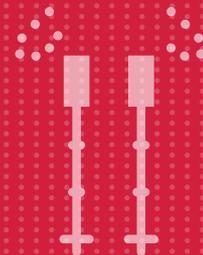
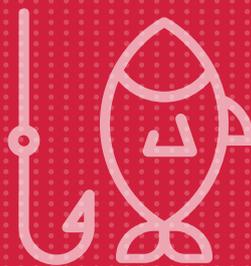
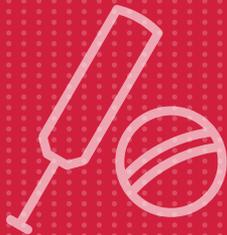
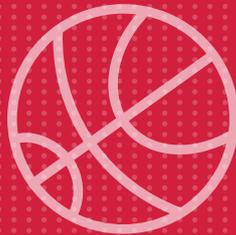


# LEADERSHIP DEVELOPMENT PLAN



**“THE GOAL IS NOT TO BE  
PERFECT BY THE END, THE GOAL  
IS TO BE BETTER TODAY”**

**(Simon Sinek)**

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**This Leadership Development Plan** is designed to help you grow and develop as a leader by providing you with insights and opportunity for reflection on your key leadership behaviours as defined by the leadership map in the Leadership Framework for Sport and Recreation in Aotearoa, NZ.

Click to the map [here](#).

In this plan you will find information and tools to support a 3-step process for identifying your areas of strength and areas which present an opportunity for you to become a more effective leader.

These steps are:

- 1. Self-reflection**
- 2. Seeking input and suggestions from others – feedforward**
- 3. Conversation and development planning with your manager**

# STEP 01

## Self-reflection

Use the rating scale below to evaluate the frequency with which you demonstrate the following behaviours:

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- 01 Rarely**  
I hardly ever demonstrate this behaviour.
  - 02 Sometimes**  
I occasionally demonstrate this and do so less than half the time.
  - 03 Half the time**  
I demonstrate this behaviour approximately half the time.
  - 04 Frequently**  
I demonstrate this behaviour most of the time.
  - 05 Very frequently**  
I demonstrate this behaviour habitually.
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ELEMENT	BEHAVIOUR	RATING
<b>Collaborate with communities:</b> To serve communities effectively we need to develop, nurture and sustain relationships with the right people	Engage and listen	
	Understand communities' drivers, needs, opportunities and challenges	
	Find opportunities to partner with others who share, complement or support our purpose	
	<b>Average rating</b>	
<b>Navigate complexities within communities:</b> Communities are complex. As our leadership context broadens, our decisions and actions have wider impact on people	Continually grow our understanding of other organisations, contexts, communities and cultures	
	Learn to appreciate a variety of perspectives and embrace complexity and change	
	<b>Average rating</b>	
<b>Collaborate within teams:</b> Leadership is about teamwork – working with and through others to deliver	Understand the team purpose and how it fits with the organisation's purpose	
	Have role clarity about individual and collective roles	
	Work to build cohesion, teamwork and trust	
	Challenge ourselves and others to continually strive and improve	
	<b>Average rating</b>	
<b>Navigate complexities within teams:</b> Effective and efficient teams require leadership and the right mix of capabilities	Co-ordinate and prioritise effort and resources	
	Think robustly, analyse, problem-solve, plan and make decisions	
	Share situational awareness	
	Use systems, processes, routines and approaches	
	Provide regular and systematic performance and feedback to help others adapt to meet evolving needs	
	<b>Average rating</b>	
<b>Collaborate as role models:</b> Being rewarding to deal with is the foundation for effective collaboration	Know our story, who we are and where we come from	
	Know our values, influences and purpose	
	Take time for self-reflection and seek feedback to understand our reputation and impact on others	
	<b>Average rating</b>	
<b>Navigate complexities as role models:</b> While complexity is best navigated through teamwork it has individual requirements	Develop the skills, knowledge and understanding to operate in a complex world	
	Be curious with an ongoing desire to learn	
	Be focused and productive	
	Maintain efficiency and effectiveness in the face of ambiguity and change	
	<b>Average rating</b>	

QUESTIONS FOR SELF-REFLECTION:

**01 -** What are important strengths for you to develop considering your current role and future career aspirations?

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**02 -** What strengths do you want people to see in you/ what do you want to be known for?

