LEADERSHIP DEVELOPMENT PLAN

This is a three-part assignment designed to give you the opportunity to reflect on your strengths and areas that need development and to identify goals to help you achieve your professional aspirations. The assignment will help you 1) better understand yourself through self-reflection and 2) apply this knowledge to your goals for your career. Successful leaders have a clear picture of themselves; their strengths and weaknesses; and, a personal direction, vision and mission.

This is an opportunity to define your personal leadership goals and to reflect on the qualities of leadership that can define your individual style. You will be looking at both short-term goals (< one year) as well as longer term (1-10 years). Excellent work will include in-depth reflective narratives demonstrating:

- scholarly work such as reviewing and applying the relevant literature,
- honest and authentic reflection upon and discussion of your own leadership contributions and/or experiences, and
- insightful presentation of your preferred leadership qualities with a view to the future and how you will develop and implement them.

Part I: INFORMATION GATHERING and REFLECTION (4 pages)

Part I should review and analyze the information you have collected from various sources about yourself and others whom you respect. Use your four pages to discuss your strengths, aspirations and qualities that you admire. When discussing the self-assessments, be sure to indicate what it measures, the justification and explanation for the self-assessments that were selected, and why the ones you selected give a clear “whole picture” of your strengths and challenges in light of your career goals.

You may report this out directly or use “stories.” For example, relate episodes in which you were responsible for leading, one in which you were successful and one in which you did not fully achieve your objectives. What did you do differently in those circumstances? How might that have affected the outcomes? Did the results of the diagnostics reveal anything that might help you understand your actions and the outcomes?

Here are some questions to consider:
1. Which leadership styles come naturally to you? Which do not? Do you vary your style? How so?
2. What are your strengths as a manager?
3. What are your challenges?
4. How can you use your strengths to help you as a leader?
5. In what kinds of situations do these strengths serve you well? When might they be less useful?

Gather information in a variety of ways:

1. **Personal Diagnostics**: Select several personal assessments from each of the areas of organizational behavior, conduct the self-assessment and use this information in developing your leadership development plan. The MBTI you took in class is a good starting point. The Self-Assessment Handbook (on CCLE) is available to help you with this. You are also encouraged to find self-assessments on-line that you think are interesting or appealing. The web is a good source of potential managerial self-assessments. If you use the web, be sure to document your sources well. Types of assessments might include conflict management and resolution style, emotional intelligence, political savvy, team building skills, negotiation, and so on. Self-assessment surveys are endless.
a. If you have previously participated in professional development activities or seminars, please use the information from these activities as part of the “data” you are collecting about yourself. The MBTI that we did in class falls into this category.
b. The caveat is that these should be related to your professional and leadership development and to the topics we also cover in the course.

2. **Interviewing current leaders:** Use the interviews from your summer leadership interviews and review your material with an eye to the questions below. You can also interview additional managers whom you admire for their managerial skills. These should be people who are successful in achieving organizational goals, and successful in cultivating a strong talent pool. Types of questions you might consider asking are:
   a. What do they see as key skills in being able to successfully lead?
   b. How did they effectively acquire these skills?
   c. What advice would they give other managers in helping them attain their level of success?
   d. Review the leadership/management style and competencies as described by Goleman and others in your readings. In your view, what style(s) do these people employ? Do they vary with circumstances? How?
   e. How are the attributes and characteristics of these leaders similar to the personal assessments that you have conducted? What does this tell you about your leadership style?
PART II: PERSONAL VISION, MISSION, and VALUES (2 pages max)

This section will be a summary of your vision, mission and values.

1. Values
   Your values are derived from your life experience. What is important to you? And how do you use or expect to use your values in your everyday work? What drives you? What gives you passion? Identify **FIVE** values that are important to you and that follow from your discussion above. What are those five values and how are they defined?

2. Personal Vision:
   In this section consider how your personal life might intersect with and potentially impact your professional life. What are some of the personal challenges and opportunities that could impact your personal vision? A vision statement may remain constant even as goals and interests change. Your vision statement should be no more than 2-4 sentences. Here are some things to consider about your vision statement:
   - What you do and how well you do it
   - Your hobbies and interests
   - Your passions
   - People involved in your life: family, friends, community
   - Your values and philosophy
   - Your vision – future plans with aims and objectives

   Think about these aspects of yourself and pick out the most important points and create an action plan for the future. List positive words – of aspiration and inspiration – that are important for personal vision statements. Select those most important to you and combine into a sentence or two.

   Just as an organizational vision describes the optimal future state of what it wants to achieve over time, so should your personal vision. A vision functions as a “North Star” in guiding your decisions.

3. Personal Mission:
   You have identified your vision, values, goals, strengths, development needs. Now, it is time to build a personal mission statement. Your personal mission defines who you are and the basic focus of your career aspirations. It should help you focus your efforts on what matters to you most and is consistent with your values.

   An organizational mission describes, in as few words possible, an organization’s purpose: what is does, for whom, and why. Your personal mission should also answer these questions.
PART III: DEVELOPMENT of LEADERSHIP PLAN

1. Use the previous reflections to develop your plan. The plan should provide appropriate justification and explanation for the self-assessments that were selected and the findings of your interviews and reflections.

2. This is a leadership plan, so please think ahead 5-10 years out. Where do you aspire to be career wise and what steps do you need to take to get there?

Considering what you have learned from the above exercises:

3. Create GOALS for yourself: Use “SMARTER” goals for enhancing your managerial skills and style
   a. Specific: What outcome do you hope to achieve? For example, what managerial skills you would like to strengthen or how you can compensate for areas that challenge you?
   b. Measurable: Put a quantitative number that is clear and unambiguous
   c. Attainable: Is this something you can do given your other commitments?
   d. Relevant: and meaningful
   e. Timely: When (in what time frame) do you want to achieve the goal?
   f. Engaging: If you are not interested, there is no motivation
   g. Re-Evaluate: reassess over time and iteratively

4. Identify SPECIFIC METHODS by which you will achieve these goals. Bear in mind that the most effective management and leadership development tends to be 70% experiential, 20% coaching and mentoring, and 10% didactic.

5. Think about your goals in terms of five levels:
   • Individual (self-improvement)
   • Interpersonal (relationship improvement)
   • Team/organizational (improve teamwork and organizational impact)
   • Community (to be a force for good in the broader world)
   • Professional (positive influence on your profession)

6. Describe at least one goal for each level and prioritize these, beginning with the most important first. For each goal, answer the following:
   • Why is this important?
   • What benefit will you or others receive if you achieve this goal?

Your writing should be to the point and tight. If you spend a lot of time on excess verbiage, you will not have enough room to do this assignment in 10 pages. Eliminate all necessary words and redundancies.