

PERSONAL DEVELOPMENT & LEADERSHIP PLAN - PDLP

Fall Semester 2008

"You have brains in your head. You have feet in your shoes. You can steer yourself any direction you chose. You're on your own. And you know what you know. And You are the 'guy' who'll decide where to go." - Dr. Seuss from Oh, the Places You'll Go.

"A key to the ability to change is a changeless sense of who you are, what you are about and what you value." - Stephen Covey, Principled-Centered Leadership

Outcomes of PDLP (Personal Development and Leadership Planning Process)

- To examine and explore your traits, behaviors, values, beliefs, and sense of personal purpose and their impact on personal and leadership effectiveness.
- To explore and develop statements of personal purpose and leadership vision.
- To design and write a compelling and specific action plan which builds upon your leadership strengths and improves your personal and leadership effectiveness.
- To install the process and practice of personal introspection and leadership development.

Background and Motivation for Leadership Development

One constant that has emerged from the research on leadership is that the most effective leaders understand themselves thoroughly -- particularly how they impact those around them. They know their strengths and weaknesses, and what to do to capitalize on them. Research has indicated that effective self-direction and awareness is an essential leadership capability. Powerful and influential leaders are candid about who they are and what they want and how to utilize their strengths and manage their weaknesses to make their greatest contribution.

The PDLP Process and Preparation

The PDLP experience is indeed a process and not merely the completion of a set of exercises and activities. Done properly, the PDLP requires a great deal of introspection, as well as, thoughtful preparation.

- Over the course of the semester you will be completing assessments, interviewing individuals and keeping a leadership development journal to help you identify your strengths and weakness and to think about how these factors might create opportunities and barriers to effectively utilizing your full leadership potential. These activities will help you lay the foundation for documenting your development process and writing an effective action plan that reflects your insights and leadership development goals. .
- You will be working on different components of your PDLP development process throughout the semester. Many of your journals, readings and class assignments will help contribute to building your

final PDLP document. The four major elements, to be included in your PDLP, are outlined below. This will help guide you in writing your final PDLP document which is due late in the semester.

Descriptions and Deliverables for the Four Essential PDLP Elements

The Four Essential Elements of the PDLP

The four major elements or component parts of the PDLP are:

- I. My Personal Purpose: A Statement of Personal Purposes and Values
- II. Leadership Vision: Description of What I Want to Become and Create as a Leader
- III. Where to Tap: A Summary of My Strengths and Weaknesses
- IV. Development Action Plan: Key Development Outcomes to Enhance Effectiveness

Element I: My Statement of Personal Purpose and Core Values

“If you want to be a better human being and a better leader, you need to be clear about who you are and what your personal mission is. Once you do that, you can get your energy focused in a direction that has meaning for you!”- Bob Bostrom 1996 Inside USAA

Knowing who you are now is one of the first steps in developing a useful personal leadership development plan. This element of the PDLP consists of two sections A and B, listed below:

A.) Statement of Personal Purpose: *Purpose* provides meaning, our sense or reason for being. You will complete two exercises early in the semester --Finding Your Personal Purpose and the Eulogy/Retirement Exercise. These activities will help you reflect on your own purpose and mission. You will take your insights from these two exercises and your own introspection over the semester and write a statement of personal purpose in this section of your PDLP.

Your statement of purpose might start with a statement such as, “I believe I am here to...” Or “My main purpose or mission is life is...” Answering questions such as, “What is my reason for being? What is my mission and direction? What is the changeless core within me?” will also help you reflect on your statement of purpose. Personal Purpose or Mission statements are usually short-- a paragraph or two.

B.) List of Top 5 Core Values: *Values* reflects what is really important to you, what matters. The Finding Personal Purpose and the Eulogy/Retirement exercises, along with several readings and in-class activities will help you identify core values and provide insights into what is really important to you. Examples of core values you might uncover are: “honesty, integrity, freedom, respect, security, wealth, power” etc.

Deliverable for Element I Section of your PDLP: You will integrate your insights from the exercises and your own introspection over the semester and write a statement of personal purpose. You will also document a

prioritized list of your top 5 core values, including a brief description of what each value means to you and how each value impacts your life and your potential leadership effectiveness. Your top 5 core values list should be listed in order of importance to you. Your Personal Purpose Statement and list of core values with descriptions should be no more than 3-4 text pages in length.

