

# Personal Leadership Development Plan

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The Virginia Network, Senior Leadership Seminar

Fall 2016

Martha Wescoat-Andes



# Senior Seminar is a development opportunity.

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- Three major dimensions:
  1. Increase knowledge regarding the finances of higher ed, the political process, etc.
  2. Network with professionals around the State in similar and/or aspirational positions
  3. Develop as a leader on your own professional and personal path:
    - Emotional Intelligence session in the Spring with the Annual Conference
    - NEW: *Personal leadership development plan* coupled with peer-to-peer coaching throughout the seminar

# Personal Leadership Development Plan

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- Your creation based on your unique combination of skills, interests, experience, desires, etc.
- Your roadmap for your career over the next x period of time.
- Mechanism to take ownership of your career
- A framework for your vision, goals, actions, reflection, etc.
- Flexible template – choose what works best for you!
- Coaching resource





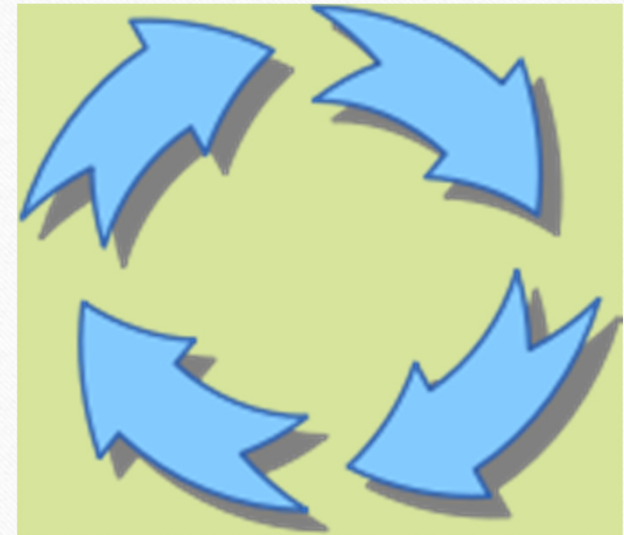
# Approach: Planning vs. Crafting

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- Herminia Ibarra, Professor of Organizational Behavior at INSEAD, author of *Working Identity*
- Conventional career strategy - analyze and plan your way into a new career
  - First must “know” what you want to do before you act
- Unconventional strategy – “Knowing is the result of doing and experimenting.... trying on possible selves.” (Activities and people)
  - Henry Mintzberg, Management Professor, McGill University
    - Planning – “sits in an office formulating orderly courses of action derived from systematic analysis that precedes implementation.”
    - Crafting – “not so much thinking and reason as involvement, a feeling of intimacy and harmony with the materials at hand, developing through long experience and commitment. Formulation and implementation merge into a fluid process of learning through which creative strategies evolve..”

# Personal Leadership Development Plan: Iterative, reflective, action discovery practice

- Vision of Your Ideal Future Self
- Meaning of Vision to you
- Gap between where you are today and achieving your vision – what will it take
- Strengths inventory – Gallup Strengthsfinder or VIA (free) -- January
- Commitments you are willing to make for yourself
  - Key area of focus
  - Goals
  - Actions – experience, relationships, training, etc.
  - New awareness/reflection leading to new steps
- Self-Perceptions/attitudes/habits
- Support – in place and to be put in place – include The Network!
- Measuring progress – how will you know you are successful
- Peer-to-peer coaching – pick a partner





# Samples of Potential Stage Goals

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- Lateral move - in or out of the organization, but no change in status
- Job Enrichment - expand/change job to provide growth experience
- Exploration/Reinvention – identify other jobs/pursuits that require my skills and tap into my interests and values
- Downshifting – take assignment at a lower level to pursue something new or gain better work/life balance
- Change work setting – no change in position, but different boss and/or organization
- No change – but after careful consideration



## Sample of other goals

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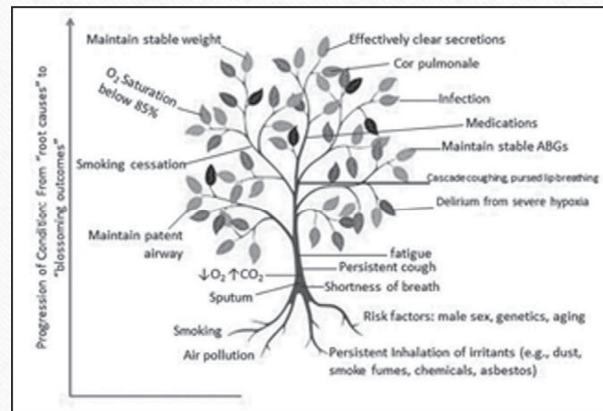
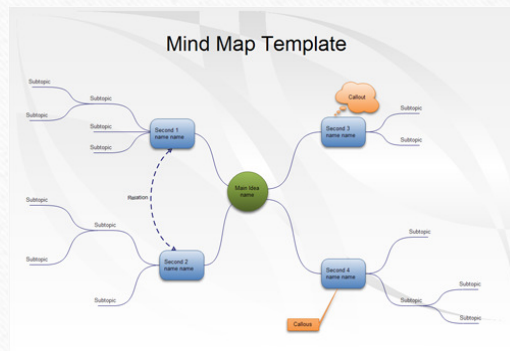
- Insight – self-awareness
- Exposure – trying new skills
- Work on a weakness
- Skill building - strengthen in an area
- Skill transfer
- Confidence building
- Executive presence
- Personal brand
- Communication
- *Others???*



# Create a mind map with your ideal at the center:

Question 1 of your Plan

- Question 1 in your Plan – individual or group





## Power of Possibility:

“Too many of us believe the world is to be discovered, rather than a product of our own construction...”

