



# Individual Development Planning: Charting Your Career Course

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# What is Development Planning?

An **ongoing process** that helps managers and employees to:

- Identify and discuss strengths and gaps for continued career growth
- Focus the employee's development and career growth on **specific learning activities** to leverage strengths and close gaps to ensure continued business success

**Development Planning is a crucial part of the ongoing Performance Management process.**



# What is Development Planning?

Development Planning is an ongoing process that:

- Helps leaders and employees identify and develop the **leadership, technical, or functional capabilities** to deliver against short and long-term strategies.
- Requires the **on-going commitment and effort** by both the Manager and the Employee.
- Is **owned and managed by the Employee** / Enabled and supported by the Manager.
- Is facilitated by Individual Development Plan (IDP), a **“living” tool** that can be updated, as needed.



# Why is Development Planning Important?

Development Planning helps :

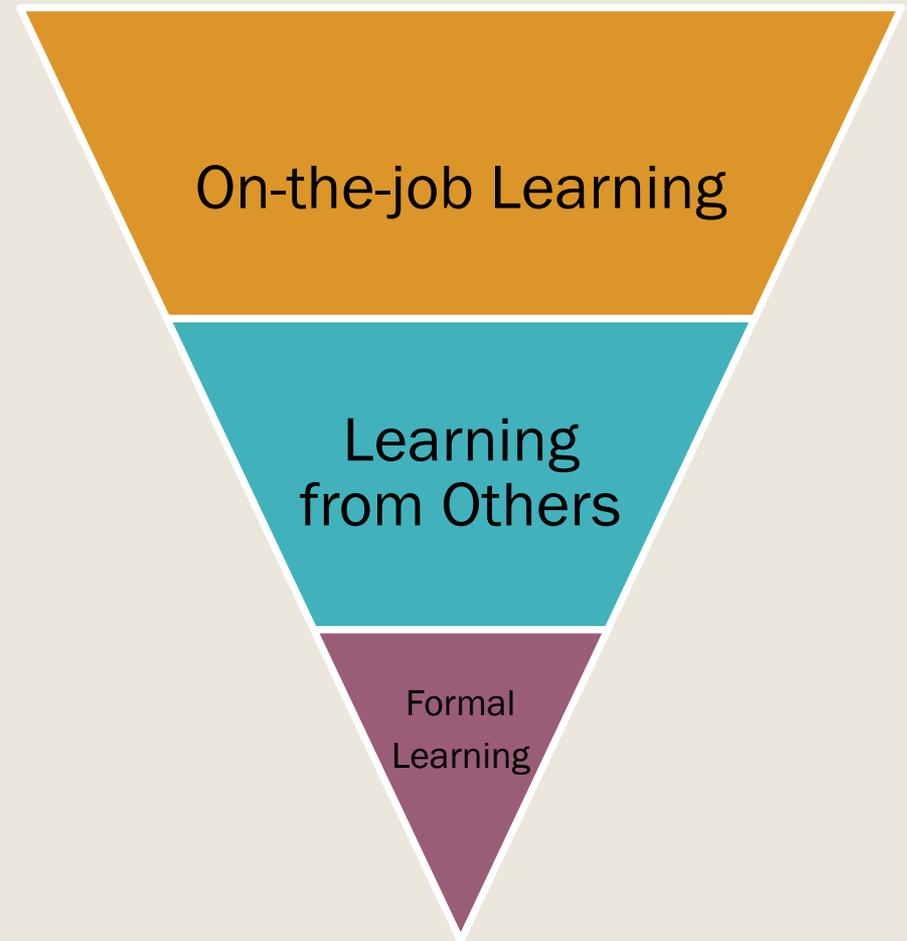
- Communicate the capabilities (leadership and functional) required to deliver business goals.
- Identify strengths and gaps between current competence and current / future needs.
- Focus their development and career growth on leveraging strengths and closing gaps – through an Individual Development Plan (IDP) – to ensure continued business success (balancing business needs and individual interests).

