

MY LEADERSHIP DEVELOPMENT PLAN

QUICK GUIDE

We invite you to capture key insights from your Leadership Circle Profile (LCP) and your coaching conversation in this Leadership Development Plan (LDP). This Quick Guide with Guidelines will help you think through and complete your LDP. Creating your plan enables you to further reflect and focus on how you see your current leadership effectiveness and what your focus areas are. Please use the LCP Interpretation Manual as a reference.

This LDP is yours. It's yours to create. Yours to bring to life. There is no need to make it a perfect plan. Make it feel real and stretch yourself. This is an invitation to experiment, learn and grow. Once you have created your LDP, you can decide to share your One Big Thing Goal and Start/Stop Doing Actions with your colleagues and those you lead so they can support you on your journey. Remember, your leadership development is a public act, just as leadership itself is public.

Note: the document is a fillable pdf. Of course, you can also print it out (Europe: use A3 size, US: use Tabloid size) and write down your insights and plan.

My Insights

What are your insights from your LCP and your coaching conversation? By reflecting on the topics below, you will notice where you are getting clearer and areas you would like to explore further.

To make this Plan real and with the depth, focus, and commitment that releases your energy, answer the questions as honestly and thoroughly as you can.

1. My Values

What do you find important about your life and work? What is of value to you, important to you? What motivates/drives you in your daily work? Knowing your values makes you come alive and gives meaning to your life. Any new insights after your debrief? Make a note of your answer.

2. My Vision

Who do you want to be as a leader? Which values did you specify? When you live up to your personal values and the values of your organization, what do you envision? A powerful vision is one that creates both internal and external alignment and excitement.

In creating (or refreshing an existing) your personal vision:

- What would I do or create if I could – if I knew I could not fail or make mistakes?
- What is it that most wants and needs to happen in the system in which I find myself?
- What will exist in two years that does not exist now? In five years?
- Where will I be, who will I become, and what will I have accomplished?

Remember, this vision is personal and confidential to you unless you decide to share it with others. Sharing your vision with others, whether at home or at work, will support you in bringing your vision to life. Step by step, conversation by conversation, it becomes more tangible.

3. My Creative Strengths: My strengths, Talents, and Qualities

Now, consider your **Creative Strengths**. Take a few minutes to reflect on your key insights from your Profile debrief. Where did feedback from your colleagues show up highest in the Creative half of the circle? What have you noticed or become more aware of? What are the greatest leadership assets that you bring to the table? Make a note of your answer.

4. My Reactive Tendencies: My Go-to Tendencies When Under Stress or Overwhelmed

Let's turn to the Reactive Tendencies. What are the Reactive Tendencies that stood out to you the most during your Profile debrief or from your Profile report and graph? What are your go-to Tendencies? Make a note of your answer.

5. Gifts: Which gifts show up in my Reactive Tendencies

Also, let's consider how Reactive Tendencies have been a stepping stone on the way to becoming the leader you are today. You can remind yourself of your gifts in the "Gifts & Strengths" section of each Reactive Tendency in the LCP Interpretation Manual.

Often our Reactive Tendencies give us a feeling of familiarity and stability; they feed our sense of ego-identity. Acknowledging this can help you express yourself more authentically and create strategies to use the gifts in your Reactive. For example, when your Reactive Tendency lies in being Critical, you may start reframing questions you ask others to look at things from several perspectives (rather than prove them wrong). When your Reactive Tendency lies in Passive, start actively noticing your nonactivity to give space while you are making your mind up and, if needed, say this, so others are aware.

6. Gaps: The biggest gaps between my Self-Survey and feedback from others

As the last step in your reflections, look at your LCP Graph and consider the biggest Gaps between your Self-Survey and the feedback from your Evaluators. These gaps often point to valuable opportunities to increase your leadership effectiveness. Where do you see the biggest gaps? What do you notice about these gaps with regards to Creative Competencies and Reactive Tendencies? What is a key takeaway that you want to remember? Make a note of your answer.

My Plan

Let's turn to the *My Plan* section on the LDP. Here, you will look ahead and capture the goal and behaviors you will work on for the next 3 to 6 months.

7. One Big Thing Goal (OBTG)

What is the one change you could make in the way you lead that would unlock your leadership and take it to the next level? Attaining this OBTG would materially change others' experience of you as a leader and have a positive impact on your leadership effectiveness.

On your LCP Graph, select one of the 5 Creative Dimensions on the Inner Circle that best represents the area you want to work on. There are different strategies on how to do this:

- Select the one that has the lowest score.
- Select the one that your role/organization requires the most (for example, matches well with your company's ambitions).
- Select the one that simply resonates the most for you.
- Use a combination of the above strategies.

Within this Inner Circle dimension, select one of the Leadership Competencies in the Outer Circle that specifically describes your area of development. For this Competency, find the corresponding chapter in your LCP Interpretation Manual, possibly utilizing the description in the 'If you score high' paragraph to craft your OBTG.

As you craft your One Big Thing Goal, make sure it:

- Addresses a real change in leadership approach, focusing on how you will show up versus specific behaviors, for example: 'I will be a leader who builds healthy relationships and engages in deliberately developmental teams.'
- Stretches you and has a 'gulp factor;' it makes you a bit nervous when you consider what it'll take to make it real. It is a declaration you can focus on over the next months.
- Is aspirational; provides energy around an outcome that truly matters to you and your organization
- Uses everyday language and can easily become your leadership mantra.

Once you find a concise way of articulating it, record it in the space provided.

The next topic on the LDP is the Start Action that will support your One Big Thing Goal with a concrete behavior change to make it immediately visible to others.

8. Start Action: I Will Start Doing

This is about your Creative Leadership, is observable, and reflects your new approach. This Start Action is important to be able to achieve your OBTG.

