



Scaling LEADERSHIP

Leadership Development Plan

You cannot be other than who you are, but you can always be better than you are now.

—Bob Anderson's father as he passed from this Earth

This Leadership Development Plan provides further context and guidance to the homework presented throughout *Scaling Leadership*. Use the following pages as a guide for personal reflection on your life and your leadership.

Scaling Leadership is about taking your leadership to the next level of effectiveness. We intend that you use this Leadership Development Plan (LDP) in tandem with the Leadership Circle Profile (LCP) and *Scaling Leadership*. Your completion of this plan, as you read the book, will not only greatly increase the positive impact of the book on your leadership effectiveness, but also provide a foundation to transform yourself, and then scale that as you transform your organizations.

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Chapter 2

Profiles in Leadership

Every Leader Has One

Your Leadership Circle Profile Assessment

Review your Leadership Circle Profile.

- With data in hand, get curious.
 - What do you notice?
 - Are you more Creative or Reactive? Relationship or Task oriented?
 - Where did you score high? Low?
 - What surprised you?

Use the guide, included with your assessment, to provide further clarity on what each dimension represents and measures, or flip to Appendix A in *Scaling Leadership*, starting on page 201.

- Based on insights gained through your LCP, on feedback you've received in other formal and informal ways, and on your own candid introspection, **capture your questions and key insights** about your leadership that will shape your reflection, as well as inform your actions and on-going development, here:



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Chapter 4

High-Creative Leadership Strengths

What Differentiates the Most Effective Leaders?

Identify Your One Big Thing

In their book, *Immunity to Change*, Robert Kegan and Lisa Lahey recommend identifying your “One Big Thing,” (OBT) namely, what is the one change you could make in the way you lead that would unlock your leadership and take it to the next level?

Using your LCP results and the lists of what works in *Scaling Leadership* (see Figures 4.1 & 4.2 on pages 41 & 44, respectively), we suggest you clarify one strength you want to develop further—the one that would make the most difference in your effectiveness.

Suggestion: Ask others for feedback! Use the feedback to dial in your OBT – does my perception of my One Big Thing also resonate with those I lead? Does it sufficiently stretch me, or do I play it safe? (See the next section on How to Solicit Feedback).

As you craft your One Big Thing, make sure it:

- Addresses a change in leadership style or performance:
 - “I will build healthy relationships and engage others.”
 - “I will be an efficient decision maker.”
- Will stretch you, a declaration you can focus on over the next 6-9 months
- Is aspirational; provides energy around an outcome
- Uses everyday language – make it your leadership mantra!
- Examples of Goal Statements, click [here](#)

Brainstorm possible options for your **One Big Thing**.

One Big Thing Statement	Why is this important to me personally?



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Soliciting Feedback

Nothing accelerates change as much as increased awareness about what needs to change. One of the best ways to increase awareness is to increase the amount of feedback you're getting in the areas where you are trying to grow. Think of getting feedback like trying to find flame blindfolded: the closer you are to the truth (flame) the hotter it feels; the further you are, the cooler it is. Use these signals to navigate toward what will be most impactful for you, those you lead, and your organization. As you continue to get feedback and make course corrections, you will naturally tend to become the leader you want to be.

How to Solicit Feedback

Choose People Who:

- Know you well
- You trust to be honest and straightforward
- Observe you behaving (or not) in the ways you want to change
- Have good motives for your development and take seriously your request for feedback
- Understand your job responsibilities and areas of influence
- Can describe you in relation to the various roles you play on the job

Have a face-to-face conversation with each person. Enlist them on your leadership journey. This transparency and vulnerability not only speaks to your own dedication to development, but helps to establish some of the Conditions for Scale: being Radically Human (an unusual degree of vulnerability, authenticity, humility, self-awareness, courage, and integrity (p.24)) and in deep relationship with those you lead.

When you Solicit Feedback:

- Listen without defending yourself.
- Ask questions to gather more information. Good questions include:
 - What does that look like?
 - What is the impact of that on you? On others?
 - What should I do differently?

It's useful to set up long-term relationships for ongoing feedback. Constructing an informed, conscious intention about how you want to lead, in conjunction with the feedback-rich environment you are creating makes it really hard to go wrong. You know what you have to do and you're constantly getting feedback on it!



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Chapter 6

Leader Liabilities

Most Reactive versus Most Creative

Identify Your One Big Liability

In Chapter 6 we introduce the Leadership Ratio: the balance of your leadership strengths to leadership liabilities, giving indication to the effect and impact you are having on your people and organization. It is an ROI measure of your leadership; from what you put in, how much do you get in return?

To affect change, we must establish Generative Tension by honestly recognizing and creating awareness of where you are in relationship to where you want to be. Now that you have identified your OBT, the next step is to identify your One Big Liability (OBL).

- Review the Top 10 High-Reactive Leader Liabilities (p. 66-67)
- Using the LCP, identify 1 – 3 of your highest Reactive Tendencies
- What Reactive behavior do you habitually run that interrupts your effectiveness and works against your One Big Thing? Ask yourself, “What one thing, if I stopped doing it, would free my leadership to go to a whole new level?”

Ask others for feedback! Use the feedback to dial in your OBL – does my perception of my One Big Liability also echo the experience of those I lead? What am I not aware of upon which feedback could shine some light? (See How to Solicit Feedback)

Using your LCP and the Top 10 Leader Liabilities list, brainstorm possible options for your **One Big Liability**.