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**03 -** Consider 2 behaviours you would like to develop or improve in order to enhance your effectiveness as a leader.

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## STEP

# 02

### Seeking input and suggestions from others – feedforward

Pick one or two behaviours from your self-reflection that you have already identified for growth where you feel change would make a significant, positive difference:

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Describe this behaviour to your selected colleague/s

Ask for feedforward – for two suggestions for the future that might help you to achieve a positive change in this selected behaviour:

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## STEP

# 03

### Conversation and development planning with your manager

Take your self-reflection to your manager for a meaningful conversation regarding your strengths/ opportunities and to translate this into clear actions within a development plan.

Consider the following questions to guide you in this discussion:

**What 2 behaviours** do I display that positively impact on my leadership effectiveness? / what behaviours would you rank as my 2 key areas of strength?

**How could I leverage** these areas more effectively to enhance my impact as a leader?

**Which of the leadership** behaviours would you rank as my 2 key areas of opportunity to enhance my effectiveness as a leader?

**What could I do** to improve our working relationship?

## DEVELOPMENTAL GOAL 1 - STRENGTH

Create one **SMART** developmental goal that draws on your strengths and will take you from 'good to great'

Specific goal:

Learning actions:

By when:

How will you know you have achieved your developmental goal?

## DEVELOPMENTAL GOAL 2 - OPPORTUNITY

Create one **SMART** developmental goal that targets an opportunity for further improvement

Specific goal:

Learning actions:

By when:

How will you know you have achieved your developmental goal?

## EXTRA RESOURCES

If you would like to take your development a bit further, choose one topic from the list below that sparks your interest. Happy reading from the team at Sport NZ and Capability Group!

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### COURAGEOUS CONVERSATIONS

**Crucial Conversations: Tools For Talking When Stakes Are High** - Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler 2011,

**Dr David Rock's Scarf Model: Influencing Others (8 mins)**

[https://www.youtube.com/watch?v=isiSOeMVJQk&feature=player\\_detailpage](https://www.youtube.com/watch?v=isiSOeMVJQk&feature=player_detailpage)

**How to Handle Difficult Conversations** by Lauren Mackler (5 mins)

<https://www.youtube.com/watch?v=fE3ZHWaGhEE>

### TEAM BUILDING

**The 5 Dysfunctions of a Team: A Leadership Fable** – Patrick Lencioni, 2002

**First Break all the Rules: What the World's Greatest Managers do Differently** – Marcus Buckingham, Curt Coffman, 2016

**The Culture Code: The Secrets of Highly Successful Groups** - Daniel Coyle, 2018

### RESILIENCE

**Resilient: How to Grow an Unshakeable Core of Calm, Strength and Happiness** – Rick Hanson, Forrest Hanson, 2018

**Rising Strong: How the Ability to Reset Transforms the Way we Live, Love, Parent and Lead** – Brene Brown, 2017

**Grit: Why Passion and Resilience are the Secrets to Success** – Angela Duckworth, 2017

### DEVELOPING OTHERS

**Leaders Eat Last: Why Some Teams Pull Together and Others Don't** – Simon Sinek, 2014

**Now Discover Your Strengths** – Marcus Buckingham, Donald O Clifton, 2001

**The Surprising Truth About What Motivates Us** by Daniel Pink

<https://www.youtube.com/watch?v=u6XAPnuFjJc>

### LEADERSHIP STYLES

**Good to Great** – Jim Collins, 2009

**The Leadership Challenge: How to Make Extraordinary Things Happen in Organisations** – Kouzes and Posner, 2017

**True North: Discover Your Authentic Leadership** -Bill George, 2009

### CLASSIC READS

**On Becoming a Leader** – Warren Bennis, 2009

**Start with Why: How Great Leaders Inspire Everyone to Take Action** – Simon Sinek, 2009

**Mindset** – Carol Dweck, 2016