Element II: My Leadership Vision: What I Want to Be & Create as A Leader

“Your vision will become clear only when you look into your heart. Who looks outside, dreams. Who looks inside, awakens.” Carl Jung

In this part of your PDLP you will capture your vision of what kind of leader you want to be and what you might want to create as a leader. *Vision* describes what you want to create, what you want to accomplish--your desired outcomes in a certain context. A vision statement might be something as simple as “I want to create a world or an organization to which people want to belong”. To write this part of your PDLP, it is helpful to build a full representation of yourself as a leader in the future. Try the Leadership Visioning exercise located in your PDLP Development Journal entry titled My Leadership Vision.

You might also guide your leadership visioning process by filling in the statement, “The kind of leader I want to be is” _____.

Think about the themes and values you uncovered in your Personal Purpose and Eulogy/Retirement exercises. How might you demonstrate or “operationalize” your personal purpose and values as a leader. You might also revisit your interviews and your readings about for additional ideas.

Deliverable for Element II Section of the PDLP: You will write a description of your leadership vision.

Your leadership vision statement should be no more than 2-3 pages. Use the leadership visioning exercises in your PDLP development journal to help guide you. (HBR article on Visions, “Building Your Company’s Vision” by J.C. Collins and J.I Powers and the Vision Trap case are good references for this section, as well as the articles on Personal Leadership by John Pepper and Stephen Jobs Address to Graduates).

Element III: A Summary of Strengths and Weaknesses: “Where To Tap”

“First and foremost, concentrate on your strengths. Put yourself where your strengths can produce results... One cannot build performance on weakness, let alone on something one cannot do at all.” - Peter F. Drucker

One of the outcomes of this course is to recognize your strengths and weaknesses and to think about how these patterns of behavior might impact your ability to lead and influence

others. Over the course of the semester, you will complete a series of self-assessments and conduct four feedback interviews to help you understand how your natural tendencies influence your interactions with others. In this section should summarize the key strengths and key weaknesses you have identified based on your assessments, interviews and your own intuition about what leadership behaviors and skills you would like to develop. *Indicate with an asterisk (*) which of the strengths and weakness you want to focus on in your development action plan. Remember to revisit your journal assignments on your self-assessment reactions/insights and Characteristics Interviews to complete this section of your PDLP document.

Deliverable for Element III Section of the PDLP: In this section of your PDLP you will summarize the strengths and weakness you identified from your self- assessment instruments and your interviews. You will create a matrix or make a list of strengths and a list of weaknesses, as well as, write brief analysis of your observations and insights gathered from these assessments and interviews. (Revisit your Assessment journal entries and see instructions and sample matrix in your November Journal instructions for your Characteristics Interviews)

Element IV: Development Action Plan: How will I develop and enhance my personal and leadership effectiveness

“Becoming an effective leader does not occur in a day, a week, a month, or a year. It is a life-long pursuit of acquiring knowledge, raising self-awareness, practicing skills and behaviors, making mistakes, observing others, and constant learning and change.”- Founding ILA Director C. Riordan

In this section you will write a compelling and specific leadership action plan to enhance your strengths and improve potential development areas over the remaining time in your ILA leadership program. *Compelling* means that your leadership development outcomes tie to your personal purpose or what drives and motives you (your higher level outcomes). *Specific* means that you will include outcomes, detailed steps/actions or activities you will complete to accomplish these outcomes. Evidence of progress for each outcome is essential to include as well. *Evidence* means how you will know you are done... what will you *see, hear and feel* to know you have accomplished your outcome.

Deliverable for Element IV Section of your PDLP: Your deliverable for this section is to write a “rich” and full action plan to help guide your leadership development over the duration of your LLSP/LEAD experience. Focus on 3 to 5 key development outcomes only. Remember your outcomes should reflect a compelling and specific course of action for enhancing your personal and leadership effectiveness. Note: Select one of your development outcomes and create an outcome map for that outcome. I will provide an example action plan and outcome map in class. Several sample action plans are provided at the end of this document. Additional suggested guidelines for writing development action plans and example plans are posted in BlackBoard.

