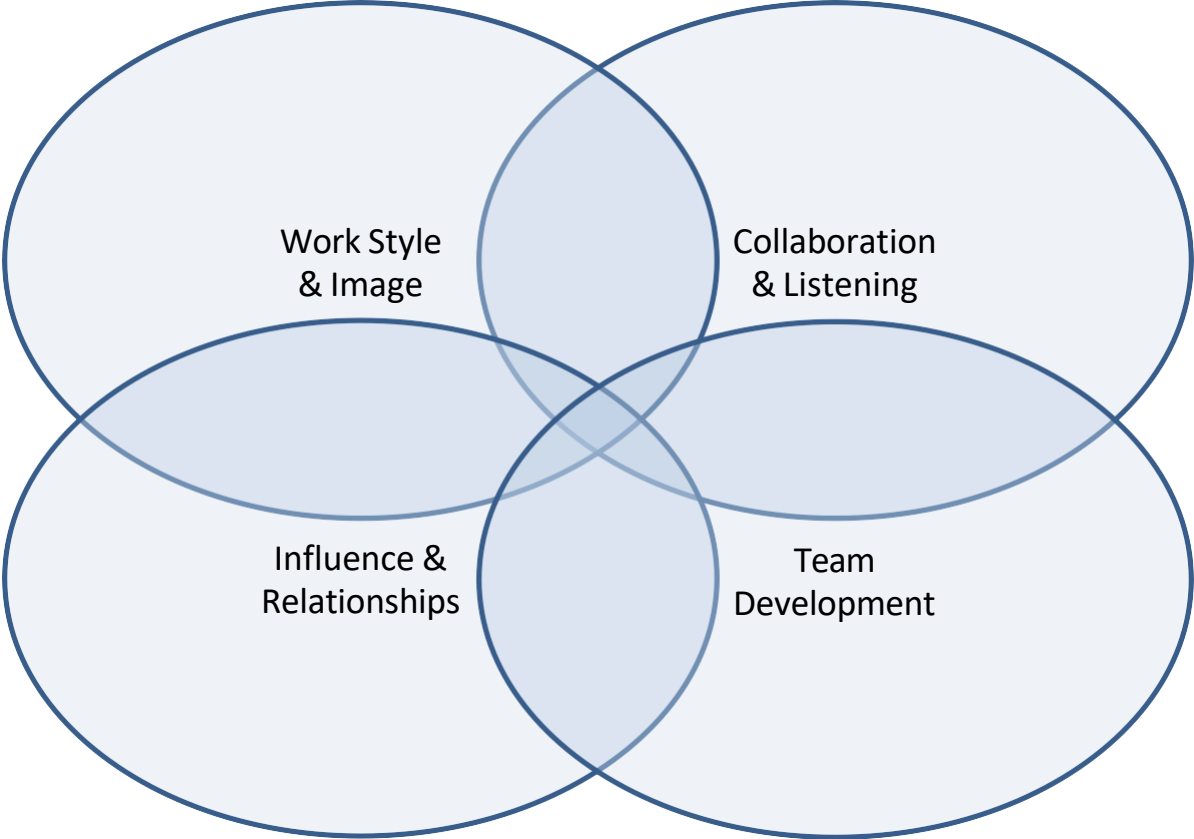


John Smith

Personal Development Plan
Visual Maps



Shift from individual contributor to facilitator

- Get out of details, trust team to take on larger role
- Give adequate opportunity/time for directs to solve and execute
- Remove myself where possible
- Encourage other groups to drive process where possible

Improve Meeting Etiquette

- **Encourage other teams and junior team members to speak first**
- **Don't append others' thoughts**
- **Don't interrupt**
- **Lead with supporting comments**
- **Focus on questions, not solutions**
- R+ Get sponsors to keep me honest: (Bob, Jim, John)

Focus on Quality Interactions

- R+ Limit participation to measured number of comments or time
- Keep Score: Track time spent talking vs. Listening (stopwatch)
- Avoid "adding too much value" with supplemental comments
- **R+ Book criticism – implement holding period for critical comments**
- **R+ Have a plan for each meeting: what is the desired outcome/purpose**

Collaboration & Listening

Learn to tolerate silence, show support without taking over

- **Train on how to stay quiet without being perceived as unsupportive**
- Personal Meditation
- R+ Listening Book from Jane

Build participation from others and make it a positive experience for them.