# The Development Plan

*Apply the 70/20/10 Rule*



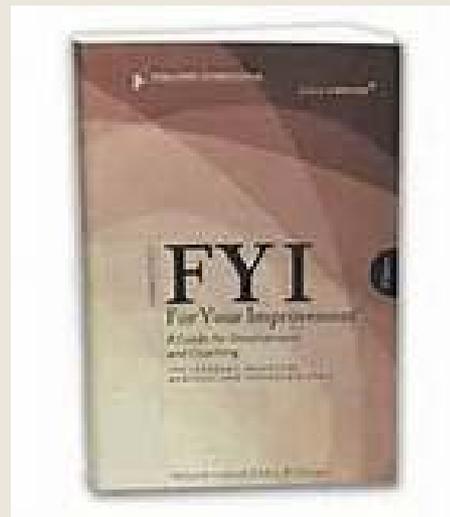
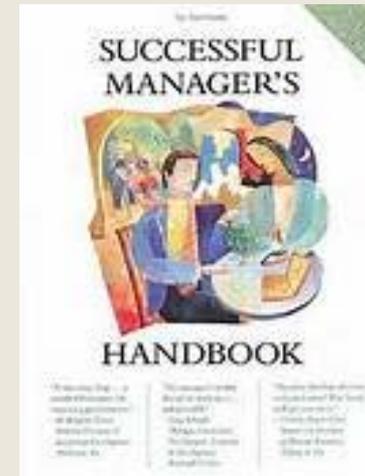
- A written document
- Describes what the Manager and Employee agree on as most important for the employee to strengthen, develop or change
- Lists Development Activities such as:
  - A challenging situation or project
  - Learning from a peer, subject matter expert, or mentor
  - Learning from reading publications or attending a training course



# Development Resources



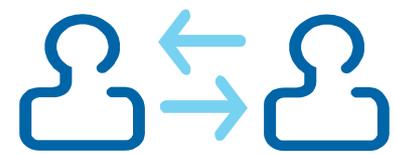
- ICMA Resources
- Professional Memberships
- Leadership Books
- Local Government Certificate Programs
- Local and Business Publications
- Catalyst
- Center for Creative Leadership



**People Focus:**

<p><u>Develop and Motivate Others</u></p> <ul style="list-style-type: none"> <li>Limits employee(s) attempts to participate in developmental activities</li> <li>Does not provide feedback or recognition to employees</li> <li>Does not know what motivates others or how to do it</li> <li>Does not make performance expectations clear to employees</li> <li>Does not share personal expertise or experience with employees</li> </ul>	<p><u>Develop and Motivate Others</u></p> <ul style="list-style-type: none"> <li>Misses opportunities to identify and provide development opportunities for employees</li> <li>Misses opportunities to provide ongoing constructive feedback and/or recognition</li> <li>Attempts to motivate others but may have difficulty understanding individual differences</li> <li>Outlines performance expectations but does not regularly monitor their achievement</li> <li>May not share personal expertise and/or experience with employees</li> </ul>	<p><u>Develop and Motivate Others</u></p> <ul style="list-style-type: none"> <li>Seeks opportunities to identify and provide development opportunities for employees; makes an effort to develop diverse candidates for future leadership roles</li> <li>Provides ongoing performance feedback and recognition</li> <li>Makes a conscious effort to motivate direct reports</li> <li>Creates development plans for employees and monitors their achievement</li> <li>Uses personal expertise and experience to coach employees</li> </ul>	<p><u>Develop and Motivate Others</u></p> <ul style="list-style-type: none"> <li>Identifies and develops successors, including some diverse candidates</li> <li>Skilled at recognizing outstanding performance, giving feedback, and handling the tough performance discussions</li> <li>Understands employees' individual motivators and uses this information to get the best performance</li> <li>Outlines expectations for employees by developing a yearly development plan and frequently monitors the plan</li> <li>Helps people develop by utilizing a variety of development approaches – coaching, feedback, stretch tasks and assignments, etc.</li> </ul>	<p><u>Develop and Motivate Others</u></p> <ul style="list-style-type: none"> <li>Develops a pipeline of successors for leadership roles, including diverse candidates</li> <li>Provides meaningful recognition and opportunities for visibility</li> <li>Skilled at turning around under-performing or difficult employee</li> <li>Creates a work environment where people want to do their best</li> <li>Creates development plans for employees, helps them see and remove barriers, and consistently provides meaningful feedback and coaching</li> <li>Is acknowledged across departments as a developer of people, including diverse candidates</li> </ul>
<p><u>Teamwork and Empathy</u></p> <ul style="list-style-type: none"> <li>Does not clarify team goals, and/or roles; fosters destructive competitiveness among team members</li> <li>Does not seek input from others when making decisions, building programs, project plans, etc.</li> <li>Does not promote or recognize team efforts</li> <li>Demonstrates a lack of sensitivity to others' points of view</li> <li>Demonstrates a lack of sensitivity to employee work/life balance issues</li> </ul>	<p><u>Teamwork and Empathy</u></p> <ul style="list-style-type: none"> <li>Misses opportunities to clarify team goals, roles, and may foster competitiveness among team members</li> <li>Inconsistently seeks input from others when making decisions, building programs, project plans, etc.</li> <li>Misses opportunities to promote and recognize team and/or team member efforts</li> <li>May let areas of team conflict go unaddressed</li> <li>May understand work/life balance issues, but does not encourage or promote when possible</li> <li>Sometimes shows a lack of sensitivity to others' points of view</li> </ul>	<p><u>Teamwork and Empathy</u></p> <ul style="list-style-type: none"> <li>Clarifies team goals and team member roles</li> <li>Knows whom to involve and uses team input when making decisions, building programs, project plans, etc.</li> <li>Shares wins and successes with team members</li> <li>Addresses team conflicts openly</li> <li>Demonstrates sensitivity to work/life balance issues</li> <li>Demonstrates openness and appreciation to others' points of view</li> </ul>	<p><u>Teamwork and Empathy</u></p> <ul style="list-style-type: none"> <li>Leads team with clear goals, roles, and fosters collaboration among team members</li> <li>Works to identify and address the concerns of multiple constituencies when making decisions, building programs, project plans, etc.</li> <li>Consistently finds opportunities to recognize team efforts</li> <li>Addresses team conflicts and concerns quickly and successfully</li> <li>Is knowledgeable about employee work/life issues and programs and guides employees as appropriate</li> </ul>	<p><u>Teamwork and Empathy</u></p> <ul style="list-style-type: none"> <li>Is acknowledged as a leader of successful teams who consistently work well together and meet the goals</li> <li>Balances the concerns and input of multiple constituencies when making decisions, building programs, project plans, etc.</li> <li>Makes important team successes highly visible</li> <li>Anticipates team conflicts and builds processes for addressing advance</li> <li>Creates a work environment where good work/life balance is priority</li> <li>Is consistently successful in maintaining relationships by demonstrating empathy, openness, diplomacy, and respect</li> </ul>

