What is my tolerance for ambiguity?
8. Do I have a positive attitude towards change?
9. Am I committed to innovations that are best for clients?

#### Skills . . .

1. Do I debate, clarify and enunciate my values and beliefs?
2. Can I fuel, inspire, and guard the shared vision?
3. Can I communicate the strategic plan at all levels?
4. Do I recognize the problems inherent to the planning process?
5. Do I ask the big picture questions and "what if"?
6. Can I support my staff in the change process?
7. Do I encourage dreaming and thinking the unthinkable?
8. Can I align the budget, planning, policies and programs with the goals and vision?
9. Do I engage in goal setting?
10. Can I develop and implant action plans?
11. Do I transfer the strategic planning process to implementation and execution?
12. How well do I get information, make sense of it, and identify problems?
13. Am I a good listener?
14. Do I communicate information, ideas well?
15. Can I take action, make decisions, and follow through?
16. Am I a risk-taker, innovative?
17. How are my administrative, organizational abilities?
18. Do I manage conflict successfully?
19. How am I at establishing, maintaining relationships?
20. Do I make a special effort to understand people who support positions with which I disagree?
21. How do I select, develop and accept People?
22. How well do I delegate?
23. Am I influential, powerful?
24. Am I a Leader?
25. What is my openness to influence, flexibility?
26. Do I have knowledge of job, business, and finance?
27. How is my energy, drive, ambition?
28. Do I manage my time well?
29. Do I ask for and accept honest feedback?
30. Do I consider training and coaching as key responsibilities?
31. How do I cope with pressure, adversity, integrity?
32. How is my self-management, self insight, and self development?

## What is a SWOT Analysis?

<b>I N T E R N A L</b>	<b>Your Strengths:</b>	<b>Your Weaknesses:</b>
	<p><b>Internal positive aspects that are under your control and upon which you may capitalize</b></p> <ul style="list-style-type: none"> <li>• Transferable skills i.e. communication, teamwork, leadership</li> <li>• Personal characteristics i.e. strong work ethic, self-discipline, creativity, optimism</li> </ul>	<p><b>Internal negative aspects that are under your control and that you may plan to improve</b></p> <ul style="list-style-type: none"> <li>• Deficiency of skills e.g. leadership, communication, teamwork</li> <li>• Limiting personal characteristics e.g. lack of discipline, indecisiveness, shyness, too emotional</li> </ul>
<b>E X T E R N A L</b>	<b>Opportunities:</b>	<b>Threats:</b>
	<p><b>Positive external conditions that you do not control but of which you can plan to take advantage for growth or competitive advantage</b></p> <ul style="list-style-type: none"> <li>• Advancement</li> <li>• Professional development</li> <li>• More education/training</li> <li>• Career pathing</li> </ul>	<p><b>Negative external conditions that you may or may not be able to control but the effect of which you may be able to lessen</b></p> <ul style="list-style-type: none"> <li>• Diversity</li> <li>• Education</li> <li>• Depth of knowledge</li> <li>• Downsizing</li> </ul>

# Your SWOT Analysis

**Strengths:** (What's working well. Internal Focus.) Determine among your strengths those areas you wish to leverage to take to a higher level.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_

**Weaknesses:** (What's not working well. Internal Focus.) Determine your limitations and which you feel are essential to improve upon for your advancement.

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
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4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_

# Your SWOT Analysis

**Opportunities:**

(What will allow you to achieve your mission most easily? External Focus.)

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
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5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_

**Threats:**

(What could prevent you from achieving your mission? External Focus.)

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
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3. \_\_\_\_\_  
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4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_
6. \_\_\_\_\_  
\_\_\_\_\_

# High Payoff Activities

Focusing on specific High Payoff Activities will create the highest rate of return for you and your organization. This exercise consists of identifying six key areas/tasks/ goals/activities that you think are most important. Use points you identified in your Self Inventory, areas that would help you in your current position or objectives that will help you get to the next level.

## Your Goal

Clarify specific expectations and provide a crystal clear focus for a high return of time to you and your organization.

## Part 1

As you identify these tasks, we suggest you ask yourself these questions:

- How important is this skill or behavior to you and others in your current job?
- Is it worth the time and energy it will take to change?
- How will you and your organization benefit from this change?

## Part 2

Ask your manager to complete the form as well. Schedule a meeting to discuss and compare your two perceptions and then agree upon a common six and percent of time invested.

**Directions:** In the space below determine 6 specific areas/tasks/goals/activities; how you are going to measure your progress and the percent of time it will take you for each. Total time should equal 100%. Give your manager a copy before your meeting.

High Payoff Areas/Tasks/Goals/Activities	Measurement	% of Time
1)		
2)		
3)		
4)		
5)		
6)		

## Section 3 Establishing a development plan

You will be more likely to make changes if you set clear, specific, assessable goals with observable outcomes. To facilitate change, it is essential to have a target. People who can visualize success in a concrete and specific way are more likely to reach a goal than people who set vague and general goals.

You have already identified your strong areas and those that need development in your SWOT analysis. The 5-step process below will help you organize your thoughts and target action items to achieve your goals and objectives.

### **Planning to Succeed**

#### **Step 1 Select specific areas to work on (up to five)**

Using your High Payoff activities list each area on a separate development plan form using the template on page 16. Rank the areas in the order you want to accomplish them. Incorporate all the information you have evaluated in the previous exercises to write your plan.

#### **Step 2 Write objectives**

For each area write an objective of what you need to learn or change.

#### **Step 3 Specify resources and strategies**

List possible ways to accomplish each objective. Identify all resources, including people and materials, and all strategies, including techniques and activities. Incorporate methods that have worked well for you in the past. Also, consider new ways you generally don't use.

