

Personal Development Plan

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General metrics

9,345	1,225	87	4 min 54 sec	9 min 25 sec
characters	words	sentences	reading time	speaking time

Score



Writing Issues

19	1	18
Issues left	Critical Advanced	

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Writing Issues

16 Clarity

- 5 Paragraph can be improved 
- 1 Hard-to-read text 
- 2 Intricate text 
- 8 Passive voice misuse 

2 Engagement

- 2 Word choice 

1 Correctness

- 1 Incorrect punctuation 

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unique words

Rare Words

39%

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rare words

Word Length

6.4

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characters per word

Sentence Length

14.1

Measures average sentence length

words per sentence

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This Personal Development Plan is grounded in a self-administered 360-degree leadership evaluation using the Workplace Behavior Profile (WBP). A 360-degree assessment integrates self-perception with colleague feedback to provide a comprehensive view of leadership behaviors as intended and as experienced. This approach supports ethical self-awareness, accountability, and continuous improvement—critical competencies for leaders operating in complex organizational environments.

The WBP assesses observable leadership behaviors across four orientations — Create, Compete, Control, and Collaborate—that capture 12 managerial skills reflecting how leaders balance innovation, results, structure, and people-centered practices. The purpose of this report is to interpret my WBP results, identify meaningful gaps between my self-ratings and rater feedback, recognize strengths, assess balance across competing leadership demands,

identify impediments, and translate insight into a practical, measurable development plan.

Identifying Significant Gaps

Analysis of my WBP results revealed several notable discrepancies between my self-ratings and ¹the ratings provided by colleagues. The most significant gaps appeared in behaviors related to delegation, pace, and structural clarity. While I rated myself relatively high in participative decision-making, work intensity, and responsiveness, raters indicated that these behaviors sometimes translate into an overly fast pace and limited follow-through on formal processes.

Patterns across rater groups suggest that colleagues who work closely with me on execution experience my leadership as highly driven and supportive, whereas those interacting across functions perceive less consistency in structure and prioritization. ²This indicates that my leadership style may shift depending on relational proximity and task urgency. I have observed ³evidence of these gaps in situations where projects moved quickly but ⁴required later clarification, rework, or additional coordination.

These perception gaps have affected performance by creating moments of misalignment and avoidable friction. While momentum ⁵is sustained, clarity can lag. Recognizing this pattern highlights the importance of balancing speed with shared understanding.

Figure 1

Comparison of Self-Ratings and Rater Feedback Across Managerial Competencies

Building on Strengths

The 360-degree feedback identified several consistent strengths that align closely with how I view myself as a leader. These strengths include maintaining

an open climate for discussion, demonstrating a strong work ethic, recognizing the emotional climate of the team⁶, and encouraging participation in decision-making. Together, these behaviors contribute to trust, engagement, and psychological safety within the work environment.⁷

These strengths have supported my leadership effectiveness by enabling collaboration under pressure and sustaining morale during demanding periods. Team members are more willing to contribute ideas and remain engaged because they feel heard, supported, and valued. This relational foundation has allowed me to mobilize effort quickly, maintain momentum, and foster commitment even when expectations are high.

Figure 2

Combined Managerial Competency Profile

Reflecting on Balance (Competing Values Framework)

My strongest leadership orientations fall within the Collaborate and Compete quadrants of the Competing Values Framework.⁸ This indicates a leadership approach that prioritizes relationships, engagement, and teamwork while also emphasizing effort, urgency, and performance outcomes. This combination enables me to build trust with others while maintaining a strong focus on achieving results.

Evidence of balanced, or "twin," leadership skills is reflected⁹ in my ability to involve others in decision-making while holding high expectations for follow-through and productivity. For example, I am able to create¹⁰ an open environment where individuals feel heard, while also modeling a strong work ethic and encouraging timely execution. These paired behaviors have supported my effectiveness in fast-paced environments where both collaboration and performance are required.

However, the assessment also highlights comparatively lower emphasis on Control-oriented behaviors, such as formalizing processes, clarifying procedures, and closely managing project structures. While flexibility and speed are strengths, insufficient structure can limit consistency and scalability. Developing greater balance across all four orientations will allow me to sustain results while reducing reliance on personal effort and increasing organizational clarity.

Figure 3

Leadership Orientation Profile (Combined Results)

Identifying Impediments

Feedback from the Workplace Behavior Profile suggests that certain lower-scoring behaviors may function as impediments to my overall leadership effectiveness if left unaddressed. These behaviors are primarily related to formal process management, policy communication, and the consistent use of structure to support execution. While these areas have not prevented¹¹ performance, they have occasionally created inefficiencies and increased reliance on my¹¹ direct involvement.