- Overcome the perception that I shoot down others' ideas
- **Create opportunities for others to showcase their achievement**
- Book criticism – implement holding period for critical comments
- Create positive / popular tone in meetings

Share the credit, thank others publicly

- Follow up / Thank You emails: at least one every day
- Rave Review Process

TAKEAWAY:

The process to achieving resolution is as important as the result.

F/U on 360 Feedback

- Detailed Plan review:
 - Bob, Sally
 - Mentors
- Casual 1:1 discussion
 - All participants
- 90 Day F/U

Improve responsiveness and quality of my interactions

- Improve use of Sarah/ Chris
- Improve Name Retention
- Etiquette & Timeliness
 - Dedicate meaningful time to deal with communication
- Follow-up / Follow Through
- Broaden network relationships

Identify new exposure opps to build collaborative relationships

- Join 3 new Task Forces w/ help of Bob & Sally
- Marketing Competencies
 - Customized

Additional Leadership training



Identify Mentors / Mentor Others

- Formalize 3 mentor relationships in next 30 days
 - Sally
 - Edward/Alice
 - _____
- Expand my base & mentor others:
 - Work with HR to understand mentor program

Cultivate New Strategic Relationships

- Internal
- New Leadership Team
 - Global Leadership Team

External

- PRIORITY RELATIONSHIPS:
- Sally/ Bob
 - Doug/ Noah
 - Lisa / Sam
 - Jason / Tonya / Cameron
 - Judi / Peter/ Anne
 - Pauline / Sebastian/ Matt/ Wes
 - Debbie/ Olivia
 - Tyler/ Megan/ Allison
 - Pete/ Jeff/ Jill
 - Michelle
 - Aaron/ Evan/ Veronica
 - Jennifer/ Jessica

Convey Executive Edge & Self Confidence

- **Quit the self-deprecating lead in – it is insincere and conveys a lack of confidence**
- **Prepare: think about the objectives before start of every meeting**

Read My Audience, Avoid Over Comfortable

- I do not know people as well as I assume: humor is an acquired taste
- R+ Find sponsors to remind me to dial it down (Gregory)
- **R+ Get to know people better, more sincere interaction**

Respect Others, Eliminate Distractions

- Arrive on time, End on Time
- Explain use of iPad for notes
- Stop interrupting others
- Focus on body language, expression
- Have Tina screen work calls during scheduled meetings
- Establish personal phone policy re: family calls
- Use names, learn about others

Work Style & Image

Shift Focus from Me to the Team (linked to collaboration)

- **Encourage others to speak first, and support others' ideas**
- **Don't append others' thoughts**
- **Eliminate the I and the Me**
- R+ Track assists and team wins, not personal points
- R+ Focus on the purpose / desired outcome of the meeting for the corporation, not my personal agenda
- **Avoid the need to "have the answer" - Come with a goal, not a solution**

Invite Critique, Give Support

- **Lead with supporting comments**
- **Team B+ is better than individual A**

Reduce Emotional

- **Recognize (lack of) poker face is a weakness**
- **Avoid use of sarcasm to drive urgency**

TAKEAWAY:

- Need to overcome the perception that it is all about me.
- Need to eliminate the activities that alienate those people not familiar with me.

MORE TEAM

Organization, Preparation

- Give team enough time to execute before showing to me
- Prepare team for the task so that I can step out of the execution

Clear Direction, Popular Tone

- Optimists do better than Pessimists

Delegation & Accountability

- Empower the team to act
- Create the feedback loops to ensure correct results were achieved

Team Development

Be an active coach & advocate

- **Fastest way to get ahead is to build a strong team**

Create Right Situations

- To demonstrate support for the team
- To let my team help others, spread support (they reflect on me)
- Schedule readouts for team to present their work

Reinforce the right behavior

- Comment about adopting my bad habits
- **Create appropriate ways to recognize team accomplishments and build team morale**
- R+ Schedule _____
- R+ Use rave review process

John Smith

Global, Inc.

Senior Director, Marketing

360 Feedback and Development Plan

Background:

To help with my professional development, the company engaged Mr. Peter Leets to assess my impact on the organization, to organize the feedback received, to develop a plan which would address the major areas of this feedback, and to provide follow on counsel on the implementation of this plan.

While there are many different ways to assess an individual's impact on an organization, Peter decided that a 360 degree assessment would be the most appropriate and effective course of action. An assessment was conducted in late 2011, based on feedback given on a confidential basis by superiors, peers and direct reports. Peter has shared a summary of these interviews with me, and has helped me put together a professional development plan to help address areas where I can improve.

