LEADS 360

LEADERSHIP
DEVELOPMENT PLAN

& ACCOUNTABILITY AGREEMENT

LEADS

LEADS in a Caring Environment

LEADERSHIP DEVELOPMENT PLAN
Template & Resource Package

Congratulations on making the choice to invest in yourself and your leadership development. Leadership is a journey and not a destination. It is not an "event" (i.e., attending a training event or a workshop), but rather it is the result of a deliberate commitment, resolve, and ongoing pursuit of learning – in whatever form that might be. Growing into our best self as a leader requires more than seeing things differently, it requires us to see things with new eyes.

Leadership development does not happen in a vacuum. In order for your development plans to be effective, efficient, and sustainable, you must understand and consider the context in which you will execute them.

1. Previous experience with development plans

Based on past development plans you have created:

What about the nature and design of the plan **worked well** for you that could be repeated this time?

What **did not work well** for you that can be improved this time?

What have you learned that works best for you in setting up **accountability supports**?

2. Context: career/professional goals

What are your career goals/priorities in the **next 12 months**?

What are your career goals/priorities in the **next 3 – 5 years**?

What **barriers** do you foresee that could challenge your ability to achieve these goals?

What **enablers** (resources, networking connections, programs) could you leverage to help you to achieve these goals?

What **resources** (financial, technological, human) do you need to achieve your goals?

How do your career goals **align** with your organization's vision or **Strategic Plan**?

3. 360 results: broad themes

What are the broad themes that emerged through the debrief process?

What are the **key learning highlights**/awareness that you took from the debrief conversation with your coach?

4. 360 results: specifics

Top strengths

What are your top 3 - 5 **strengths** that are identified in your results? Please rate how important each is for your job and in terms of enabling you to achieve your career goals (VI: very important; I: important; MI: moderately important; NI: not important)

Strengths	Related LEADS capability	Importance

Opportunities for growth

What are your top 3 **opportunities for growth that** *are important* for your job and achieving your career goals?

Opportunities for growth	Related LEADS capability	Importance

Blind spots

Did any blind spots emerge through the debrief process? This refers to capabilities for which your ratings were significantly higher than those of others. Pay particular attention to those capabilities that are important to your work.

Blind spot(s)	Importance to your work

Alignment of rater groups

How **aligned** are your rater groups (i.e. manager, peers, and direct reports) in terms of how they assessed your leadership capabilities?

Highly aligned   Commonly aligned

Commonly misaligned   Highly misaligned

If there are misalignments, **why** might that be?

If these misalignments are **important** to your job or to achieving your career goals, what might you do to create better alignment?

Consistency of ratings

For which capabilities did you have a gap of 3 or more points between your lowest and highest rating (thus, **inconsistent** ratings)?

If these inconsistencies are **important** to your job or to achieving your career goals, what might you do to create better consistency?

5. Developmental priorities

Based on your strengths and opportunities for growth, which 3 areas will yield the greatest results in achieving your career/professional goals (in order of priority)? These are your **developmental priorities**:

1.
2.
3.

Start by creating a broad goal, then build in the SMART elements.

Broad goal: E.g. I want to be better at managing conflict so that it does not fester and become a bigger problem. I want to be seen as someone who sees conflict as a positive opportunity that can move us forward faster and with better results.

Specific: I want to manage conflict in a timely and effective manner such that it enhances our team's performance.

Measurable: This will be validated by my seeking ongoing feedback from my peers and manager, future 360 results, and annual performance review feedback.

Achievable: I am able to make time in my calendar and am committed to doing what is required to achieve this

Relevant: I have had feedback from various sources, including my 360 results, and I have known myself that this is getting in the way of me being my best self as a leader.

Time Bound: I will begin working on this immediately and will collect semi-formal feedback from my manager and two peers after a month. I am committed to having noticeably improved my results on my next performance review, which will be conducted 11 months from now.

SMART Goal: To effectively manage conflict by engaging in specific and targeted action plans. I will create time in my schedule to focus on this and will also seek regular, ongoing feedback from my manager and peers. I will formally assess progress by obtaining semi-formal feedback after a month and by attaining significantly improved results on my next performance review.

For each, please complete the following set of questions:

Developmental priority guide

Developmental priority #1

Your developmental priority: _____

How will further developing this capability contribute to achieving your **career goals**?

Which **action steps** can you take to develop it in:

The next two weeks:
The next three months:
The next year:

Which **indicators** will let you know that you are successfully developing this capability?

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Which **people** are key to helping you successfully develop this capability?

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Which **resources** (e.g. financial, technological, personnel, research etc.) will you need?

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```

Which **potential barriers** might prevent your development of these capabilities? How might you overcome these barriers?

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Developmental priority #2

Your developmental priority: _____

How will further developing this capability contribute to achieving your **career goals**?

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Which **action steps** can you take to develop it in:

The next two weeks:

The next three months:

The next year:

Which **indicators** will let you know that you are successfully developing this capability?

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Which **people** are key to helping you successfully develop this capability?

Which **resources** (e.g. financial, technological, personnel, research etc.) will you need?

