

Leadership Development Worksheet

4
Define,
Implement, and
Monitor
Development
Plans

Instructions:

A leadership development discussion is intended to give potential successors the opportunity to discuss critical competencies, examine opportunities for them to leverage strengths, and explore opportunities to develop their weaker competencies. A competency is defined as the combination of the knowledge, skills, and abilities required for successful job performance.

Use the information below to help prepare for and guide the development discussion.

As you progress through each of the steps below, keep in mind how each potential successors' values, job goals, and career aspirations can be achieved through better use of his or her strengths and managing development needs.

Step 1: Understand the Important Competencies

- Discuss which competencies are most important when preparing for the identified critical position. Explore why together.
- Consider utilizing the [Competency Self-Assessment Tool](#) for each competency to determine current competency demonstration.

Step 2: Identified Strengths

- Identify the competencies which the potential successor identifies as strengths.
- Discuss why (i.e. share examples) the potential successor believes the identified competencies are strengths.
- Brainstorm development activities for these competencies. Include these activities in the *Activity* section of the potential successor's Leadership Development Worksheet.

Step 3: Determine Development Needs

- Determine which competencies that the potential success has identified as needing development or improvement.
- Discuss how strengthening and better applying these competencies can help the potential successor in achieving their goals.
- Brainstorm development activities for these competencies. Include these activities in the *Activity* section of potential successor's Leadership Development Worksheet.

Step 4: Define Next Steps and Action Plan

- Discuss the support the potential successor may need from others to achieve each development activity.
- Instruct the potential successor to finalize their own Leadership Development Worksheet.
- Ask the potential successor to set a time and date to discuss their final leadership development action plan and how you will collaboratively move forward.
- Work collaboratively toward achieving the identified development activities within the agreed-upon timeframes.

Leadership Development Worksheet

Instructions:

1. Select the competencies that need to be strengthened and developed.
2. Select competencies consistent with your job goals, values, and future career aspirations.
3. Consider the mission of your agency or your department's strategic goals when identifying development activities (refer to the *Ideas for Strengthening Competencies* page for additional insights).

Identified Competency (#1): _____

Competency is a: Strength _____ Development Need _____

Development Goal: (i.e., What will success look like for you?)

Development Activities: Consider activities that will help you gain knowledge, strengthen your competencies, apply knowledge on the job, or provide opportunities to learn from others in support of your stated Development Goal.

Activities:

1.

2.

3.

Start Date:

1.

2.

3.

Support Needed: What support do you need and from whom (e.g., colleagues, coaches, supervisor, training, etc.)?

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|---|--|
| Identified Competency (#2): _____ | |
| Competency is a: Strength _____ Development Need _____ | |
| Development Goal: (i.e., What will success look like for you?) | |
| Development Activities: Consider activities that will help you gain knowledge, strengthen your competencies, apply knowledge on the job, or provide opportunities to learn from others in support of your stated Development Goal. | |
| Activities: 1. 2. 3. | Start Date: 1. 2. 3. |
| Support Needed: What support do you need and from whom (e.g., colleagues, coaches, supervisor, training, etc.)? | |

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|---|--------------------|
| Identified Competency (#3): _____ | |
| Competency is a: Strength _____ Development Need _____ | |
| Development Goal: (i.e., What will success look like for you?) | |
| Development Activities: Consider activities that will help you gain knowledge, strengthen your competencies, apply knowledge on the job, or provide opportunities to learn from others in support of your stated Development Goal. | |
| Activities: | Start Date: |
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |
| Support Needed: What support do you need and from whom (e.g., colleagues, coaches, supervisor, training, etc.)? | |

Ideas for Strengthening Competencies

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|--|---|
| <ul style="list-style-type: none"> • Ask for a higher level of exposure and/or responsibility. | <ul style="list-style-type: none"> • Collaborate or assist as a subject matter expert on a project. |
| <ul style="list-style-type: none"> • Seek out ways to apply your strengths in a different or broader context. | <ul style="list-style-type: none"> • Ask to be assigned to a visible project or take on stretch assignments. |
| <ul style="list-style-type: none"> • Coach or mentor a colleague. | <ul style="list-style-type: none"> • Try not to overuse strength. |
| <ul style="list-style-type: none"> • Further develop your skill mastery. | <ul style="list-style-type: none"> • Become more agile in demonstrating your competencies or with other competencies you want to strengthen. |
| <ul style="list-style-type: none"> • Volunteer to assist a co-worker with a major assignment. | <ul style="list-style-type: none"> • Partner or team up with others who have the same strength. |
| <ul style="list-style-type: none"> • Facilitate a class or teach a workshop. | <ul style="list-style-type: none"> • Read books that challenge you. |
| <ul style="list-style-type: none"> • Use technology to your advantage. | <ul style="list-style-type: none"> • Consider every circumstance as a learning opportunity |
| <ul style="list-style-type: none"> • Join a professional organization. | <ul style="list-style-type: none"> • Volunteer within your community. |