

**LEADERSHIP
DEVELOPMENT
PLANNING™**

**LEADERSHIP
CIRCLE®**

NAME:**DATE:****Leadership Development Plan (Pulse-Ready)****INTRODUCTION**

This plan lays out an overall intention for my own leadership, as well as improvement goals I am declaring for and pursuing.

The goals are intended to be realistic and practical. At the same time, they represent a stretch for me as a leader. They will help me to deepen my own approach to leadership and strengthening my positive impact on others.

I will regularly review this plan and keep it updated to ensure it reflects my latest thinking, and that I am implementing against it and applying my learning.

BACKGROUND ON MY LEADERSHIP

I've based my development work on insights gained through my Leadership Circle Profile assessment, on feedback I've received in other formal and informal ways, and on my own candid introspection.

Key insights about my leadership that will inform my actions and my ongoing development:

MY VISION

Ultimately, my development is guided by a grand, multi-year vision of who I want to be as a leader. As I move toward my One Big Thing, I will step more fully into my vision, and perhaps illuminate it further from a new perspective.

My vision of what I'm trying to bring to pass through my leadership shows the following characteristics:

- 1. **Personal.** This vision comes within me, and it's a picture of how I see my own purpose manifesting itself into my future.
- 2. **Specific.** I call it out so that when this vision is achieved, I will know it and others will know it.
- 3. **Strategic.** Not limited by the constraints of current reality. Sets direction to enable the organization to excel into the future.
- 4. **Lofty.** This vision appeals to my deepest values, highest aspirations and personal sense of purpose - and those of the people whom I lead.
- 5. **Collective.** This vision calls for me to influence and be influenced, to distill and refine, creating a shared sense of purpose and direction.

In creating my vision, I ask myself:

- What would I do or create if I could - if I knew I could not fail and would not be fired?
- What is it that most wants and needs to happen in the system in which I find myself?
- What will exist in two years that does not exist now? In five years?
- Where will I be, who will I become, and what will I have accomplished?

My current articulation of my vision:

WHY MY VISION IS IMPORTANT TO ME	WHY IT'S IMPORTANT TO THE ORGANIZATION/ BUSINESS

Over the next 3-9 months, I will focus on a specific overarching goal and selected behaviors in my leadership development. This will go hand-in-hand with a Vision I hold in my mind for what I want my leadership to be long-term, and an awareness of how, if I'm not mindful, I may get in my own way.

MY "ONE BIG THING" GOAL

My *One Big Thing* goal is a statement about my leadership that, if it became strongly true, would unlock my leadership and take it to a new level. Attaining this would materially change others' experience of me as a leader, and my positive impact in my leadership. It is aspirational, representing a stretch for me, which is why I'm declaring for it and inviting others to help me via ongoing feedback.

Word the goal using the format, "As a leader, I [articulate the characteristic you want to exhibit]."

For examples of One Big Thing goals, [click here](#)

For brevity and clarity, attempt to make this goal statement in less than 10-12 words.

MY ONE BIG THING GOAL	WHY THIS IS IMPORTANT TO ME <i>(impact on business results, my own leadership, personal life, etc.)</i>
As a leader, I...	

Key approaches, experiments, or steps I'll take toward my One Big Thing goal (practices, habits, rituals, shifts, etc.):

MY “ONE BIG LIABILITY”

Each of us has Reactive tendencies that, unless we are conscious and deliberate, can interrupt our effectiveness by commanding energy and attention. I ask myself, “What pattern of thought/behavior do I exhibit that, if I let it go, would free me to take my leadership to a new level?” My best current articulation of that One Big Liability is the following:

ONE BIG LIABILITY STATEMENT	HOW THIS LIMITS MY EFFECTIVENESS AS A LEADER
I have a tendency to...	

SPECIFIC BEHAVIORS

I will focus on one behavior to START or do more, and one to STOP or do less. They are not the only behaviors I will modify in pursuit of my One Big Thing goal and preventing my One Big Liability from derailing me, but I will give these two behaviors special focus and hold myself accountable for them.

Capture your goals by just stating the action phrase in the present tense. For brevity and clarity, attempt to make this goal statement in less than 10-12 words.

START BEHAVIOR <i>Creative side, observable, new emphasis for me</i>	STOP BEHAVIOR <i>Reactive side, observable, gets in the way</i>
Example: Speaks up when he has concerns, even when it makes people uncomfortable	Example: Blames others when things don't go well

TRACKING MY DEVELOPMENT PROGRESS

I will track my progress toward achieving my One Big Thing Goal and identified behaviors by actively soliciting feedback from others who are in a position to observe and inform me.

I'm identifying an "Accountability Circle" of 5-8 trusted individuals on whom I will rely to give me feedback on my One Big Thing and behaviors. This may include some of those I recruited as raters for my 360 profile. These are people whose opinion I respect, who are in a position to observe my leadership behavior on a regular basis, and who are willing to provide me with candid feedback on what they see.

NAME:	EMAIL:
NAME:	EMAIL:
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I will discuss my overall intent and specific goals with these people and ask them to provide me with frequent feedback on how I'm doing.

Noteworthy accomplishments or additional insights based on feedback that I receive:

USING THIS LEADERSHIP DEVELOPMENT PLAN

I will:

- Regularly review this plan (at least monthly) to ensure I'm acting and learning to improve my leadership.
- Update the plan to reflect my most current thinking and to record the progress that I am making.
- Share the plan with others who can provide additional insights and feedback (e.g., my Accountability Circle, my boss, my coach).