

Sample Development Goals

Goals need to be specific, measurable, achievable, results-oriented and time-bound

Development Planning Template: Goal 1

<p>GOAL NAME:</p> <p><i>What do you want to improve or work on?</i></p>	<p>Manage and Resolve Conflict</p> <ul style="list-style-type: none">• I want to reduce the tension and emotional elements (mine & others') that accompany conflict• Enhance my ability to be calm and objective during conflict; reach reasonable solutions to problems <i>with</i> others
<p>BENEFIT STATEMENT:</p> <p><i>State the benefits of improving a behavior or set of behaviors? Why work on this goal?</i></p>	<p>Working to resolve conflict in a positive manner will enrich relationships, create better solutions, reduce discord and deepen trust over time. I can provide leadership to help navigate common sticking points in our organization</p>
<p>KEY ACTIONS:</p> <p><i>Identify 3 actions you will begin in the next 30 days. Put completion dates after each action.</i></p>	<ul style="list-style-type: none">• Understand others' priorities: knowing customers and others' priorities helps me understand their mindset coming into a discussion, allows me to be more empathic and prepared. Meet on a regular basis to gain clarity and alignment on top priorities (ongoing)• Seek Perspectives: Make sure I can state the positions and opinions I've heard; as well as the impact of the each. This helps everyone feel "heard," enables team to remain objective, and have discussion about tradeoffs. I will hear people out fully. I tend to think of my response while they are talking (ongoing)• Manage my response: Create a set of questions that allows me to focus on the issue and gives me time to breathe (calm); <i>alternative:</i> Ask to have a follow-up conversation where I am better focused and set date to do so (ongoing) <p>Seek Peer Coach: <i>when a tough conversation is on the horizon, I am going to prep with my colleague, Pat Smith. Pat excels at working through conflict, remaining objective, and reaching a reasonable solution; consider jointly reading Crucial Conversations. Track and discuss goal progress. (ongoing)</i></p>
<p>MEASUREMENT / IMPACT:</p> <p><i>If this goal is achieved what changes in behavior will occur? How will you know if you were successful? What does "better" look like? What will be different as a result of working your action plan – on business, relationships, efficiency, safety, etc?</i></p>	<ul style="list-style-type: none">• Fewer escalated issues in my department; resolutions are reached more quickly than in the past• Sought by others to coach them through conflict – based on my reputation of success in this area• I am invited to bigger/more difficult projects due to belief that I can productively work through challenges• I am less stressed going into and coming out of disagreements• We have fewer project "hiccups" and are able to go faster

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Development Planning Template: Goal 2

<p>GOAL NAME:</p> <p><i>What do you want to improve or work on?</i></p>	<p>Enhance Collaboration through Coaching & Development</p> <ul style="list-style-type: none">• I do not lead a large team but am on many teams where I could help others learn/accelerate team success (project success)• I want to improve as a coach for people development; this will be invaluable throughout my career• I want to inspire teams to reach beyond their limits
<p>BENEFIT STATEMENT:</p> <p><i>State the benefits of improving a behavior or set of behaviors? Why work on this goal?</i></p>	<p>Taking a thoughtful approach to coaching and motivating others on their everyday assignments will contribute to development, morale, and enhance belongingness</p>
<p>KEY ACTIONS:</p> <p><i>Identify 3 actions you will begin in the next 30 days. Put completion dates after each action.</i></p>	<p><i>More than one key action listed to show a sampling of activities to drive this goal</i></p> <ul style="list-style-type: none">• Pick ONE project: work with my manager to pick one project where progress may be a little slower at the outset. Then determine project skills needed, assess team members' workloads and identify tasks people can engage in for learning (ongoing)• Connect the dots: Show team how their contributions not only deliver the project goals but enable broader business results (ongoing)• Weekly positive: provide one positive piece of feedback weekly to a colleague or direct report; provide a clear example of what he/she did and how it was beneficial (ongoing)• Bi-Monthly constructive: provide constructive feedback to a direct report or colleague using an example, offering alternate approach and potential impact of different approach• Stop certain language: I can sometimes get down about a project because of pressure, tough customers, etc. Invite my direct reports to come up with a phrase we can use to stop ourselves from "us v. them" thinking / speaking.• Identify peer coach: instead of doing all the coaching myself; identify a willing peer who can help one or two people when they get stuck on a task; shared leadership (ongoing)

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MEASUREMENT / IMPACT:

If this goal is achieved what changes in behavior will occur? How will you know if you were successful? What does "better" look like? What will be different as a result of working your action plan – on business, relationships, efficiency, safety, etc?

- Greater velocity on projects over time
- Enhanced engagement of my colleagues and/or direct reports
- I receive informal feedback about our optimism; less negative thinking
- Productivity and quality may be better than it already is because people are more energized, are excited about their growth and can see how their everyday work truly helps the business

The Persona/Context for Goal 2: I work on projects as they emerge; I am not comfortable providing constructive feedback because I know everyone is working hard and I do not want to upset people. I go so fast I have not taken time to think about what a project requires and how it might help others; even if I do, I am not sure I will have time to coach them.