# CMC Success Competencies for Senior Leaders



## WORKING WITH OTHERS



## THINKING CRITICALLY



## GETTING THINGS DONE

<p><b>BUSINESS ACUMEN</b></p> <ul style="list-style-type: none"> <li>• Knows CMC’s business: understands core business operations and functions.</li> <li>• Knows the industry: understands the industry and competitive environment.</li> <li>• Uses key organizational metrics and levers to provide insights and make decisions.</li> </ul>	<p><b>PROBLEM SOLVING AND DECISION MAKING</b></p> <ul style="list-style-type: none"> <li>• Analyzes information with a keen sense of what is useful to business outcomes.</li> <li>• Makes sound decisions on complex business or functional information.</li> <li>• Makes decisions at the right time and includes others in decision-making process.</li> </ul>	<p><b>TEAM EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li>• Helps the team and other business units to succeed.</li> <li>• Sets clear objectives and holds team and members accountable.</li> <li>• Uses performance management and development planning to improve performance.</li> <li>• Recruits, promotes and retains the best talent for the organization.</li> </ul> <p><b>INFLUENCE</b></p> <ul style="list-style-type: none"> <li>• Asserts his/her point of view (based on facts/data) with confidence and enthusiasm.</li> <li>• Knows how to win support from others and get them to take action.</li> <li>• Demonstrates courage at the appropriate times and in the right situations.</li> </ul>
<p><b>RESULTS ORIENTATION</b></p> <ul style="list-style-type: none"> <li>• Sets and achieves strategically aligned, value-added and challenging goals.</li> <li>• Accepts personal accountability for achievement of results.</li> <li>• Develops solutions to overcome obstacles to successfully implement initiatives.</li> </ul>	<p><b>PASSION FOR LEARNING</b></p> <ul style="list-style-type: none"> <li>• Possesses self-awareness and humility to learn from others.</li> <li>• Is open to changing his/her thinking and approach to situations.</li> <li>• Is knowledgeable and stays up-to-date about CMC and the industry.</li> </ul> <p><b>STRATEGIC THINKING</b></p> <ul style="list-style-type: none"> <li>• Understands which objectives are critical to the success of the organization's strategy.</li> <li>• Ensures that initiatives are prioritized and aligned with the organization’s strategy.</li> <li>• Balances short-term deliverables with long-range business plans.</li> </ul>	<p><b>RELATIONSHIP MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Builds effective work relationships with all levels across the organization.</li> <li>• Knows which battles to fight; is able to find the right balance to build relationships.</li> <li>• Addresses and resolves conflict timely and constructively.</li> </ul> <p><b>GLOBAL EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li>• Demonstrates respect for cultures, people and perspectives.</li> <li>• Works effectively with people from different backgrounds.</li> <li>• Creates a culture of involvement and acceptance.</li> <li>• Encourages and nurtures diversity in his/her team or organization.</li> </ul>
<p><b>LEADING CHANGE</b></p> <ul style="list-style-type: none"> <li>• Leverages change opportunities to positively impact the business.</li> <li>• Cultivates culture of change; motivates others to adopt/implement new initiatives.</li> <li>• Ensures that systems and processes are created to support changes.</li> </ul>	<p><b>INNOVATIVE THINKING</b></p> <ul style="list-style-type: none"> <li>• Challenges the way things have always been done.</li> <li>• Nurtures innovative thinking in others.</li> <li>• Creates a culture where new ideas, methods, and technologies are used to enhance business results.</li> </ul>	<p><b>COMMUNICATION</b></p> <ul style="list-style-type: none"> <li>• Effectively uses communication methods, systems and process to ensure that people get the right information at the right time.</li> <li>• Listens effectively and creates an environment that encourages open communication.</li> </ul>



