

LEADERSHIP DEVELOPMENT PLAN



The purpose of this tool is to help you to articulate three developmental goals that you will work on to build your leadership capability.



Organisation Development Institute
Developing people, leading organisations

THREE DEVELOPMENTAL GOALS

HOW TO CREATE THREE DEVELOPMENTAL GOALS THAT WILL IMPROVE YOUR LEADERSHIP CAPABILITY.

Create developmental goals that draw on your strengths.

Development is far more successful when the leader focuses primarily on strengths rather than being only concerned with repairing weaknesses.

When people are challenged to improve their leadership effectiveness, they almost automatically assume that the best approach for improvement is fixing weaknesses.

Our research has led us to conclude that great leaders are not defined by the absence of weakness, but rather by the presence of clear strengths. It is far better to magnify strengths, or create strengths out of those characteristics that are in positive territory but not fully developed.

Zenger & Folkman

If you have any fatal flaws, ensure your Leadership Development Plan includes developmental goals to fix them.

While our focus is on developing strengths, in some cases, working on a weakness is the best approach to improving. Those cases involve a category of attributes that we will call Fatal Flaws.

Zenger & Folkman



Ensure each of your goals is SMART:

S

SPECIFIC

Define the goal as much as possible with no unclear language. What do you want to accomplish? Why are you doing this? What obstacles might you encounter?

M

MEASURABLE

How will you track progress and measure the outcome?

A

ACHIEVABLE

Is the goal reasonable enough to be accomplished? Consider time and resources.

R

RELEVANT

Is the goal meaningful for your work situation and the goals of your organisation?

T

TIME-BOUND

When do you expect to reach your goal?

DEVELOPMENTAL GOAL 1 - STRENGTH

Create one SMART developmental goal that draws on your strengths and will take you from 'good to great'.

So that I can

which is important because

I will (actions and dates)

Potential obstacles could include

RESULTS

When I am successful, I will see

DEVELOPMENTAL GOAL 2 - OPPORTUNITY

Create one SMART developmental goal that targets an opportunity for further improvement (or a Fatal Flaw if you have one).

So that I can

which is important because

I will (actions and dates)

Potential obstacles could include

RESULTS

When I am successful, I will see

DEVELOPMENTAL GOAL 3 - ASPIRATION

Create one SMART developmental goal that targets a personal aspiration – one that develops a capability that you value most and which is also important to success in your role.

So that I can

which is important because

I will (actions and dates)

Potential obstacles could include

RESULTS

When I am successful, I will see

AGREEMENT OF DEVELOPMENTAL GOALS

DISCUSS WITH YOUR COACH OR LINE MANAGER AND AGREE YOUR THREE DEVELOPMENTAL GOALS.



Programme participant's signature

Date

Coach or line manager's signature

Date