Use of Outcome-Directed Thinking Model and Outcome Mapping for Element IV:

Remember to apply the outcome-directed thinking model when developing your outcomes. Each outcome and action steps should be a well-formed outcomes: positive, in your control, and have concrete behavioral evidence. It is also helpful to map each major development outcome. The top part of the map will indicate your motivation for the outcome and the lower part of the map depicts possible action steps and activities for accomplishing the outcome. As part of your PDLP assignment, *you will attach an outcome map for one of your development outcomes.*

Formatting of Element IV- Your specific development action plan: You may use the developmental worksheets posted in Blackboard to format your action plan... Or you may opt not to use the actual worksheets and rather word process on a sheet of paper. All PDLPs should be typed double-spaced, using 12-point Times New Roman. Several sample PDLP and formats, along with the worksheets, are posted in BlackBoard under the PDLP assignment

Hints and Suggestions:

1. You should be thinking about your leadership development throughout this course. Much of the thoughtful and introspective work leading to the PDLP document will be done throughout the semester by completing your journals and assignments. Thinking about and integrating the information you gather from your journal exercises, interviews, and assignments will help you make regular progress on your final PDLP. You may want to flag essential information in your journals for incorporation into your final PDLP. You may cut and paste parts of your journals e.g., finding personal purpose and your interviews, to create the sections of your PDLP document.
2. Your PDLP is a serious endeavor. It is however not a somber assignment or process. Think seriously and joyfully about how you want to continue to develop and learn as an individual and leader with integrity and influence. Learning and development will be an on-going essential part of your life and your success as both an individual and a leader. This PDLP should represent the best of who you want to be and what you want to achieve to enhance your leadership effectiveness over the next few years.
3. I am happy to provide individual guidance and coaching on your PDLP. Please feel free to make an appointment to discuss and get feedback and/or attend PDLP “life support”.
4. I encourage you to utilize your mentors, classmates, friends and parents as sounding boards and supports for this PDLP development process as well.

Grading Criteria for PDLP

The following describes the evaluation criteria for your PDLP.

CRITERIA	POINTS
<p>Journaling and Development Effort and Preparation (up to 15 pts)</p> <ul style="list-style-type: none"> • <i>Focuses effort on leadership development and demonstrates commitment to develop one's leadership effectiveness throughout the semester.</i> • <i>Journals and development assignments completed on time.</i> • <i>Journals and PDLP preparation show consistent effort and integration of thought, insight and content to support development.</i> • <i>Reads the instructions! Questions/ concerns on the development process directed to appropriate resource and in timely manner. (Didn't wait until the last minute to do the development work.)</i> • <i>If no effort to journal or assignments not completed, loss of 30 points.</i> <p>Clarity, Organization, & Professionalism (up to 30 points)</p> <ul style="list-style-type: none"> • Clear writing style, logical flow of writing, • Use of headings and subheadings where appropriate, • Clear transitions between sections of paper, title page and numbered pages. 	<p style="text-align: center;">_____ (up to 15 pts) (or loss of 30 pts for no effort)</p> <p style="text-align: center;">_____ (up to 30)</p>
<p>Thoroughness and Completeness (up to 45 points possible)</p> <ul style="list-style-type: none"> • Complete coverage of required 4 Elements. • Sections communicate who you are (your purpose, your strengths and weaknesses), what kind of leader you want to be in the future and how the developmental outcomes you selected to work on will help you get there. • Each Element section does not exceed four text pages. • Action Plan Section IV includes 3 to 5 development outcomes with specific detailed action steps/activities; • Action Plan Section IV incorporates the outcome-directed thinking process and includes components for creating specific, compelling plan: well-formed outcomes, action steps, resources, timeline, obstacles, evidence of progress. • The action plan demonstrates a variety of developmental activities. 	<p style="text-align: center;">_____ (up to 45 pts)</p>

<p>Quality and Stretch (up to 60 points possible)</p> <ul style="list-style-type: none"> • Care and critical thought put into all elements of the PDLP. • Elements I-III are a summary and integration of personal purpose, desired leadership vision/direction, and feedback insights. Thoughtful integration of motivation ,personal purpose and leadership direction/vision; • Plan demonstrates integration of assessment and interview feedback; • Selected outcomes appear linked feedback and insights; • Plan demonstrates creativity in developing actions and activities to develop your unique strengths and deal with development issues, • PDLP Action Plan (Element IV) provides level of appropriate stretch, challenge and skill development to enhance leadership and personal effectiveness... <p>Comments:</p>	<hr/> <p>(up to 60)</p>
<p>TOTAL POSSIBLE POINTS: 150</p>	

Final thoughts on your development as a leader

“What lies behind us and what lies before us are tiny matters compared to what lies within us.” - Oliver Wendell Holmes

“Success is not the result of spontaneous combustion. You must set yourself on fire...from within.” - Adaptation of the words of Reggie Leach by Dr. C