

LEADING AND MANAGING FOR RESULTS

This plan is based on What To Do When Leadership Is Needed

My Personal Leadership Plan - Taking an active role in my future development

Name:

As you read through *What To Do When Leadership Is Needed*, I asked you to focus on developing new management skills, polishing existing ones and providing plenty of time for reflection on what it takes to be a good manager, and ultimately, an effective leader.

The final part in the work of *What To Do When Leadership Is Needed*, is therefore a focus on leadership. This plan aims to provide the opportunity for you to take the next step along your leadership development pathway.

By working your way through the questions posed, my hope is that you will have a template that you can use not only now, but to which you can return over many years to come.

All the best with your leadership development.

Bob Selden

This plan involves four sections and concludes with your own one-page leadership template.

Section 1: My Strengths, Under-Developed Talents and Blind Spots.

- What have I learnt about myself during this learning process?

Section 2: My Role and Career Success.

- How does my profile fit with my career success?

Section 3: Developing into My Role as a Leader.

- What do I need to do to take the next steps?

Section 4: Leaders leave legacies. What will mine be?

- How will people describe me as a leader?

Finally, my one-page Template for Leadership Success.

- My plan for now and for my future!

Section 1: My Strengths, Under-Developed Talents and Blind Spots

As part of reading the stories in “What To Do When Leadership Is Needed” you will have most likely jotted down some pertinent learning points in some of the following areas:

- The Importance of STRUCTURE and ROLES in developing leadership
- Setting a STRATEGY for leadership
- How to prepare for the inevitable CRISIS as a leader
- Developing PERSONAL LEADERSHIP
- Developing TRUST and CREDIBILITY
- Managing STAKEHOLDERS
- Building a TEAM or a GROUP
- The leadership aspects of PEOPLE MANAGEMENT
- Motivating people through PERFORMANCE MANAGEMENT
- Leading your people to provide CUSTOMER SERVICE
- Developing CREATIVITY within your people
- COMMUNICATING to INFLUENCE
- SELF-MANAGEMENT

Please review some of the above (as you feel necessary), then answer the following questions.

1.1 What are the three key strengths that I bring to the role of leader?

1.2 What are the areas where I believe I can still develop further as a leader?

Please list three:

1.3 What do I consider to be my blind spots? These are aspects of management / leadership that you least prefer or with which you are least comfortable.

(Note: You may be able to do these quite well when pushed, you just don't like doing them!).

Section 2: My Role and Career Success

During your career, you've probably worked with a number of managers – some of whom you consider to be good or even excellent, leaders.

2.1 Think about these people, particularly those that you and others consider to be very successful in their role. What makes them successful in their role? (We've listed some headings as thought starters – if these are appropriate, jot down some reasons why your successful people are good at these – or change/add as many headings as you feel appropriate and say why):

- Technical expertise – Why?
- Length of time in the company/organisation – Why?
- Personality – Why?
- Ability to have a good balance between Leading, Managing and Operating – Why?
- Expertise at managing-up – Why?
- Management style – Why?
- Others that are relevant to me ... Why?
- Others ... Why?

2.2 How well do my strengths and under-developed talents measure up with the above?

- Good fit with:
- Questionable fit with:

Section 3: Developing into My Role as a Leader

3.1 What coaching, mentoring, training or development activities have you implemented for or with your people and/or peers over the last 12 months?

3.2 What success have you had with these? What's been the impact:

- on you?

- on others?

3.3 What feedback have you sought or received from others?

3.4 If you've not received any feedback, what do you now need to do to get that feedback?

3.5 What new or additional networking opportunities have you availed yourself of since reading "What To Do When Leadership Is Needed"? (these would be outside your team)

Section 4: Leaders leave legacies. What will mine be?

4.1 Assume it is three years from now. You have just moved on from your current role. How would people (such as peers, team members, direct reports, managers, customers, suppliers etc.) describe you if someone asked . . .

“What was.....(put your name here) like?”

Rather than just write a list of adjectives, or throwaway phrases such as “He/she was a good manager”, please be as descriptive as possible. Try to write a number of sentences that specifically describe (behaviours, observable characteristics) the person (you) who has just left. To make this as realistic as possible, please write your first name in front of each statement, then complete the sentence:

___ was someone who . . .

___ was someone who . . .

___ was someone who . . .

___ was someone who . . .

Before proceeding to the Leadership Plan on the following page, please review Sections 1 to 4. What are the two or three things that stand out for you? In particular, you should ask, have I been able to develop with my people . . .

- a **shared** understanding of *the environment*?
- a **shared** *vision* of where we are going?
- a **shared** set of *organisational values*?
- a **shared** *feeling of power*?

My Leadership Plan

I now see **myself as a leader** who (this should be a summary of your reflections on Sections 1 to 4 and what you intend doing) . . .

The **challenges** I face to fully develop my leadership capabilities are:

I **may need help** for my further development such as:

The **people I intend to involve** in my leadership development are:

I have specifically set aside hours on / / at
to reflect and review my progress.

