

## **DEVELOPMENT PLAN EXAMPLE**

### **Objectives benefit the organization**

#### **Action points illustrate how objectives will be achieved**

#### **Increase employee engagement to improve collaboration and build trust**

1. Establish monthly town halls with full team to improve communication and full team engagement
2. Add specific vs general (open) development goals for each employee
3. Provide open and honest feedback to all employees
4. Identify high potential employees and create a specific program for those persons
5. Create special assignments to provide growth opportunities for key personnel
6. Identify and develop successors for all key team roles – true succession planning
7. Frequently and openly recognize individual successes & contributions
8. Address in a very direct way Team Managers behaviors that create conflict and effective collaboration
9. Insist Team Managers effectively delegate responsibilities to empower and develop employees
10. Particularly focus on peer relationship engagement to bolster executive presence

#### **Improve the effectiveness of my communication style to gain advocacy and credibility**

1. Always listen fully and attentively and “think” before responding
2. Seek other opinions in all discussions that require [management] decisions
3. Ask good probing questions after listening first to create more listening and opportunities for others to speak
4. Adopt “less is more” approach when speaking in group settings
5. Always respond after listening in a professional, appropriate & non-judgmental way
6. Never speak over persons and always value and be understanding of other’s opinions
7. Foster and instill all of the above as a group core value to the all Team Managers

**Develop Executive Presence to strengthen my organizational effectiveness and achieve results**

1. Try to always see issues from other people's perspective and be open to other opinions
2. Never throw anyone under the bus in any circumstance or "attack" any opinion or input
3. Be "self-aware" at all times when interacting with others
4. Think and consider how others "feel" before speaking and more importantly making decisions
5. Constantly solicit input from others
6. Start every interaction with a positive remark and always end with a thank you
7. Tell people you appreciate their efforts and input
8. Strive to create "win-win" situations vs the need to always be technically right
9. Continued improvement of understanding of business areas to bolster a strong Enterprise view
10. Foster and instill all the above as a group core value to the all Team Managers

**Effectively create and deliver meaningful presentations and recommendations to peers and leaders to gain credibility and the ability to influence**

1. Become proficient at Executive Summaries and use frequently
2. Present information with value – Main point(s), supporting data, what is requested
3. Apply proper due diligence for business presentations and proposals vs basic level of detail and open discussion
4. Know material and do not depend too heavily on other team members
5. Prepare and present material as would a professional consultant & advisor
6. Prepare and always present with confidence while anticipating questions and outcome
7. Gain awareness and support from stakeholders prior to any proposal – have advocacy