

Name – Company Name Professional Development

Summary

Company Name recently engaged Peter Leets of the Leets Consortium to help with my professional development. Mr. Leets' development program consists of three parts:

1. **Assessment:** Mr. Leets and his team conducted a 360° feedback survey to assess my managerial strengths and weaknesses, leadership abilities, and overall impact on the firm. 17 members of the **Company Name** organization - consisting of my superiors, peers, and direct reports - were interviewed on a confidential basis. I also completed two additional psychological / personality tests online to supplement the 360° survey. A summary of the main themes / results from these assessments are detailed below in Exhibits 1 & 2. I found the assessments to be fair, highly accurate portrayals of my personal and profession traits, and the suggested areas of improvement were extremely consistent across survey respondents and the test results.

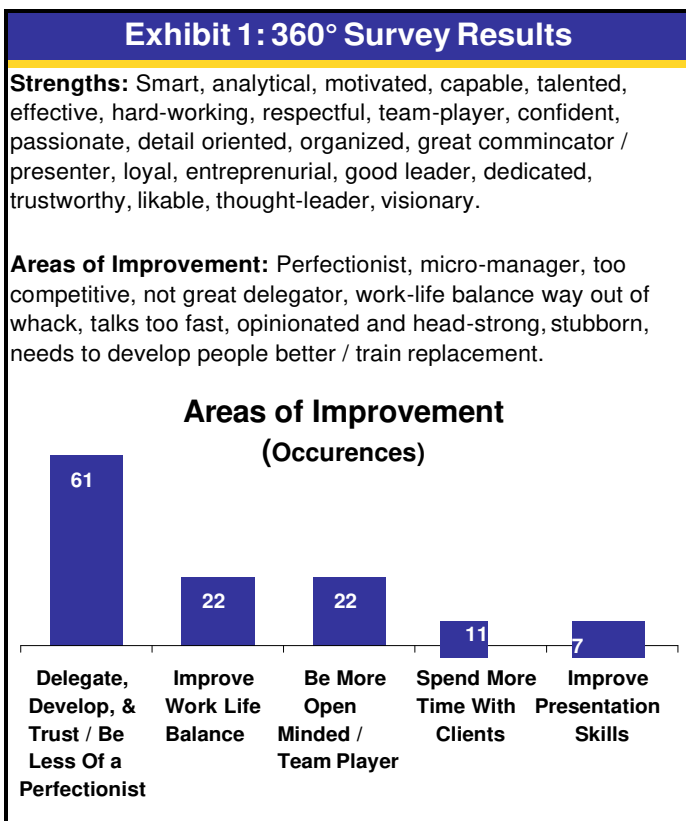


Exhibit 2: CPI 260 and Birkman Reports			
Leadership Trait	Strengths	Areas of Focus	Potential Weakness
Self-Management			
Self-Awareness	●		
Self-Control	●		
Resilience	●		
Organization Capabilities			
Use of Power/Authority	●		
Comfort w/ Structure	●		
Responsibility/Accountability	●		
Decisiveness	●		
Team Building /Teamwork			
Interpersonal Skill	●		
Understanding Others			●
Capacity for Collaboration		●	
Working w/ & Through Other	●		
Problem Solving			
Creativity		●	
Handling Sensitive Problems	●		
Action Orientation			●
Sustaining the Vision			
Self-confidence	●		
Managing Change	●		
Influence	●		
Comfort with Visibility	●		

2. **Formation of Development Plan:** Based on the results of these assessments, as well as feedback received in my last four **Company Name** performance reviews, Mr. Leets has helped me create a professional developmental plan (attached as page 2 to this document). In designing my development plan, I have chosen a "cheat sheet" format as opposed to a lengthy report. This condensed one-pager format should prove an efficient and effective tool for me to easily review the results of this process and my development plan regularly. I have found this process to be incredibly valuable for my continued growth within the firm, and want a clear and concise reminder of my developmental goals. The plan is also balanced between very specific action items and broader areas of professional improvement, which will hopefully help this plan serve as a developmental guide for many years into the future.
3. **Implementation:** Mr. Leets will assist with the implementation, maintenance, and monitoring of the actions outlined in the plan. This stage is just beginning.

Name - Personal Development Plan

Delegate and Trust People / Develop People Better

- 1 Strive to be idea generator and ambassador of the product, not worker bee. Staff to meet this end goal.
- 2 Have a mission statement for Quant/Private Market available at all times. Support it through actions.
- 3 Fully detail short- and long-term development goals during each associates' annual review.
- 4 Assign explicit "ownership" of various tasks. Let associates know responsibility lies with them.
- 5 Create "dashboard" that details the main projects everyone is working on with expected timelines.
- 6 Conduct a monthly meeting. Have team produce quarterly productivity reports where applicable.
- 7 Encourage idea generation and empower associates to run with those ideas.
- 8 Pre-plan topics for associates to discuss in Monday meetings. Hand-off more ad hoc questions.
- 9 Be less of a perfectionist with written reports and product offerings. This will also help work-life balance.
- 10 Be a leader and manager, not a friend. Provide honest and open feedback frequently and opportunistically.
- 11 If it is determined people don't have upside, replace them. Hire more than needed to find the best talent.
- 12 Be aware of each associate's individual style and motivational drivers. One size doesn't fit all.
- 13 Compare notes frequently with other sector heads to discover best practices. Ask them to assess you.
- 14 Identify and train a successor for Private Market research.

Be More Open Minded / Team Player

- 1 Foster an environment of respect and collaboration between all groups. Be a cheerleader for the firm.
- 2 Try to see issues from other people's perspective / be open to other's opinions. Strive to see the big picture.
- 3 Pick your battles and don't sweat the small stuff. Let others have wins.

Improve Work Life Balance

- 1 Strive to protect the culture of the firm. Be a positive role model for efficiency and work-life balance.
- 2 Make a point to leave at 5pm every day (or at 4pm if in the office by 7am). Emulate John Smith in this regard.
- 3 Employ technology and new methods to improve efficiency and reduce redundancy.
- 4 Become accepting to some level of errors. Do not jeopardize excellence on the way to perfection.
- 5 Be flexible with employee hours and strive to minimize weekends in the office.
- 6 Learn to say "no" more often. Train members of the firm to ask for recurring items in advance.
- 7 Limit client meetings while traveling so as to fit in time to exercise and sleep.
- 8 Follow a more strict workout routine to reduce stress. Eat healthy, monitor cholesterol and blood pressure.
- 9 Maintain a positive relationship with my family. Be involved with their activities. Be a positive role model.
- 10 Read more books. Learn another language.

Spend More Time With Clients

- 1 Visit clients in each major U.S. city once a year. Visit Chicago, New York, Boston twice a year.
- 2 Create a call list for subscription clients similar to trading list.
- 3 Participate/present at annual meetings.
- 4 Make an attempt to build deeper personal relationships with larger clients.

Improve Presentation Skills

- 1 Have fun. This is a chance to showcase knowledge.
- 2 Talk slowly. Pause. Let people absorb information.