One Big Liability Statement	How does this limit my effectiveness as a Leader?



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Chapter 8

How Leaders Scale Leadership

Learning from One Man's Example

Write your Vision

Now it's time to clarify an expansive vision of where you're going and what you're going to create for the future. A powerful vision is one that creates both internal and external alignment and excitement—from which we harvest the passion and energy to move courageously forward. Furthermore, progress on your One Big Thing is accelerated when you realize that your vision depends on your OBT. Likewise, the Leadership Circle Profile's dimension Purposeful & Visionary most correlates to Leadership Effectiveness.

There are five elements of vision. They are:

1. **Personal.** Your vision comes from within, it is the picture of how your purpose manifests.
2. **Specific.** So much so, that when you achieve your vision, you will know it.
3. **Strategic.** You set direction that enables the organization to excel well into the future and is not limited by the constraints of current reality.
4. **Lofty.** It appeals to your deepest values, higher aspirations, and personal purposes – and those of those you lead.
5. **Collective.** As a leader, you must be willing to influence and be influenced, to distill and refine, creating a shared sense of purpose and vision.

Ask yourself:

- What would you do or create if you could – if you knew you could not fail and would not be fired?
- What is it that most wants and needs to happen in the system in which you find yourself?
- What will exist in two years that does not exist now? In five years?
- **Where** will I be, **who** will I become, and **what** will I have accomplished?

Take a moment to capture your reflections. Using these, write a draft of your vision on the next page.



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Vision Statement

Why is this important to me?

Why is it important to the business?

Finally: Make a commitment to share your vision and engage others around it.
With Whom? By When?



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Chapter 10

Reactive Leadership

Strengths Run Reactively Cancel Themselves Out

Identify your Start and Stop Behaviors.

In support of the achievement of your One Big Thing, let's further narrow your focus to identify two behaviors that will support you in achieving this goal. One behavior you will start doing, and one behavior you will stop doing. Reflecting on Chapter 10 in conjunction with your LCP, what is your primary Reactive type: Complying (Heart), Protecting (Head), Controlling (Will)? How does that inform the focus of how you will approach your One Big Thing?

Start Behavior. Take a look at the Creative half your LCP. Identify one dimension or area that you currently do not engage in, or do so reservedly, but that if you did, would propel you towards your One Big Thing. If you fully inhabited this dimension, what behaviors would be present that you do not currently exhibit?

Stop Behavior. In a similar fashion, using your LCP, look at the Reactive half of your data. Identify one dimension or area that is actively a part of the way you show up as a leader, that is getting in your way. What are the behaviors associated with this tendency? What feedback did your peers give you about your One Big Liability? If you were to reduce, or stop this behavior, it would significantly increase your effectiveness.

Tips for Writing Behaviors:

- Concrete and identifiable by a third party.
- Succinct. Don't write a paragraph – a sentence or bullet point will do.
- Singular. Avoid the urge to squeeze in a lot into a single sentence.

Write your **Start** and **Stop** Behaviors here:

Start Behavior One action step you will take, or one new behavior that will propel you toward your One Big Thing	Stop Behavior One action or behavior you will no longer engage in that contributes to your One Big Liability
Example: I speak up when I have concerns, even if it makes others uncomfortable.	Example: I blame others when things do not go well.



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Chapter 12

Practices That Transform Leadership

Change is Simple, Change is Hard

Create an Accountability Circle.

Now, we encourage you to establish a circle of feedback—an Accountability Circle. It will give you the feedback you need to hold you accountable to that which you have declared for yourself on an ongoing basis. Ongoing feedback is an effective way to continually generate awareness, to make real-time course corrections, and, ultimately, a powerful way to evolve your leadership.

Using the aforementioned guidelines on How to Solicit Feedback, choose an Accountability Circle consisting of 3-5 people that meet these criteria that would like along with you on this development path. These are people whose opinion you respect, who are in a position to observe your leadership behavior on a regular basis, and who are willing to provide you with candid feedback on what they see.

List the names of those whom you will ask to be included in your Accountability Circle below:

Name: _____

Name: _____

Name: _____

Name: _____

Name: _____

Name: _____

Commit.

Go have a conversation with each of them. Exercise vulnerability and courageous authenticity.

By when will you have met with each of these people listed and garnered their support to provide you with ongoing feedback? _____

Conditions for Success. Congratulations! You've successfully completed your robust Leadership Development Plan. To fully realize the potential and opportunity presented to you here, will you:

- Regularly review the plan to ensure you're acting to improve your leadership?
- Update the plan to reflect your most current thinking and/or record any progress made?
- Share the plan with others?



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Ready to Scale Your Leadership!

Effective Leadership is a competitive advantage and is fast becoming, if it has not already become, the primary differentiator in how an organization performs. It takes a lot of honest self-reflection, asking hard questions, commitment and vulnerability to create the conditions for growth. This is the only way we transcend to the higher levels of leadership and consciousness that allow us to better meet the demands of an ever-changing world.

More importantly, however, we hope this Development Plan has taken you deep within yourself, to understand what is important to you, to get to know the essential you, so that you may show up as a better parent, grandparent, boss, co-worker, brother, sister, friend, son or daughter, spouse, and leader; to further the evolution of this planet and to create a thriving future for all.

*A hand moves, and the fire's whirling takes different shapes: all things change when we do.
The first word, "Ah," blossomed into all others. Each of them is true.*

Kukai

NOTES:

