



EXAMPLE DEVELOPMENT PLANS

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Contents

INTRODUCTION.....	3
Learning Model: 70-20-10.....	3
CHECKLIST FOR AN EFFECTIVE DEVELOPMENT PLAN.....	4
A. CHARTS THE COURSE.....	5
Deal with ambiguity.....	5
Balance Strategic & Tactical.....	6
Anticipate on future trends and translate into strategy.....	7
Set Priorities.....	8
B. DRIVES INNOVATION & GROWTH.....	9
Drive Growth.....	9
Think “Customer First”.....	10
Take a stand.....	11
Improve Listening Skills.....	12
C. LEADS THROUGH DBS.....	13
Develop DBS Leadership.....	13
Apply DBS Visual Management.....	14
D. BUILDS PEOPLE, TEAMS & ORGANIZATIONS.....	15
Develop Direct Reports.....	15
Delegate activities.....	16
Maintain Composure.....	17
Build Future Organization.....	18
Create Engagement.....	19
E. ACTS WITH INTEGRITY.....	20
Deal with Conflict.....	20
Build Self-awareness.....	21
Act with Integrity.....	22
Increase personal impact.....	23
SET UP IN CAREER PORTAL.....	24

INTRODUCTION

The goal of individual Development Objectives is to go through a process of self-analysis, personal reflection and creating an open view on strengths and opportunities for growth. And next to translate these insights into a clear, actionable plan that helps the associate to become stronger.

Performance Appraisals, Mid-Year Reviews and Check-in conversations provide associates with multiple moments to become aware of their strengths and their learning opportunities.

Having clear Development Objectives in place will help associates to focus on the critical things that make a difference in how successful they are in their current role or in future positions. Setting your team members up for success is a key responsibility from people leaders.

Learning Model: 70-20-10

At Danaher we use the 70-20-10 model for Learning & Development.



The 70:20:10 Model for Learning and Development is a commonly used formula within the training profession to describe the optimal sources of learning by successful managers. It holds that individuals obtain

- 70 percent of their knowledge from job-related experiences
- 20 percent from interactions with others and
- 10 percent from formal educational events.

These sample Development Plans aim to provide leaders with examples on what an impactful development plan looks like, using the 70-20-10 model.

CHECKLIST FOR AN EFFECTIVE DEVELOPMENT PLAN

1. Development Objective:	<p>Identify the OPPORTUNITY for personal growth and improvement.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have you identified the most critical elements for meeting immediate needs of current role? <input type="checkbox"/> Have you identified the skills/behaviors of technical knowledge that will be required for future roles?
2. Additional Information:	<p>Prioritize needs and set a DEVELOPMENT OBJECTIVE. Define Desired Behavior.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have you identified specific behaviors that need to be demonstrated or modified to perform at the next level and prepare the associate for the next assignment or role? <p>Next list the ACTION steps that will address the need.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Have you identified the top 2 anchors that require development? <input type="checkbox"/> In defining the outcomes of the development actions, have you ensured a blend of on-the-job learning experience, developmental relationships and formal training / learning ? <input type="checkbox"/> Did you include a clear definition of success „Success Measurement“? (link to #4) <input type="checkbox"/> Do you need additional context i.e. assessment, interviews to ensure that the development plan will acheive the desired impact? <p>Next indicate how Success (change) will be measured.</p>
3. Relates to:	<p>List the Leadership Anchor this Development need relates to.</p>
4. Status (Throughout the Year):	<p>Indicate the progress of the development plan.</p>
5. Status Note (Throughout the Year):	<p>Check PROGRESS against the plan.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Relevance <ul style="list-style-type: none"> • Have developmental needs changed? <input type="checkbox"/> Progress <ul style="list-style-type: none"> • To what extent did I demonstrate the desired behaviors? In what situations did I display these behaviors? • What impact did my behaviors (or lack of) have on those around me and on the business? • Is the gap between current state and future state getting smaller? • What may be blocking or hindering my progress? <input type="checkbox"/> Support <ul style="list-style-type: none"> • What are the learnings for moving forward? • What additional support is needed to continue progress?