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- Ellen Langer, author of *Mindfulness*, *Counter Clockwise*, and *On Becoming an Artist*
- Growth mindset to what is possible + trying out
  - “free ourselves from constricting mindsets and the limits they place on our \_\_\_\_\_, and to appreciate the importance of becoming guardians of our own \_\_\_\_\_”

# Why setting goals often fails

- Amy Cuddy, Harvard psychologist, author of *Presence: Bringing Your Boldest Self to Your Biggest Challenges*
  - Unrealistic or poorly planned goals – too big, too distant
    - Without the realization that achievement will “require millions of little steps in between and each of those little steps is an opportunity to fail.”
  - Embrace the process > outcome -- break the big goal down into daily, weekly, monthly incremental steps in the right direction that are easier to accomplish
    - Incremental, continuous, small changes lead to accumulated gains and major change



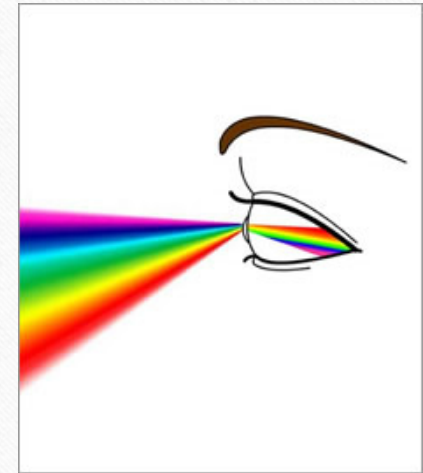


# Visualize yourself in your ideal future:

Question 2 in your Plan

- What will you be doing?
- How will you be showing up?
- How will you be feeling?
- What else is important about your vision?

Share with your neighbor and record main ideas in your plan.



# Coaching is an **awareness-building** process.

- Partnering with another in a thought-provoking, creative process that inspires the coachee to maximize her potential
  - Coach is in service of the coachee.
  - Driven by the coachee's self-defined goals and agenda.
  - Through the coaching process the coachee comes to new awareness upon which she then identifies relevant actions that she is willing to commit to that move her in the direction of her self-defined goals.
  - Future focused
  - Action and outcome oriented – accountability element
  - Coachee does the work!





# The Role of the Coach: Curiosity focused

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- Asks the coachee to set the agenda and define the desired outcome
- Asks open-ended questions and listens deeper than the words spoken
  - Prompt questions → clarify, elaborate, probe further
- Shares observations of what the coachee is experiencing in the moment
  - Asks coachee if the observation resonates – checks in – ok to be wrong
- Encourages the coachee to talk things through
- Challenges the coachee to stretch
- Trusts her own intuition if she senses something deeper
- Remains silent as the coachee is processing.





# Sample coaching conversation framework

- **Beginning** – setting/confirming the coachee's agenda
  - Where would you like to focus today?
  - What would you like the outcomes of our conversation<sup>??</sup> to be?
- **Middle** - inquiry and reflection sharing process to achieve greater awareness for the coachee
  - Where would you like to begin?
    - Listening and asking questions that help the coachee gain awareness around their focus
- **End** – committing to actions based upon new awareness in the direction of goal
  - What new awareness have you gained as a result of our conversation?
  - What actions would you like to take that move you closer to your commitment?





# Coaching is not:

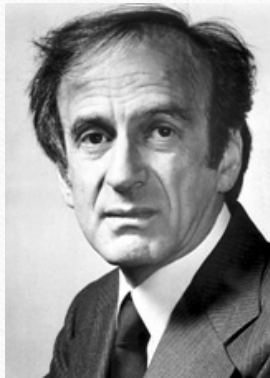
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- Directing the coachee
- Making specific recommendations to fix the coachee's problem (consulting)
- Focused on the past problems and pains (counseling)
- Giving advice based on own experience in the field (mentoring)
- Commiserating and sharing stories (friends)



“ In the word *question*, there is a beautiful word – *quest*. I love that word.”

---Elie Wiesel



*Quest – search or pursuit to discover/ obtain something*

*What is the quest of your coachee?*



# Sample peer-to-peer coaching

## Question 3: Meaning making

- 10 minute each exploring conversation
- Get curious about the meaning/quest behind their vision
- Sample prompt questions
  - Tell me about the meaning behind your vision.
  - What about it excites you most?
  - How do you see it evolving?
  - What's the most important aspect?
  - What challenges you with it?
  - Tell me more.



# Homework

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- Continue to draft your *Personal Leadership Development Plan*
- Take a strengths assessment
  - VIA: free
    - <http://www.viacharacter.org/www/Character-Strengths-Survey>
  - Gallup Strengthsfinder: \$15
    - <https://www.gallupstrengthscenter.com/Purchase/en-US/Product?Path=Clifton%20StrengthsFinder>
- Peer-to-peer coaching around your commitment
  - Pick a partner
  - Two 30 minute coaching conversation for each
- Save magazines and bring them to the January session for the vision board exercise on strengths





# Most of all

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- The plan belongs to you.
- The focus is defined by you.
- The format and process should be determined by what is most meaningful and effective for you.
- Take full advantage of the peer coaching.
- Have fun in the discovery and experimentation!

