

## ► Developing Yourself and Others

### Development Action Planner (Example)

Name: Christina

Manager: Isabelle

Date: March 28

#### ► Part 1: Development Goal

Goal: *Develop partnerships across functional lines.*

☐ Strength

☒ Growth Area

Group or organizational payoff:

*Improved collaboration, cooperation that will result in faster launches and more effective product development processes.*

Personal payoff:

- *Less time and stress managing and troubleshooting group conflict*
- *Preparation for future opportunities*

Target completion date:

*Dec. 17*

#### ► Part 2: The Plan

##### Learning Acquisition Plan (if required)

How will you acquire the knowledge/skill/experience (e.g., on-the-job learning, coaching/mentoring, action learning, training, reading, etc.)?

- *Complete the Networking for Enhanced Collaboration and Building Winning Partnerships training by May 31.*
- *Read the book, The Relationship Edge, by June 15 and identify specific partnership behaviors to apply.*
- *Seek coaching from Raj Patel and Amanda Rollins by June 30 on lessons learned from their cross-functional project.*

##### Application Plan

How will you apply the knowledge/skill/experience in your role?

- *Share what I learned from the training at our next quarterly team retreat and coach team members in one networking or partnership technique.*
- *Engage others across organizational boundaries to identify three to five critical gaps or missed opportunities in product launches that have resulted from insufficient cross-collaboration.*
- *Facilitate the identification of at least three cross-function or cross-business opportunities to broaden our customer value proposition. Engage cross-function partners to cultivate these opportunities through to executive team proposal by December 17.*

#### ► Part 3: Support and Measurement Plan

What barriers/challenges do you expect?

- *Schedule/Time—I will prioritize workload with Isabelle to confirm what can be delayed and what can be handed off to others.*
- *Inexperience—Isabelle will seek and confirm a coach/mentor to support the task force effort.*

What support/resources will you need?

- *Funding for training; work with Isabelle to find alternative options for distributing work.*

How will you know you are making progress?

- *Workshop certification and results of knowledge check (at end of workshop).*
- *Feedback from task force members and other colleagues on partnering and collaboration behaviors (monthly).*
- *Task force actions/results documented in monthly reports.*
- *Increase in product launches by 10% during the next two years in line with task force goals.*

(Cont'd on next page)

## Development Insights

### ► Part 4: The Results

#### Learning Acquisition Results

Did you learn what you set out to learn (knowledge/skill/experience)? Why/Why not?

*Gained knowledge about the importance of networking and building partnerships relative to achieving organizational goals. Learned a model and process that can be used. Developed a network of colleagues with whom I'm holding bimonthly meetings and sharing challenges/best practices. Left session with a draft strategy for expanding my internal partnerships. The peer coaching on networking and partnership skills I conducted for the team's quarterly meeting received a 5 out of 5 rating.*

#### Application Results

Did you achieve your development goal? ☒ Yes ☐ No ☐ Partially | Completion date: *Dec. 17*

How did you apply what you learned?

*Used the process during subcommittee meetings to address partners' needs and reach consensus that resulted in a refined, less cumbersome communication process, making it easier to distribute data and receive feedback. Also, set up an issues website for all involved in product launches to post challenges and concerns. It will be monitored on a rotating basis by administrative assistants who will distribute issues to the product team lead.*

What were the personal and organizational payoffs?

*Understand the lead times required by Marketing to ensure flawless launches. Worked with the communication specialist, who is part of my new networking group, to draw a launch process map that will enable our team to identify how quickly data can be shared with Marketing so they can begin to generate a more detailed launch strategy earlier in the process.*

### PART 5: Insights from Your Development Efforts

Reflect on some of the following questions and write your comments below:

- What worked well? What didn't? Why?
- What was most unexpected, gratifying, or challenging in this development process?
- As a result of this development experience, what will you do differently in the future?
- What additional opportunities do you have to apply your new knowledge/skill/experience?
- What unplanned opportunities did you have to build knowledge/skill/experience? What were the results?
  - *Having an overview of the task force's background and its members as well as what skills, experiences, and issues members were bringing to the table would have helped me prepare for my role on the subcommittee. It also would have been helpful to have had some coaching before being assigned a mentor. I would have known what to expect and what was expected from me rather than learning as I went.*
  - *Having the opportunity to leverage my network to improve and expand collaboration with Marketing.*
  - *Launches this first year increased from 15 to 20 to meet the group's goal. Expectation is that, with the new processes in place and increased communication, we can exceed that goal next year. Product development cycle time is currently being analyzed. Preliminary results project it at 6.5 months. Expect this to decrease next year.*