A. CHARTS THE COURSE

Deal with ambiguity

Development Objective:	Deal with Ambiguity
Additional Information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> Continue to apply DBS and gather data; yet stop when you believe you have 80% of what you need – in most cases that will be a sufficient amount of data to make a decision. For more complex decisions have check-in conversations with stakeholders along the way, asking what more they need before they are able to decide. Take risk when making a decision; you can correct when you see signs that it was not the right decision. Maintain positive outlook and constructive relationships when under stress. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> Participate in the Marketing project “Across borders” to expand your horizon and work a totally new and unstructured area of work. Spend maximum 2 hours per week on our regular production numbers and then decide what to focus on (instead of the current 4 hours per week). Regularly take time in your in staff/team meetings to brainstorm solutions to new or reoccurring problems. Seek out SMEs or senior leaders to provide context and perspective. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> Have 1:1 coaching meetings with Mr. X who is known as a risk taker. Let him coach you on the balance between data analyses and data paralyses. Develop network of advisors that you can draw on when faced with difficult situations. <p>10: Training</p> <ul style="list-style-type: none"> Read the following book and discuss learnings with your coach and direct manager. Pick some tools to apply yourself. “Simple tools and techniques for enterprise risk management” by RJ Chapman. After reading analyze your learnings and apply these in your marketing project. <p>Success Measurement</p> <ul style="list-style-type: none"> Weekly data analyses done in 50% of the time compared to JOP (4 hours per week) New analyses completed within agreed timelines, not using private time to complete the assignment.
Relates to:	Dealing with Ambiguity

Balance Strategic & Tactical

Development Objective:	<p>Balance Strategic and Tactical – increase understanding of budgeting / forecasting process.</p> <p>Invest the amount of time to define the strategy (“the what”) with planning how to execute (“the how”) that is proportional to the scope and complexity of the issue.</p>
Additional Information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Increase accuracy of forecasting by increasing your understanding of the budgeting process and the link to forecasting. Be open & transparent in sharing your thinking behind the numbers. • Share your learnings with your team and develop them too. • Define a strategy and tactical plan for X that takes into consideration the window of opportunity, the desired outcomes and the available resources. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Participate in preparation for 3 monthly forecast reviews. • Attend the forecast call reviews with President #1 and conduct debrief session with CFO #1 • Participate in a budget preparation meeting with President #2 and review process with CFO #2 • Finalize SW for your team with regards to budgeting & forecasting. • Prepare a draft strategy and implementation plan for X <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Have 1:1 coaching meetings with CFO 1 to discuss the best practices in budgeting & forecasting; • Visit Mr X, sales leader at Opco Y, to review his budgeting & forecasting process. Share learnings with your managers and make a proposal on changes for your own process. • Review last 2 X strategies and outcomes and provide suggestions on how they could be improved. <p>10: Training</p> <ul style="list-style-type: none"> • N/A <p>Success Measurement</p> <ul style="list-style-type: none"> • Forecasting accuracy increased from 60% JOP (last year) to 90% for current year.
Relates to:	<p>Charts the Course</p>

Anticipate on future trends and translate into strategy

Development Objective:	<p>Strategic Agility – anticipate on future trends and translate into consequences for the business:</p> <ul style="list-style-type: none"> • Gather & analyze information • Evaluate & select strategies • Set & complete an implementation plan
Additional Information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Makes an analyses of trends in the markets and determines the best way forward – “reflects on today & tomorrow to decide what needs to be done to be successful next week” <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Analyze recent successes and failures in our industry, both within Danaher as in the outside world. Reflect on learnings. • Paint multiple scenarios of what can be ahead and think of how to potential tackle the challenges • Create a 3 year strategic plan with your team. Lay-out choices with regards to budget, organizational structure and resources. • Translate your strategic plan into a implementation actions <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Regular meetings with sales and marketing leaders to understand their views of the strategic opportunities. • Have 2 meetings with external consultancy firm that collects information and can support in providing strategic direction. • Mentoring by Business Development leader. <p>10: Training</p> <ul style="list-style-type: none"> • Participate in the “Danaher 100 day Strat Plan” training • Read up on the topic i.e. books on strategic thinking from well-known strategists like Porter, Prahalad or Hamel. Visibly apply key learnings in your 3 year strategic plan. <p>Success Measurement</p> <ul style="list-style-type: none"> • Strategic plan presented to President. Plan received with positive feedback. • Clear Action Plan available and executed as agreed. • Clear communication / change management strategy ready to roll-out to the rest of the business.
Relates to:	<p>Charts the course</p>

