

DEVELOPMENT PLANNING GUIDE



Development Planning Overview

Regardless of where you are in your career, seeking out learning and development of all types is critical for your success. This is especially true in a dynamic healthcare environment where strategies, skills, leadership competencies and expectations for success continue to evolve.

Every professional must take responsibility to focus on their development in order to prepare for optimal success in your current role and to prepare for future opportunities. This workbook guides you through the process of reflection and development planning to support your readiness to take on new opportunities and challenges.

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Development Planning: From Reflection to Execution



Follow these six steps to complete development planning:

Step 1: Define Career Goals

- Where do you wish to be in the next 1-3 years?

Step 2: Reflect on Current Situation

- What is happening now that supports your development?

Step 3: Review Feedback

- What has been shared to focus your development?

Step 4: Set Goals

- Create SMART goals for development

Step 5: Share Plan

- Who supports your development plan?

Step 6: Execute!...and repeat.

- What's next for you?

Step 1: Define Career Goals

- How do you define success?

- Where do you wish to be in the next 1-3 years?
 - Role/Title?
 - Industry?
 - Organization?

- What specifically about this position interests you?

- When you consider someone who is already successful in this type of role:
 - What are their strengths?
 - What impact do they have on the industry?
 - What impact do they have on the organization?
 - What impact do they have on the team?
 - What impact do they have on you?

- What skills/knowledge/competencies will you need to be successful in this role?
 - What do you have today?
 - What will you develop to be ready?

Step 2: Reflect on Current Situation

- Given strategy, goals and expectations, what are the most significant leadership and management challenges you face in your role?
- What is taking place now in your work environment that offers you opportunities to grow?
- Within your current role, where would you like to spend more time? What projects/leadership opportunities are there to increase your influence?
- What do you need to accommodate/prioritize in your personal life that may affect your development?

Step 3: Review Feedback

- What feedback have you received through your career:

Your Strengths	What have you done to leverage your strengths?
Your Gaps (experience, competencies)	How have you addressed your gaps?
Your Leadership Effectiveness	How you can enhance your leadership effectiveness?

Within your roles and accountabilities today:

	I'm great at...	I'm NOT great at...	
I'm great at AND love doing:			I'm not great at, and need to develop:

- What do you need to improve given current role? Future role?
- What projects/experiences/assignments exist to support your development?

Step 4: Set Development Goals

- What are two or three high-impact actions that you can take to enhance your leadership and team effectiveness?
 - 1
 - 2
 - 3
- What experiences, exposures and education will help you improve and accelerate your performance?
- What developmental resources are available outside of your direct responsibilities, which can help you increase your influence and impact?

SMART goals:



Specific	Measurable	Attainable	Relevant	Time-Bound
<p>Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success.</p>	<p>You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal.</p>	<p>Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal.</p>	<p>This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why.</p>	<p>Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged.</p>

Seeking Development Opportunities

The new “Right Ratio” per Development Dimensions International (2015) is:

- 52% On-the-Job Activities
- 27% Learning from Others
- 21% Formal Learning

In addition, the desire is for leaders to spend 8 hours/month focused on development.

On-the-Job Activities

- Enhance your competencies with every meeting, project and presentations. Move into your work with a development focus, whether that be skills or competencies or relationship building. Ask a trusted person to observe you and provide feedback.
- Learn from your mistakes. When things don't go as planned, take the time to figure out why, how to do things differently next time and share what you have learned. This will help you make the most out of your mistakes and move on.

Learning from Others

- Learn from your co-workers. Seek feedback from people you trust about your performance. If you are having difficulty completing a task, you might find an expert near you.
- Find a mentor. Reach out to people within and beyond your department and direct line leadership who can provide insight into your career goals and future or simply to help expand your understanding of the business and factors for success.
- Network and build relationships. Reach out to other leaders, conduct information-gathering discussions to connect with other departments and find out what you can learn from them.
- Consider engaging an internal or external coach.

Formal Learning

- Develop your skills and competencies by attending internal and external leadership development offerings. These include online learning, classes and leadership development at conferences.
- Book clubs offer terrific learning opportunities to review and discussion development concepts. If you can't find one – start one!
- Ted Talks and other lectures are available online. Tune in to learn new concepts to further your development.

Personal Development Plan

Name: _____

Date: _____

Competency/Skill	Specific Goal and Behavior Change	Success Measurement/Timing
<i>The specific competency or skill you are developing.</i>	<i>The program, project, opportunity you will pursue to grow.</i>	<i>The measurement for success and timing for completion.</i>

Notes:

- How have you demonstrated the learned competencies (knowledge, skills, and leadership behaviors)?
- How has this learning contributed to business results?
- Did you achieve your goal as stated and on time?
- What else is required to bring you to the desired proficiency level?
- What obstacles occurred that kept you from achieving your goal or applying a learned skill?

Step 5: Share your Plan

Prepare to share your plan with those who support and influence your development. This would include your manager, mentor, coach, advocate and sometimes colleagues and team members.

- Validate that your plan is focused on the right development areas.
- Verify the SMART goals for development are able to be accomplished within the organization and the timelines you are proposing.
- Ask for support from your manager for resourcing, time, advocacy and funding as necessary. Managers are key to ongoing progress feedback as well.
- Make the plan part of your annual performance cycle to align it with strategic goals and ensure there is accountability for follow-up.

Step 6: Execute....and repeat

- Make the plan part of your annual performance cycle to align it with strategic goals and ensure there is accountability for follow-up.
- Once you complete your first plan and apply your learning, evaluate what is next for you and keep going. Making development an ongoing priority will serve you well with personal growth and success!