## INDIVIDUAL DEVELOPMENT PLAN

(Example)

EXAMPLE

<b>Employee Name:</b> <b>Pat Sample</b>	<b>Employee ID:</b> <b>009999999</b>
<b>Manager's Name:</b> <b>Casey Smith</b>	<b>Department / Function / BU:</b> <b>Sales Manager Rebar, West Region, CMCA</b>
<b>Fiscal Year:</b>	
<b>AREAS IDENTIFIED FOR DEVELOPMENT</b> <i>(List 1 or 2 key areas)</i>	
<ol style="list-style-type: none"> <li>1. <i>Approachability/Composure – getting rattled or losing control in difficult situations or when under stress; may blow up and say things I shouldn't; let anger and frustration show.</i></li>   <li>2. <i>Teamwork / Collaboration – Partnering with colleagues beyond area of accountability to identify issues or opportunities to better serve internal / external customers; actively shares and gathers information to ensure decisions are for the good of the broader organization.</i></li> </ol>	
<b>DEVELOPMENT ACTIVITIES</b> <i>(List specific activities or actions that you will take to address the areas identified for development)</i>	<b>EXPECTED RESULTS FROM DEVELOPMENT ACTIVITIES</b> <i>(Identify the target dates and the behaviors that demonstrate you have improved in the area identified for development)</i>
<p><i>Approachability/Composure:</i></p> <ol style="list-style-type: none"> <li>1. <i>Practice delay tactics:</i> <ol style="list-style-type: none"> <li>a. <i>Ask others their opinions before responding – ongoing.</i></li> <li>b. <i>Enlist the assistance of a colleague for feedback on behavior that discourages people from sharing challenges or errors – by Jan30.</i></li> <li>c. <i>Take a quick break – get coffee, walk outside</i> <ul style="list-style-type: none"> <li>• <i>Identify triggers and write down more appropriate responses for those situations – by Jan 30.</i></li> <li>• <i>Allowing time between feedback and my response to ensure I understand it and can react to it in constructive manner.</i></li> </ul> </li> </ol> </li> </ol>	<p><i>Approachability/Composure:</i></p> <ol style="list-style-type: none"> <li>a. <i>Able to manage difficult situations and personal reaction by delaying response or asking questions to defray frustration and better understand the point of view of others</i></li> <li>b. <i>Minimal explosive reactions (follow up with colleagues / manager to determine improvement)</i></li> </ol>



# Closing the Meeting and Next Steps

Ensure you:

- Summarize the agreed upon focus areas and development activities.
- Track your progress.
- Schedule follow-up meetings to track progress.

Remember: You are ultimately responsible for managing and executing the IDP