Set Priorities

Development Objective:	Set Priorities
Additional Information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Spends time on the critical few and communicate with the team and stakeholders • Creates focus for others to ensure they work on what is important, build commitment • Identify resources • Continuously screens for potential roadblocks and counter measures in time <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Hold conversations with key stakeholders in the organization to understand what their priorities are for the next 12 months. Reflect and decide on your personal point of view. Connect back with stakeholders in case you believe your priorities are not fully aligned with their plans. • Create a plan that highlights the deliverables and main projects for this year • Review the progress versus plan on a weekly basis. Create “Thinking time” to assess if these are still the key projects, taking new developments into account. • Review the plan on a monthly basis with your team, to ensure they keep focus on their key deliverables. • For new requests continuously slot them in a priority matrix (e.g. Covey’s matrix that maps out Urgency versus Importance). Review your decisions with your manager if needed. • Connect with team members to ensure that they are supported. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Weekly check-ins with your direct manager to discuss your long term plan and priority matrix. • Check-in with stakeholders. <p>10: Training</p> <ul style="list-style-type: none"> • Ready Stephen Covey’s book “Seven habits of highly successful people” <p>Success Measurement</p> <ul style="list-style-type: none"> • Have an annual plan with priorities ready March 1. • Deliverables that have been marked as critical in the annual plan have been achieved within time and budget with a high level of quality. • Team learning is defined and measured
Relates to:	Charts the Course

B. DRIVES INNOVATION & GROWTH

Drive Growth

Development Objective:	Drive Growth in your area (e.g. Latin America)
Additional Information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Understand business context and translate learnings into concrete growth opportunities. • Take appropriate level of risk to realize growth plans objectives. Risk should be spread across number of key actions. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Visit minimum 2 customers every week, to build an in-depth understanding of their market and their barriers to success • Visit Opco XX and spend 2 full days with their VP Sales & Opco President to understand their approach to market analyses and translation into go-to-market approaches. • Translate the VOC and learnings form readings in an actionable plan on how to drive growth for the region – create scenario's for e.g. expanding into new market segments. • Set up a forecasting process with the team including visual management and follow up with weekly calls to understand the outlook and countermeasure when needed. • Set up a kaizen with your team to drive new initiatives that include out-of-the-box thinking. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Mentoring by VP Sales of Opco XX, having bi-weekly meetings • Monthly conversations with Group Executive to test thinking <p>10: Training</p> <ul style="list-style-type: none"> • Stay up to date on economic developments by reading newspapers and economic trend reports <p>Success Measurement</p> <ul style="list-style-type: none"> • Phase I: Growth plan available and discussed with Group Executive by July 1. Feedback received by GE is positive. • Execution of the growth plan as agreed in phase I.
Relates to:	Drives Innovation and Growth

Think “Customer First”

Development Objective:	Think “Customer First”
Additional Information	<p>Desired Behavior:</p> <ul style="list-style-type: none"> Dedicated to meet the expectations of internal & external customers within the boundaries of the organizational context and values. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> Visit the top 10 customers by volume by X date. to build an in-depth understanding of their needs & expectations. And to create a view of a potential gap with the current situation. Be open to listen to customer complaints – don’t get defensive but see these as opportunities to serve all our customers better. Create a Visual Management Board that highlights complaints and involve the team in counter measures. Talk to all A priority customers minimum once every other week and have a continuous dialogue to have a free flow of needs & questions. Review the SW approach – view the current situation from a customer perspective and decide on areas for continuous improvement. Invite a customer for every monthly team meeting to provide perspective to your team members and to make feedback “real”. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> Mentoring by direct manager, having bi-weekly meetings Support from DBS Leader in setting up visual management <p>10: Training</p> <ul style="list-style-type: none"> DBS training on Visual Management and VOC <p>Success Measurement</p> <ul style="list-style-type: none"> Visual management in place and “in action” per April 1. Number of complaints decreased from X (JOP) to Y at the end of the year. Customer satisfaction rating improved from X (JOP) to Y at the end of the year (based upon monthly customer survey results).
Relates to:	Drives Innovation and Growth

Take a stand

Development Objective:	Stands up for own ideas or point of views and manages feedback constructively with a view to learning
Additional information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Takes ownership for your input and the drivers behind it • Takes stand for personal views even if these are unpopular or cause an emotional response in others. • Manages well the internal conflict that might arise as a result. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Stand up and share your opinion openly in meetings. Don't hold back or wait to see what others think. Your view matters. Don't shy away because of potential criticism. Understand potential criticism is not about the person (you) but about the idea. • Prepare for your meetings when you know you have a controversial point of view. Put your thoughts in writing so you are able to convey your message crisp & clear. • Organize 1:1 meetings with others; especially those that you believe have a different view. Ask questions to understand their reasoning. Share your point of view and have a dialogue. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Mentoring by direct manager, with immediate feedback after meetings • Mentoring by HR Business partner, to prepare for meetings or 1:1 conversations. <p>10: Training</p> <ul style="list-style-type: none"> • Read "Courage, the backbone of leadership" from Lee & Elliott-Lee. Take the 3 key tools that work for you and apply these. <p>Success Measurement</p> <ul style="list-style-type: none"> • Feedback from manager and peers • Degree of influence in meetings/decisions as perceived by manager
Relates to:	Drives Innovation and Growth

Improve Listening Skills

Development Objective:	Improve Listening Skills
Additional Information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> Actively listens to the input of others; be patient. Improve your ability to get buy-in and as result traction on your ideas / initiatives. Reads non-verbal body language well and adjust personal style as a result <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> Listen to the voice of others. Allow others to finish their comments and ask multiple clarifying questions before you start communicating your point of view or position. Summarize and restate what you believe you heard; check your understanding. Show the other person you are truly interested. Make eye contact; take notes. Work on your elevator speech approach. Ensure you are able to get your position across in <45 seconds. Avoid repeating your comments. Perhaps you are missing the other persons point or perhaps they are missing yours...ask yourself why? Consider asking the other person or the group, what concerns or questions they have about your comment before repeating your comment. Avoid negative body language that may be impacting your selling/communication capabilities. Do not visibly show frustration (arms crossed, facial expressions); keep composure at all times. Continuously scan the body language of others – have they really bought into your ideas? Do you see signs of doubt? <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> Mentoring by direct manager, with immediate feedback after meetings Mentoring by HR Business partner, to prepare for meetings or 1:1 talks. Ask for feedback from peers or direct report on how you come across in meetings. Share your objectives for change and check-in with your manager. <p>10: Training</p> <ul style="list-style-type: none"> Complete Crucial Conversations training Complete Situational Leadership training Read “The Listening Leader: powerful new strategies for becoming an influential communicator” from R.M. Harris (2006) and apply learnings <p>Success Measurement</p> <ul style="list-style-type: none"> Engagement index improved from X (JOP) to Y in the next survey.
Relates to:	Charts the Course

C. LEADS THROUGH DBS

Develop DBS Leadership

Development Objective:	Develop DBS leadership
Additional information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> Walk the talk with DBS. Effectively utilize DBS tools including Root Cause and Countermeasure for problem solving. Transfer knowledge to team members and support 2 team members to become MBB. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> Run VSM to identify opportunity for kaizens Lead 2 Kaizens in the Sales department Develop / foster people in your organization to become certified MBBs Develop SOPs for all sales related activities. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> Name of - DBSO Director Name of - VP, Sales @ XXX DHR Opco Name of - Group Executive <p>10: Training</p> <ul style="list-style-type: none"> Attend critical DBS "foundational" events such as ECO, PD at other facilities <p>Success Measurement</p> <ul style="list-style-type: none"> VSM and Kaizens completed. Improve sales by 15% YOY Improved sales leads to close by 25% SOPs in place - all sales staff are trained and follow the SOPs. Two MBB's certified.
Relates to:	Leads through DBS

Apply DBS Visual Management

Development Objective:	Apply DBS Visual Management
Additional information:	<p>Desired behavior:</p> <ul style="list-style-type: none"> Analyze what information would be most insightful to have on a visual management board and fully implement visual management with the team <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> Analyze what information would be most insightful to have on a visual management board Create the board together with the team Implement daily management using the board as the foundation to review current status, determine gaps and define counter measures. Create SW around the weekly processes so knowledge can be easily transferable (process owned / executed by different team members in department every quarter) Invite key stakeholders to your daily walk and ask input/feedback Follow up with your team members and evaluate continuous improvements to the board Continuously coach your direct reports in using the board <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> Work with DBS Leader to create a visual board Ask colleague X to become your mentor for 3 months; review his dashboard and apply his learnings to your process <p>10: Training</p> <ul style="list-style-type: none"> Complete Daily Management course and apply learnings when creating the visual management board. Attend minimum 5 daily walks from other teams <p>Success Measurement</p> <ul style="list-style-type: none"> Visual management board is available per August 1 Daily dashboard meetings are held consistently for the remainder of the year.
Relates to:	Leads through DBS