Which **potential barriers** might prevent your development of these capabilities? How might you overcome these barriers?

Developmental priority #3

Your developmental priority: _____

How will further developing this capability contribute to achieving your **career goals**?

Which **action steps** can you take to develop it in:

The next two weeks:

The next three months:

The next year:

Which **indicators** will let you know that you are successfully developing this capability?

Which **people** are key to helping you successfully develop this capability?

Which **resources** (e.g. financial, technological, personnel, research etc.) will you need?

Which **potential barriers** might prevent your development of these capabilities? How might you overcome these barriers?

6. Accountability Agreement

This document is intended to enhance your development by focusing your goals, priorities, next steps, and resources needed, as well as by encouraging you to form an accountability agreement with others. This begins by sharing this document, discussing its details, and meeting regularly to discuss your progress and challenges.

It is recommended that you share this document with at least two colleagues and that one of them is your immediate supervisor. The purpose is for them to help you remain accountable to your development plan. Together you can decide on the appropriate frequency of check-ins (e.g. once a month). We refer to those with whom you share this document and meet with regularly to discuss your progress as "sponsors". A sponsor could be a respected peer or a contact with more experience than you have.

Sponsor 1 contact information:
Name:
Email:
Tel:

Sponsor 2 contact information:
Name:
Email:
Tel:

By signing this document, the expectation is that you will share the document with your sponsors in the next two weeks and decide on a regular meeting schedule. Signing below also represents a commitment to putting your leadership development plan into action.

Signature: _____

Date: _____

FELLOWSHIP
PROGRAM

Fellowship Leadership Development Plan Guidelines

CANADIAN COLLEGE OF
HEALTH LEADERS

Fellowship Program

COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Programme de fellowship

www.cchl-ccls.ca

> **This section of the Leadership Development Plan is specifically for Fellowship candidates who have previously completed their original LDP more than six (6) months ago.**

LEADS Canada LDP Addendum for Fellowship Applicants Only

Given that some time has passed since you completed your 360 Leadership Development Plan (LDP) and Accountability Agreement (AA), it is useful to reflect on your progress and re-consider your career goals and developmental priorities. Once you have completed the addendum below, please submit your revised LDP (including the addendum) by emailing it to the Professional Certifications Team at fellowship@cchl-ccls.ca.

1. **Career/professional goals**

    Have you achieved any of your career goals?

    Yes   No

    Congratulations! You are one step closer to completing your Fellowship requirements. Which have you achieved? (or write "N/A")

For each career goal that you have achieved, please replace the original above in Section 2 with a *new one* in bold and italics, which will make it clear for the reviewers which are new versus ongoing.

For each career goal that you have *not yet* achieved, please review each part of Section 2 above and revise as appropriate in bold and italics.

2. Developmental priorities

Have you achieved any of your developmental priorities?

Yes   No

If so, congratulations! Which have you achieved?

Developmental priority	Achieved your goals? (Yes)	Have not yet achieved your goals? (No)
1.		
2.		
3.		

For each developmental priority that you have achieved, please replace the original in Sections 5 with a **_new one_** in bold and italics, along with corresponding details for the other parts of Section 6, also in bold and italics.

For those which you have not yet achieved, if you _do not_ feel that they are still the most relevant to your career goals, please **_replace_** them with new developmental priorities in bold and italics in place of the originals for Sections 5 and 6.

For the original developmental priorities that you still feel are the most relevant to your career goals, have you made the progress you had hoped for each?

Developmental priority	Have made expected progress? (Yes)	Have not made expected progress? (No)
1.		
2.		
3.		

If you have made expected progress, please **_review_** your guide in Section 6 for each, including action steps, timelines, indicators, people, resources, and potential barriers and update it as appropriate in bold and italics.

For each priority on which you have not progressed as you had hoped, please indicate why you suspect this is true?

Developmental priority	Suspected reasons for progress being less than you expected (or write "N/A" for those on which you have made expected progress)
1.	
2.	
3.	

For ongoing developmental priorities, please *revise* the guides above in Section 5 and 6 with attainable action steps, timelines, indicators, people, resources, and potential barriers in bold and italics.

3. Next steps – the Accountability Agreement

This document is intended to enhance your development by focusing your goals, priorities, next steps, and resources needed, as well as encouraging you to form an accountability agreement with others. This begins by sharing this document, discussing its details, and meeting regularly to discuss progress and challenges.

It is recommended that you share this document with at least two colleagues and that one is your immediate supervisor. The purpose is for them to help you remain accountable to your development plan. Together you can decide on the appropriate frequency of check-ins (e.g. once a month). We refer to those with whom you share this document and meet with regularly to discuss your progress as "sponsors". A sponsor could be a respected peer or a contact with more experience than you have.

Sponsor 1 Contact Information:

Name: _____

Email: _____

Tel: _____

Sponsor 2 Contact Information:

Name: _____

Email: _____

Tel: _____

By signing this document, the expectation is that you will share this document with your sponsors in the next two weeks and decide on a regular meeting schedule. Signing below also represents a commitment to putting your leadership development plan into action.

Your Signature: _____

Date: _____