These impediments do not reflect an absence of leadership capability but rather indicate opportunities for growth and balance. In some situations, team members may compensate for gaps in structure; however, over time¹² this can limit clarity, consistency, and shared ownership. When expectations and processes are not clearly defined¹³, decision-making may slow, and accountability may become uneven.

Addressing these impediments will require intentional development of Control-oriented behaviors, including clearer¹⁴ communication of guidelines, improved documentation of processes, and more deliberate monitoring of progress.

Strengthening these areas will enhance sustainability, reduce dependency on personal effort, and support more consistent leadership outcomes across teams and contexts.

Action Steps: Personal Development Plan

Leadership Vision (Three-Year Horizon)

Over the next three years, I intend to develop into a more balanced and sustainable leader who consistently delivers results while enabling others to operate with clarity, autonomy, and confidence. This vision involves maintaining strong relational engagement and performance focus while strengthening the systems, processes, and structures that support long-term effectiveness.

One-Year Development Goals

Goal 1: Strengthen Delegation and Empowerment

Delegate decision-making authority for clearly defined projects while establishing clear success criteria and accountability.

Conduct monthly coaching check-ins focused on progress, learning, and outcomes rather than task execution.

Goal 2: Improve Structural Clarity and Process Consistency

Document and communicate key processes, expectations, and roles at the outset of major initiatives.

Use standardized project-tracking tools to reinforce clarity, alignment, and follow-through without slowing momentum.

Goal 3: Balance Pace with Reflection

Integrate scheduled reflection points into project timelines to assess alignment, workload, and effectiveness.

Seek periodic feedback from peers and team members to evaluate clarity, sustainability, and leadership impact.

Progress toward these goals will be measured ¹⁵ through a combination of follow-up feedback, observed changes in team effectiveness, and personal reflection on leadership practices. Accountability will be supported ¹⁶ through ongoing dialogue with a trusted peer mentor and engagement with my Personal Learning Community, who can provide encouragement, challenge assumptions, and reinforce commitment to continuous development.

Conclusion

The Workplace Behavior Profile 360-degree evaluation provided valuable insight into how my leadership behaviors are perceived by others ¹⁷ and where greater balance is needed ¹⁸ for sustained effectiveness. Through this assessment, I gained a clearer understanding of my strengths in collaboration and performance orientation, as well as areas where additional structure and intentional process management would enhance my leadership impact.

By building on relational and performance strengths while addressing identified impediments, I am better positioned ¹⁹ to lead with clarity, consistency, and accountability. The action steps outlined in this development plan reflect a commitment to ethical leadership, stewardship of people, and continuous growth. As I continue to apply these insights, ongoing reflection and feedback will remain essential to aligning my leadership behaviors with organizational goals and values.

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1.	<i>Analysis of my WBP results revealed several notable discrepancies between my self-ratings and the ratings provided by colleagues.</i>	Paragraph can be improved	Clarity
2.	<i>. In contrast, those</i>	Hard-to-read text	Clarity
3.	<i>This</i>	Intricate text	Clarity
4.	<i>I have observed evidence of these gaps in situations where projects moved quickly but required later clarification, rework, or additional coordination.</i>	Paragraph can be improved	Clarity
5.	<i>is sustained</i>	Passive voice misuse	Clarity
6.	<i>eliminate</i> → environment	Word choice	Engagement
7.	<i>These strengths include maintaining an open climate for discussion, demonstrating a strong work ethic, recognizing the emotional climate of the team, and encouraging participation in decision-making.</i>	Paragraph can be improved	Clarity
8.	<i>This</i>	Intricate text	Clarity
9.	<i>is reflected</i>	Passive voice misuse	Clarity
10.	<i>am able to</i> → can	Paragraph can be improved	Clarity
11.	<i>While these areas have not prevented performance, they have occasionally created inefficiencies and increased reliance on my direct involvement.</i>	Paragraph can be improved	Clarity
12.	<i>time,</i>	Incorrect punctuation	Correctness
13.	<i>are not clearly defined</i>	Passive voice misuse	Clarity
14.	<i>clearer</i> → more transparent	Word choice	Engagement
15.	<i>Progress toward these goals will be measured</i>	Passive voice misuse	Clarity

16.	<i>Accountability will be supported</i>	Passive voice misuse	Clarity
17.	<i>The Workplace Behavior Profile 360-degree evaluation provided valuable insight into how my leadership behaviors are perceived by others and where greater balance is needed for sustained effectiveness.</i>	Passive voice misuse	Clarity
18.	<i>is needed</i>	Passive voice misuse	Clarity
19.	<i>am better positioned</i>	Passive voice misuse	Clarity