D. BUILDS PEOPLE, TEAMS & ORGANIZATIONS

Develop Direct Reports

Development Objective:	Develop capability levels of Direct Reports & High Potential Talent in the team to build expertise and experiences, as well as to strengthen the Succession Plan.
Additional Information:	<p>Desired behavior:</p> <ul style="list-style-type: none"> Identifies talent and crafts challenging and stretch assignments that contribute to the achievement of the development objectives. Balances the view of potential by seeking input from those who work closely with the associate. Identifies development obstacles and coaches through derailleurs. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> Constructs compelling development plans based upon a dialogue with the direct reports, applying the 70-20-10 model and drives for 100% execution Holds development conversations with High Potential Talent once per quarter. Understands engagement levels and career plans. Follows up. Makes the connection to the succession plan to decrease white space. Identifies bottom 10% of performers or potential blockers in critical roles. Builds an action plan to address the issues and executes it. Connects with peers minimum once per quarter to share information about talent and get to know talent outside the team. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> Monthly 1:1 with Mr X, who is a role model with regards to coaching associates to the next level of performance. Work with HR Business Partner and create a few best in class development plans that can then serve as examples for the other plans. Meets with associate as part of regular updates to review progress on development plans and jointly problem solve any issues. Provides access to external tools to provide objective context to the coaching session. <p>10: Training</p> <ul style="list-style-type: none"> Attend the D4G training. <p>Success Measurement</p> <ul style="list-style-type: none"> 100% of associates has a development plan and they have been executed Whitespace has decreased from 48% (JOP) to 30% Execution of development plans has direct links to improved individual and team performance against business goals.
Relates to:	Builds People, Teams & Organizations

Delegate activities

Development Objective:	Accelerate results from your team through more effective delegation techniques
Additional Information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> Assess the readiness level of your team members to take on certain tasks and delegate accordingly. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> Review the key activities for your team and decide how you can delegate more of the routine activities. Check-in with the team about the types of work that they would like to be exposed to as part of their career aspirations. For every key activity map out your team in terms of development levels as used in Situational Leadership. Next determine who can take full responsibility and who needs coaching. Review who in your team is senior for these tasks (D4) and could mentor others in the team (D1/D2). For new activities repeat the above, thinking about current capability level and development needs. Coach based upon the needs for a specific development level. Have 1:1 meetings with your associate to share your assessment and get their point of view. Next determine a plan of action. Communicate with the team as accountabilities shift to ensure clarity of roles. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> HR Business Partner on SLX principles Direct manager in how to apply on a daily basis (coaching) <p>10: Training</p> <ul style="list-style-type: none"> Complete Situational Leadership Training <p>Success Measurement</p> <ul style="list-style-type: none"> Engagement index improved from X (JOP) to Y in the next survey
Relates to:	Builds People, Teams and Organizations

Maintain Composure

Development Objective:	Maintain composure under all circumstances
Additional information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> Stay calm under pressure, does not get emotional. Handles stress and unexpected circumstances well. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> Reflect and identify what triggers your loss of composure. Think back about the last times that you got emotional with your team or peers. Ask others when they see you get emotional. Create awareness for yourself. Create a symbol for yourself that reminds you to use calming techniques such as counting to 10 before you act on your first impulse. Give yourself time to calm down and think of a better approach. Rehearse a more appropriate response to stress situations and practice these with your coach. Ask feedback after meetings to see what worked/ did not work. Ask yourself why the other person says/ does what he says/ does. What would be their reason and trigger? Assume no other person is out to fight you or get in your way. Understand where they come from and see them as a human being. Practice in every meeting to make your second response (after thinking) your routine approach. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> Regularly seek feedback from your manager after meetings or calls Coaching by your HR Business Partner in applying the Crucial Conversations tools. <p>10: Training</p> <ul style="list-style-type: none"> Attend the Crucial Conversations training. <p>Success Measurement</p> <ul style="list-style-type: none"> Positive feedback from peers, given to your direct manager Positive feedback from associates, given to your direct manager
Relates to:	Builds People, Teams & Organizations