The following group was interviewed during October 2011 – December 2011:

- Gregory
- Jason
- Susan
- Bill
- Jackson
- Bob
- Tim
- Sarah
- Kim
- Doug
- Dave
- Oliver
- Matt

It was agreed that this group would provide sufficient input to form the basis of relevant and appropriate feedback with me. All responses have been kept confidential so as to protect the process.

Specific Questions Asked of All Respondents:

1. When you think of John, what comes to mind?
2. What do you feel are John's strengths?
3. And what would you say are his most important developmental opportunities?
4. Do you view John more as a manager...or a leader? Why?
5. How is he a communicator?
6. What would you like to see him do more of? Less of?
7. Do you view John as a team player? Why?
8. How would you rate John's political savvy? How important is this within Global, Inc.?
9. What is the most important thing for John to do to be successful within Global, Inc.?
10. Any other thoughts about John? Is there anything else that you would like him to hear as part of his feedback?

360 degree feedback

Peter and I reviewed the summary of feedback and I agreed that it represents a current assessment of my interactions with my peers, direct reports and superiors.

Positive Feedback:

The feedback included many positive points that can give me confidence moving forward. It was evident that I have many supporters across the organization who would like to see me succeed. Responses indicated that I am viewed as a smart, strategic, and dedicated team player. I am generally trusted and liked by the organization, and responses suggest that I am a good communicator/presenter. I have a deep understanding of the business, and an ability to describe complex issues in a way that others can understand. I am generally regarded as a hard worker and a strong individual contributor.

Developmental Feedback / Specific Areas for Focus:

While there were many positive comments, the feedback also highlighted numerous areas where I can improve and which require attention. These areas I have summarized into 3 key areas of focus:

I. Work Style/Image:

Responses consistently indicated that I need to more carefully manage my professional style, and tailor my delivery/image to my audience – I have a tendency to cross the line, get too relaxed, or show too much of myself in meetings. Respondents' perceptions of me range dramatically, and I can be viewed as emotional, sarcastic, critical, inappropriate, unpredictable, or immature at different times. Respondents also indicated that I can exhibit a lack of confidence/ defensiveness at times, or deliver the impression that I am out-to-prove something.

I need to significantly improve my self-awareness, and make a conscious effort to be professional and even tempered in all of my interactions.

II. Collaboration/Facilitation/Listening

Responses clearly highlighted the need for me to be more collaborative, focusing less on my own ideas and more on involving others points of view. I am viewed as having a preconceived notion of how things should go, and prioritizing my own agenda over listening. I am often quick to identify flaws/drawbacks in ideas, which can reduce participation and lead in the wrong direction.

As a part of my action plan, I need to focus on both listening and guiding conversations to shared conclusions and consensus, rather than dictating answers. I need to lead more and

“do” less – stepping out of the details, and focusing on collaborative decision making and empowering/involving the team.

Feedback also suggested that some of my past interactions have not effectively built alignment, but have alienated some in the organization. There is a perception among some of the respondents that I have been using back channels, closed door meetings etc. to build support for an agenda, rather than bringing people into the process. This represents an important area for me to rethink and focus on.

III. Influence & Relationship Building/Politics

Responses indicate that while I may recognize the importance of political savvy, I am bad at navigating it. I have been unsuccessful at building support from people I do not know well. Feedback clearly indicated that I need to be more politically aware, and actively cultivate relationships at the senior levels of the organization.

IV. Team Building / Staff Development

As I focus on balancing my roles as an individual contributor and as a leader, I will need to rely on the team around me more. I need to make sure / remind myself that the team’s achievements are prioritized above my own, and recognize that success of my reports is more/as important as my own personal contribution.

Summary:

I am presenting this plan, which is outlined in the following pages, to address the specific areas of feedback outlined above. While there are many other aspects of the 360 feedback which I will undoubtedly take to heart and reference as I continue my professional development, this focused action plan represents an important first step in that journey.

I believe that my commitment to and execution of this plan will drive immediate and impactful results both for me and for my organization. This plan will help me become a better leader, and build stronger relationships both inside and outside of Global, Inc.

I appreciate that Global, Inc. and my leadership team have invested their support, time and resources to help me identify these areas of improvement, I look forward to achieving the goals of the plan Peter and I have created. It is truly my wish to perform at the highest level possible, and to maximize my personal potential & contribution to Global, Inc. Thank you for providing me with this opportunity to improve my skills, and become a better leader and colleague.