

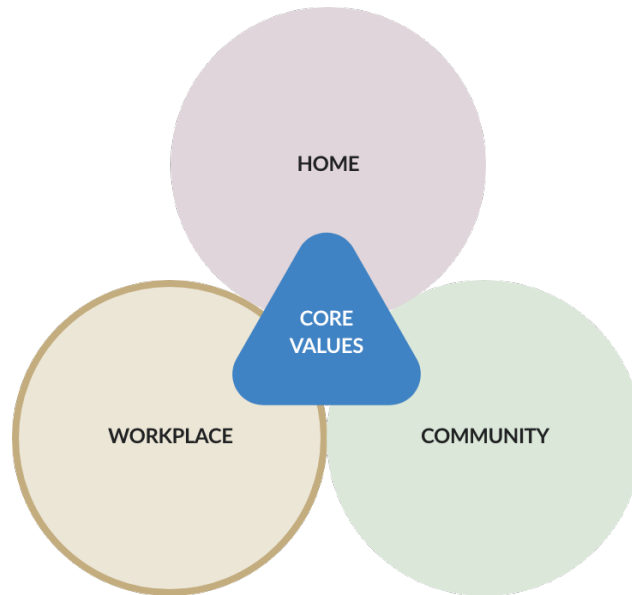
Development Planning Guide

Create a clear plan for your
leadership development



RESTORED LEADER

The relationship model



Core Values:

Undeniable truths that help you make sense of self and the world.

Home:

These relationships are those you consider “family”.

Community:

They are your friends, neighbors and places of worship.

Workplace:

These relationships are with your professional colleagues and customers you serve.

Your leadership development plan

Alongside your coach, you'll design your unique leadership development plan that will guide you in your coaching conversation and beyond.

Vineyards that produce excellent fruit have two important structures to support the vine's growth and maturation. One structure is the plant's deep roots while the other is the trellis that the vine grows on. Imagine that your leadership is the growing vine in this vineyard.

The deep roots are your Core Values – roots are the source of nutrients for the vine and your Core Values are the source of the undeniable truths that reflect how you make sense of yourself and of the world. The fruit that grows on this vine is your “leadership fruit:” your character, behaviors, and skills that require constant inspection and pruning, so you can become the best version of yourself. This fruit indicates your success as a growing leader.

A leadership development plan represents a trellis for growth. A trellis is a simple structure that helps direct the growth of the vine. In the same way, your leadership development plan is a structure or framework that helps you monitor and make necessary adjustments to your development.

Design

ELEMENT 1

Check on the roots — Your Core Values

Your Core Values are the undeniable truths that reflect how they make sense of yourself and of the world.

Write down your Core Values, definitions and, if applicable, Scriptural anchors or illustrations.

Example:

“Faithfulness – A choice to submit my life to God that requires me to be honest with who I am and who I am becoming. This is illustrated by a yoke used for oxen, signifying being yoked to Jesus. My Scriptural anchors are the verses found in Romans 12:3 and Psalm 119:29-30.

ELEMENT 2

Decide what fruit you wish to grow — Development vision for the next 6-12 months.

Describe the leader you desire to become in one sentence.

Next, think back on your journey in Foundations. Elaborate on the direction above to create a “SMART” goal – by being specific, measurable, attainable, relevant, and timely. Take 2-3 sentences to articulate this. Now, put it all together and write your goals in the space provided.

In [insert timeframe], my goal is to become

To accomplish this, I will

Example:

In the next six months, my leadership development goal is to become more comfortable receiving feedback from my direct reports. To accomplish this, I'm going to explicitly ask for feedback during my 1:1 meetings, distribute anonymous surveys, and take action on the suggestions I receive.

ELEMENT 3

Invite outside perspective — Get feedback

Ask a supervisor, peer and subordinate about their experience working with you to get a 360-degree review. Ask them about your strengths and areas for improvement. Getting a 360-degree review offers you a holistic way of ensuring you are focused on the right areas for growing stronger and making improvements in areas that are less effective.