Build Future Organization

Development Objective:	Build future organization by ensuring that best fit talent is acquired and retained.
Additional information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Ability to leverage Talent Development Tools to develop and grow the team. • Constantly thinking of building the organization to address the future needs. • Having the highest expectation of his team. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Align the Marketing organization to achieve long term success in China • Develop a China "funnel" with identification of DRP+ and successors and create robust development plans • Topgrade under performers • Create a plan to bridge the gap between future needs and current organization • Improve Time to fill from 120 days to 100 days • Reduce attrition in the department from 8.18% to 5% • Develop a retention plan with input from the team. <p>20 Coaching/ Mentoring</p> <ul style="list-style-type: none"> • Work together with Marketing Leader India and share best practice • Monthly calls with Human Resources leader to discuss progress and roadblocks. <p>10 Training</p> <ul style="list-style-type: none"> • Complete Recruiting and Selecting Top Talent training. • Speak to peers in others opcos who have gold standard retention plans. <p>Success Measurement:</p> <ul style="list-style-type: none"> • Org Review completed for the Marketing Department identifying gaps between current and future state. • Funnel established leveraging the Talent Review process • Active search ownership resulting in Time to Fill of 100 days or less • Active performance and career management of team resulting in 5% or less turnover in the department.
Relates to:	Builds People, Teams & organizations

Create Engagement

Development Objective:	Engage with associates in the region both individually and as a team
Additional information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Have one on one connections with your full team in your region, even though you are not physically close to them. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Hold one on one direct report and group/individual skip level meetings during every visit to a region. • Use PD/OPs meetings to review the business. Use one on one and skip level to understand the individuals/organization. What can you/Opco/DHR do more of and less of. Follow up with actions. Ask for support where needed. • Discuss engagement topics such as career ambitions. Follow up with direct leaders where needed. • Understand retention risks of key talent and counter measure effectively. • When setting the meetings make sure you explain why you have requested the meeting to prevent participants will be concerned why they are meeting with a senior leader. • Ask questions versus telling. Show you want to listen to concerns, questions and ideas. • Have lunch/dinner with a broad group so they can see your non-business side. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Monthly conversation with your one over one. • Regular team meetings with two-way participation. <p>10: Training</p> <ul style="list-style-type: none"> • Complete Situational Leadership Training. <p>Success Measurement</p> <ul style="list-style-type: none"> • Improved Engagement scores in the region from 47% (JOP) to 55% in the next survey. • Decrease turnover of talent in the region from 6.7% (JOP) to 4% this full year.
Relates to:	Builds People, Teams and Organizations

E. ACTS WITH INTEGRITY

Deal with Conflict

Development Objective:	Deals effectively with others in an antagonistic situation, uses appropriate inter-personal styles and methods to reduce tension or conflicts
Additional information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Reads situations quickly and listens to concerns. Anticipates conflicts by understanding the dynamics of the group or between individuals • Settles disputes with a balanced approach reasonably meeting the needs of all parties. Does not take conflict personally. Remains calm and professional <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Accept that conflicts arise everywhere and potentially at any time. See it as an opportunity to get feedback. • Have regular 1:1 with your key stakeholders and team members. Get to know them well so you become better in reading their body language – when do they behave differently. • Don't avoid a situation with potential conflict. Approach the other person and ask questions to understand what is going on. Listen to understand, not to defend your point of view. • Don't get emotional and don't act out your frustration. Maintain calm. Engage your head by asking yourself questions. This technique will help to calm down your body. Remain open to all sides and stay focused on a resolution or positive course of action. • Close discussions with clear summaries and agreed to actions and accountabilities. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Weekly 1:1's with direct manager to reflect on difficult situations and how these were handled. Direct feedback from manager on situations he was part off. • Follow up conversations with HR Business Partner after the Crucial Conversations training. <p>10: Training</p> <ul style="list-style-type: none"> • Attend the Crucial Conversations training. <p>Success Measurement</p> <ul style="list-style-type: none"> • Positive feedback from peers, given to your direct manager • Positive feedback from associates, given to your direct manager
Relates to:	Builds People, Teams and Organizations