Most people spend little time reading the appropriate material to enhance their skill sets. As well they only read those things that tend to interest themselves. Therefore, they do not move to develop a well rounded understanding regarding all of the essential ingredients of management. Integrate those books/tapes into your development plan that will help you accomplish your goals.

Reading is not as hard or as difficult as most people make it. It is a mind set and a discipline more than anything. By reading 10 pages a day, or just before bed you can read a book a month! Listening to audio tapes is a great alternative learning tool.

Reading the latest management book or attending a class may help you learn a new skill set but many managers report that lasting change results from using new behaviors on the job.

While having a clear strategy for acquiring and learning new information is a good first step, neglecting to incorporate on-the-job development will derail any lasting improvements you are trying to make. **Practice, practice, practice.**

Considering alternate approaches to behavioral change will give you a fresh perspective and go a long way to helping you reach your goals. Here are some suggestions to consider:

- observe others who do a particular skill well,
- practice a new skill in your current job, and
- ask or listen for informal feedback from co-workers
- enlist the help and support of others
- collaborate with a partner
- network with peers or
- hire a coach give you

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#### **Step 4 Make a timeline**

Indicate your timeline for using each resource and trying each strategy. Using a target date will help motivate you to take the steps you need to implement to reach your goal. Without a definite date to work toward you may procrastinate and not prioritize what you need to do.

#### **Step 5 Give evidence of accomplishment**

It is important to identify the measurements for your accomplishments. Describe how you will know when you have achieved each objective. You can't evaluate what you can't measure. Visualizing what your accomplishment will look like helps move you into action and gives you something concrete to work toward. Don't forget to **CELEBRATE** when you reach your goal!

## Sample Development Plan

Area \_\_\_\_\_

Date \_\_\_\_\_

Objectives	Resources/Strategies	Timeline	Evidence of Accomplishment
<p>State in clear assessable terms what you need to learn or change</p>	<ol style="list-style-type: none"> <li>1. Modifying behavior – what I will do differently:</li> <li>2. Modeling others – who I will observe and when I will observe them:</li> <li>3. Practice – how I will use new or modified behaviors on the job:</li> <li>4. Collecting ongoing feedback – how I will monitor my progress through others:</li> <li>5. Books/classes/tapes/videos – how I will add to my knowledge base:</li> </ol>		<ol style="list-style-type: none"> <li>1. When I achieve this goal, I will know I have been successful because:</li> <li>2. The other people who will notice and be impacted by this are:</li> <li>3. The difference they will notice is:</li> </ol>

## Sample Development Plan

Area : Encouraging the heart

Date

Objectives	Resources/Strategies	Timeline	Evidence of Accomplishment
<p>To recognize my work team more often</p>	<p>Research ways I could recognize staff members.</p>	<p>9/15</p>	<p>Search the net and make list of best ways.</p>
	<p>Identify how often I currently recognize them.</p>	<p>9/15</p>	<p>Keep a tally for one week.</p>
	<p>Set a goal of giving a minimum of one positive verbal comment per person each week.</p>	<p>9/15</p>	<p>Keep track.</p>
	<p>Take time in each staff meeting to recognize individual and group efforts.</p>	<p>9/30</p>	<p>Make a place on the agendas.</p>
	<p>Ask the staff to do the same in the meetings.</p>	<p>9/30</p>	<p>Same</p>

## My Personal Development Plan

Rick Tiemann

Area : Achieve the ability to speak in front of large groups

Date \_\_\_\_\_

Objectives	Resources/Strategies	Timeline	Evidence of Accomplishment
Become more skilled in platform speaking	Speak to different Associations, Rotaries and Kiwanis Clubs	1 year	Spoke to 54 different associations
Understand how to use voice inflection	Join Toastmasters	1 year	Joined local chapter of Toastmasters
Understand how to manage the dynamics of the audience	Enrolled in Communications Class	4 months	Completed Communications Course at Purdue
	Read 2 Books on Communication	6 months	Read, Read, Read
	Prepare Speaking Topics for Different Needs	Ongoing	Have 8 different topics for presentation

Your Personal Development Plan

Area	Date		
Objectives	Resources/Strategies	Timeline	Evidence of Accomplishment

## Section 4 **REVIEWING YOUR PLANS AND YOUR PROGRESS**

At this point in your efforts to plan for accomplishing your personal development, work-related and career goals in life, you are probably ready to breathe a big sigh of relief. But before you do, sit back, review and reflect about what you've done. Ask yourself the following questions:

- What do my plans say about myself?
- What leads me to feel pleased about my plans?
- What may I need to work more on to improve my plans?
- What would I like to discuss about my plans with a person I respect--a parent, spouse, close friend, coach or mentor? Now is the time to do so.

Remember, a realistic and practical sense of direction is essential for achieving personal effectiveness and the progress desired in your personal career life. Your goals at work and in life must be tied in with your unique strengths and work-related interests. Goals in life that are either too high or too low can limit your sense of worth.

### **FINAL THOUGHTS**

You have begun your journey. Remember who you are - where you're headed - what you desire and hope most of all to accomplish - and what will help you to make all of your plans become a reality.

When you know what you want in life with inner conviction and a true sense of purpose, you generally are unshaken when you encounter disappointments or setbacks. Your strength is anchored to your knowledge about yourself and what you want to do to achieve what's important to you. But, remember, what you have done so far is only a beginning and possibly represents only the start of a journey toward success. So, frequent self-assessments and review conferences in the future with a helpful person will further assist you in maintaining and achieving the personal effectiveness and career progress you desire.