

# 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