Build Self-awareness

Development Objective:	Build awareness of personal strengths, development needs and potential derailers and create a plan for personal growth.
Additional information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Build awareness by asking for feedback and by spending time reflecting on actions taken and their impact on others • Secure support for planned changes • Use the awareness to change behaviors <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Get feedback from others via a 360 assessments. Review the outcomes together with manager and HR Business Partner. • Have 1:1 conversations with key stakeholders, asking for feedback – what kind of behaviors do they like, what would they like you to change. • Combine the results of the 360, feedback conversations and P4G appraisal – what patterns do you see? • Create an overview of 2 to 3 key developmental areas. Discuss with your manager and turn into an actionable development plan for the next 12 months. • See the above as an opportunity to become stronger; do not respond negatively to feedback. <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Work with HR Business Partner to prepare for the 360 and review all feedback. • Work with HR Business Partner & Direct manager to translate into a high quality development plan. <p>10: Training</p> <ul style="list-style-type: none"> • Attend the D4G training. <p>Success Measurement</p> <ul style="list-style-type: none"> • Positive feedback from associates and stakeholders with regards to impactful and positively perceived behavior, as received by the manager.
Relates to:	Builds People, Teams and Organizations

Act with Integrity

Development Objective:	Acts in an open and transparent manner at all times. Demonstrates honesty, keeps commitments, behaves consistently and congruently
Additional information:	<p>Desired Behavior:</p> <ul style="list-style-type: none"> • Keeps confidential information confidential. Does not share with others with people have shared in confidence, either about personal or business related topics • Only makes promises that can be kept. Is open about mistakes • Discloses own positions with rationales <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Build trust with your team, be approachable so they know they can come to you when issues arise. • No longer act as “one of the team”. When it comes to confidential information, some things just cannot be shared with a wider audience. • In case of doubt, check with your manager what information can be shared with whom. • Demonstrate humility and acknowledge when you are wrong. Be transparent and open with you communication with your team, collectively and individually. • Follow up on your commitments and deliver results. Give a timely heads up in case a deadline will be missed. • As a special project you will participate in negotiations with the Works Council on a restructuring. • Drive 100% completion of compliance training for your team. • Treat people with dignity, respects and fairness. Give others credit for their ideas even in the face of resistance <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Weekly conversations with your manager; share examples about instances where you are not sure how transparent you can be. Provide heads-ups when needed. <p>10: Training</p> <ul style="list-style-type: none"> • Read the book “The Trusted Leader: bringing out the best in your people and your company” by Galford and Drepeau. <p>Success Measurement</p> <ul style="list-style-type: none"> • Positive feedback from peers, given to your direct manager • Positive feedback from associates, given to your direct manager • Engagement index improved from X (JOP) to Y in the next survey
Relates to:	Acts with Integrity

Increase personal impact

Development Objective:	Increase personal impact
Additional information:	<p>Desired behavior:</p> <ul style="list-style-type: none"> • Crisp and clear messages delivered in wide range of business settings - including generating tension and pressure to perform when required. • Messages are congruent with behavior. <p>Action:</p> <p>70: Experiential</p> <ul style="list-style-type: none"> • Consciously try to keep comments more concise, with focus on key messages. • Read your audience to determine the level of “buy-in”. • Have 1-1 conversations. Use these to listen to concerns, ideas, and suggestions. Don’t defend your actions. Use the feedback for continuous improvement. • When required use more direct style to convey sense of urgency. • Observe other leaders and learn from their style of interaction. • Be more demanding and 'less laid back' about progress <p>20: Coaching/Mentoring</p> <ul style="list-style-type: none"> • Ongoing coaching from Manager • Monthly review sessions with Manager • Quarterly review with 1/1 • Support from HR Leader <p>10: Training</p> <ul style="list-style-type: none"> • Complete Crucial Conversations training <p>Success Measurement</p> <ul style="list-style-type: none"> • Crisp, on point communication at PD/Ops Reviews based upon feedback from other participants • Operating “misses” dealt with effectively and with urgency • Engagement index improved from X (JOP) to Y in the next survey
Relates to:	Charts the course

SET UP IN CAREER PORTAL