Remember the Creative Dimension you selected to create your OBTG. Is there a specific and impactful behavioral action (from the Competencies in the outer circle in the graph) from that Dimension that you currently do not engage in, or do so reservedly, but that if you did, would propel you towards achieving your OBTG?

To help you identify a particularly impactful behavior to begin doing (or do more of), refer to the corresponding chapter in your LCP Interpretation Manual and get inspired by examples of concrete behaviors. Capture the one behavior that resonates with you most in your leadership development plan.

Tips for Writing a Start Action:

- Keep it succinct. Don't write a paragraph – a sentence or bullet point will do.
- Keep it in the present tense.
- Make it concrete and identifiable by a third party (eg. Start behavior: 'I clearly voice my ideas to the team in meetings').
- Keep it one behavior. Avoid the urge to squeeze in a lot into a single sentence.

9. One Big Liability (OBL)

In addition to identifying the One Big Thing Goal you want to change about your leadership, it will also help to identify your primary Reactive approach when you feel under stress or at risk.

Your Reactive pattern of behavior can be a liability if it continues to show up while you're trying to increase your Creative ways of leading. Unless you can effectively reduce your automatic Reactive behaviors, you may indirectly sabotage your improvement efforts (at worse) and send mixed signals to those you lead (at best). Simply being consciously aware of the ways that your Reactive thinking and behavior patterns tend to show up is a first major step. Observing how you feel before you act reactively and catching yourself early is key.

In this step in your Leadership Development Plan, describe your primary Reactive Tendency in your own words. Capture the cost to you and to others of you over-relying on that Reactive Tendency.

10. Stop Action: I Will Stop Doing

In a similar fashion to creating your Start Action above, consider the One Big Liability you just identified. What are the behaviors associated with this tendency? What feedback did your peers give you? If you were to reduce or stop a particular behavior and to do so would significantly increase your effectiveness, what behavior would you stop?

Capture that concrete—observable to others—behavior in your Leadership Development Plan.

Hint: For your primary Reactive tendency, find the corresponding chapter in your LCP Interpretation Manual. Within the paragraph "If you score high" you will find example behaviors that you can use to define your own Stop Behavior.

Tips for Writing a Stop Action:

- Avoid the use of qualifiers, such as: when, if, sometimes, always. For example, do not state: 'I sometimes come to meetings late, when...'
- Write each in an active, first-person tense. Write the behavior as if you were describing it to someone who could not see. Stop behavior: 'I blame others when things don't go well.'
- Avoid 'double-dipping' or, in other words, avoid having your start and stop actions be perfectly inverse of one another. For example: Start: 'I will speak up when I have concerns'. Stop: 'I stay quiet when I have concerns'. Rather, choose a complementary behavior such as, 'I fold my arms and scowl when I have concerns.'

11. Experimenting

Taking a scientific approach to learning and development can really help take the pressure off having to 'get it right.' Allow yourself the freedom to experiment and try new approaches to reaching your One Big Thing Goal change vision.

You may find that you master your Start and Stop behaviors quickly. Then, ask yourself: How could you further unlock or discover new Creative strengths in your leadership? What are some courageous experiments you could explore which will unlock your Creative Leadership? The table at the end of this document can serve as inspiration. Make a note of your answer.

12. Ongoing Feedback

Who can provide me candid feedback on what they observe about my Leadership Goals?

Real-time, ongoing feedback is a critical component when pursuing our leadership goals and development. Think about who you could invite to provide ongoing feedback. Involving others can be a key difference between the success and failure of our development plans.

Note your answer and act on involving them and asking for their support and ongoing feedback.

From Reactive to Creative:

Unlocking Your Reactive Strengths and Scaling Them in the Creative

COMPLYING	Claiming your Core Strengths	Scaling your Strengths
Conservative	Loyalty and fidelity to the organization's purpose. Champion of values and preserver of heritage.	Challenging the status quo, continuous improvement. Stretching self and organization to new opportunities and levels of performance.
Pleasing	Love for self and others. Willingness to give of oneself in service to others' needs	Saying no, asserting yourself, taking your stand, willingness to be unpopular.
Belonging	Builder of community and organization, committed purpose.	Independence. Championing directions that are counter to the status quo.
Passive	Mastery through self-selected goals. Non-attached, vision directed self-mastery.	Achievement for the enjoyment of it. Asserting yourself. Leading, being a creative force in your own and the organization's future.
PROTECTING	Claiming your Core Strengths	Scaling your Strengths
Distance	Wisdom through detachment, care and reflection.	Engagement. Self-confidence and assertion. An active group member.
Critical	Discernment through being inquisitive and challenging limited thinking.	Supporting and encouraging others. Valuing what is best about the other's position.
Arrogance	Strength of character without the need for credit. Mentoring others into their own "bigness."	Egolessness. Willingness to be unseen and unnoticed so that others can grow into their greatness.
CONTROLLING	Claiming your Core Strengths	Scaling your Strengths
Perfect	Constant pursuit of continuous improvement balanced with acceptance for things/people as they are. Desire to create outstanding results.	Gentle treatment of self and others. Acceptance of self and others. Detachment from the outcome. Stepping back that others may learn and grow.
Driven	Willingness to work and risk for what you love. Doing whatever it takes to realize your deepest longings.	Receptiveness. Slowing down to reflect and renew. Bringing wisdom into action.
Ambition	Desire to create outstanding results. Personal energy to pursue worthy results.	Loyal fellowship, collaboration, mutuality in relationships. Stepping back that others may learn and grow.
Autocratic	Service through personal strength, persistence, and influence. The integrity to do what is needed even if it is controversial.	Sensitivity to self and others. Respect and care, willingness to experience and share vulnerability-intimacy. Loyal fellowship and collaboration.