Note: This may feel overwhelming and/or intimidating to conduct on your own. If you need help navigating a 360 review, we can help! Talk to your coach about TRL's feedback interview process.

Once you have received their feedback, note the areas of strength and areas for improvement that they communicated to you. You may see that some strengths are also areas for improvement, and you may see that some of the strengths and improvement areas are directly connected.

For example:

Strengths	Areas for improvement
Not afraid to voice my opinion	Doing a better job of keeping my team updated
Able to have difficult conversations	Asking for more feedback and support from others
Flexible about deadlines	At times, I need to withhold my opinion so my team can stay focused
	Make better commitments for deadlines

Like any plan, leaders must work to remain focused. One great way to do this is to create small successes that lead towards the bigger picture of your development goals — ultimately pursuing your version of growth and restoration.

ELEMENT 4

Pruning — Revise your plan

The trellis exists to support the growth of the vine and as time progresses, the trellis needs to be adjusted to account for shifts caused by weather and new growth. As the trellis is adjusted to support growth, your leadership development plan may need to be adjusted as you receive new informational inputs. It sounds counter-intuitive, but you may even need to prune back strengths to make room for new fruit to grow.

In this fourth element, consider revising your development plan.

First, do you need to make any adjustments based on the feedback inputs you received in the 360 conversations?

- What new awareness did you receive during your feedback review?
- How does the feedback you receive reflect how you are “Living the Core?” (See Restored Leadership pages 36-44)

- Are the timelines I set for my goals appropriate or do I need to reprioritize?

Example:

After reviewing the results of my 360 review, I've determined that in addition to my goal of asking for more feedback from my team, I should also seek support from someone in my peer group who is aligned with who I'm becoming as a leader. I will work to find a great mentor who I want to meet with periodically throughout the remainder of this year.

ELEMENT 5

Invite others in — Share your plan

A leader who is serious about development shares their plan with the right support network. Share your plan with those who gave you feedback. Consider asking your coach to help you through your journey. Ask mentors and your Personal Board of Directors to join you in speaking insights into the journey along the way.

Example: During a conversation with my leadership coach, we reviewed my leadership development plan. My coach gave me helpful feedback to refine my goals, and we agreed on a few things: 1) I'll invite my coach and mentors to know when I will be working on these goals. 2) I've shared with my team that I'll be taking 15 mins to pause and rest each day – during the workday.

Celebrating Growth

Sharing your plan is a powerful opportunity to invite others in to know your trellis and experience the joy of your growth. As with any living thing, no two vines are the same. Some branches are taller than others, some roots are deeper. The best way to know how to adjust your trellis is to rely on someone who has grown a similar vine. When you invite a mentor into your development plan, you are inviting them to walk alongside you as you prune your fruit, adjust your trellis and take joy in the growth. Your mentor will help support the vision of who you want to become by pointing you towards growth.

This leadership development plan is meant to grow with you. As you continue to grow, revisit your plan so that it grows and adjusts as you become the leader you wish to become.



ABOUT THE AUTHOR

Darren Ho empowers leaders to live without compromise by redeeming their Core Values.

He knows that all leaders face daily pressures from the world; leaving them feeling exhausted, frustrated, hesitant, and often like they're chasing after the wind. Darren founded The Restored Leader – a leadership coaching firm – in 2017 to help clients redeem, protect and live their Core Values. As a result, leaders create authentic narratives, giving them confidence and joy in their leadership formation.

Originally from the Los Angeles area, Darren is a first generation American citizen. He and his wife and three children currently reside in Indianapolis, Indiana. Before that, the Ho family lived in Asia and Europe for 11 years and as a result, are passionate global citizens.

Darren earned his Bachelor of Science in Business from the University of Southern California. He received his Executive and Organisational Coach education from the International Executive Coaching and Leadership and is a Professional Certified Coach (PCC) of the International Coach Federation. He is also currently pursuing a Master of Arts in Theology at Fuller Theological Seminary.