Manager:

Team Member Name:

Date:

Department:

Team member development skill Identify a critical skill your direct report needs to develop. Provide a brief summary of the development skill and goal. The skill(s) an individual should develop; may be specific to their current role (i.e., performance) or in support of a future leadership role (i.e., potential)	Goal: Based on the identified general learning and development need. Which area best aligns with the development goal identified for the team member? (Select only one)				Objective (S.M.A.R.T.); should accomplish for their role—i.e., the work they will perform to demonstrate particular skills and capabilities
	Leadership & Management/ Supervisory Skills	Personal Effectiveness (i.e. communication, time management, project management)	Business Development (i.e. customer service, strategy development, legal updates)	Industry/ Role Specific/SME (subject matter expert)	This must be specific and link back to the goal

e.g. Presentation skills - The team requires support to enable each key individuals to continue to effectively present information to other departments who will be impacted by current practices and the rollout of new SLAs. This role requires presentations to be given at least twice each month.

x

Demonstrate proficiency in knowledge, needs and ability to deliver information effectively and concisely to key partners while seeking

Development Opportunities: Begin by considering internal efforts that can be leveraged like job-based projects or assignments that will build on the identified skill. The next step may include determining what mentors and/or leaders in the organization are available to help build on the skill. Compliment this effort with training activities that may include workshops, conferences, online training, blended learning opportunities and others that aide in developing the identified skill.			Timeline: Select the timeline that applies for the individual team member's development goal			Evaluation: Determine what efforts will be undertaken to provide constructive feedback on how the development goal was achieved and the impact of the newly acquired skill, e.g., include in the team member's annual Performance Review.		
Job-based assignment	Who will you ask to help and how?	Formal training & self-study	0 - 6 months	6- 12 months	1 year +	One-to-Ones	Quarterly Review	Annual Review
1 Tape self giving presentation, watch tape, make notes, re-tape presentation

Ask manager if I can present a program update at the next board meeting

Ask HR if I can lead a new hire training session this September | 1 Ask manager to tell me when I am not speaking up enough in meetings

2 Explicitly ask for feedback from participants after every presentation I | 1 Podcast series colleague recommended | x | | | x | | x |