





# Introduction to Developmental Planning

*Goal Setting*



Center for  
Creative  
Leadership

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# Introduction to Developmental Planning

**“There is a *magic* in setting goals. Things change. I accomplish *important* projects. I change. I meet *new* people. I find myself in *interesting* places. I make it through *difficulties* with a minimum of chaos. Problems are solved. My needs and wants are met. Dreams come true. Goals are great!!”** - Melody Beattie, author

# Introduction to Developmental Planning

**“Individuals who are better learners are, or will become, *better leaders.*”**

Maxine Dalton, Ph.D.

# Introduction to Developmental Planning

## Behavioral Change Requires:

- Understanding one's effect on other people
- Endurance
  - It takes place over time. Progress comes in small increments moving from minor modifications to noticeable differences.
- Deferring gratification
  - Others may not notice until new patterns are well established
  - Be realistic about expectations.
- Vigilance and self-discipline
- Feedback on progress
  - Informal (ask for ongoing observations)

# Learning Opportunities

## Challenging Assignments

Change in Scope

Projects & Task Forces

Fix-it/Turn-around

Starting from Scratch

Line-to-Staff Switch

International Assignments

## Learning From Others

Role Models

Peers

Mentors

Coaches

Historical Figures

## Other Events

Feedback

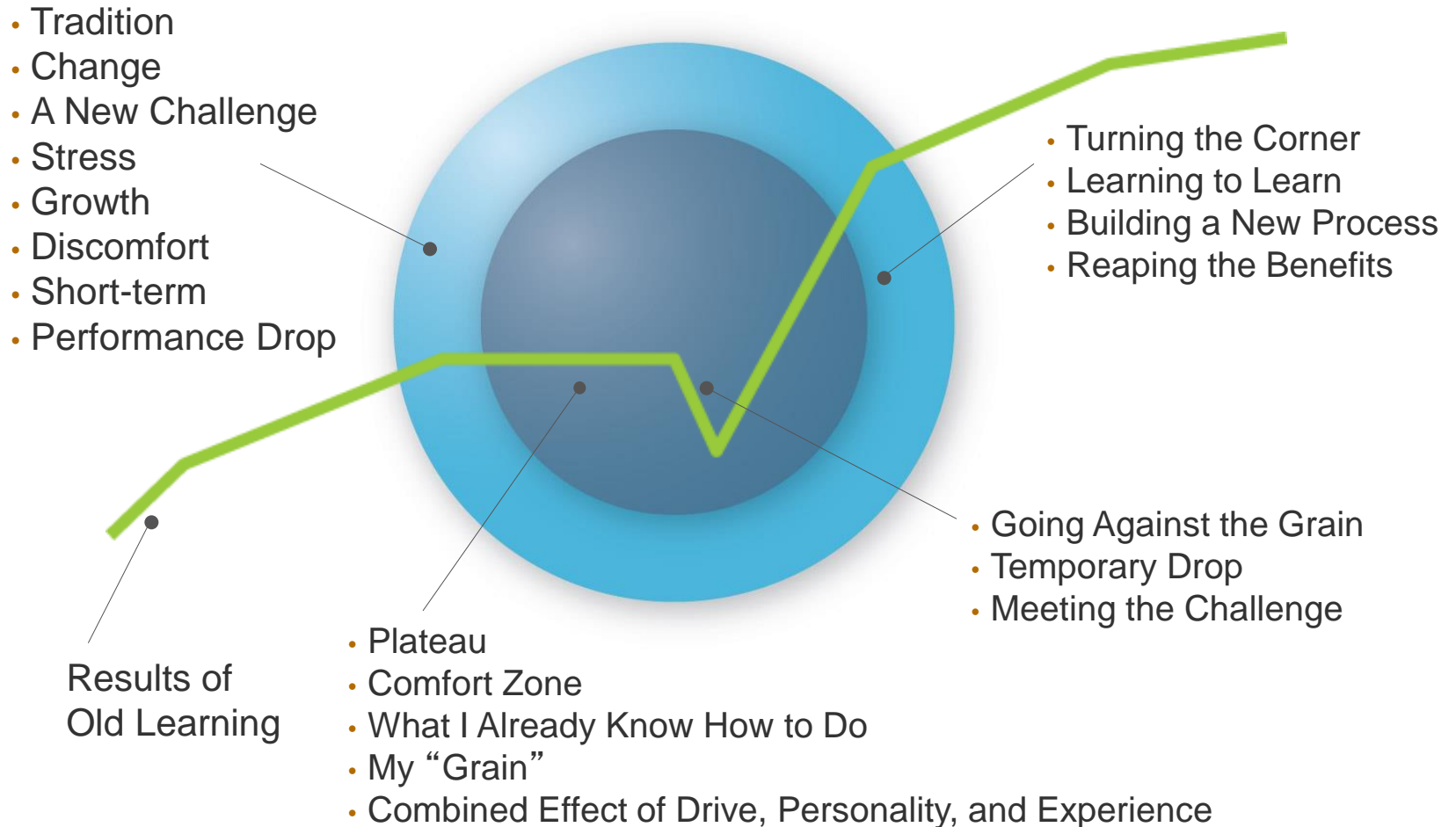
Success

Working with Diversity

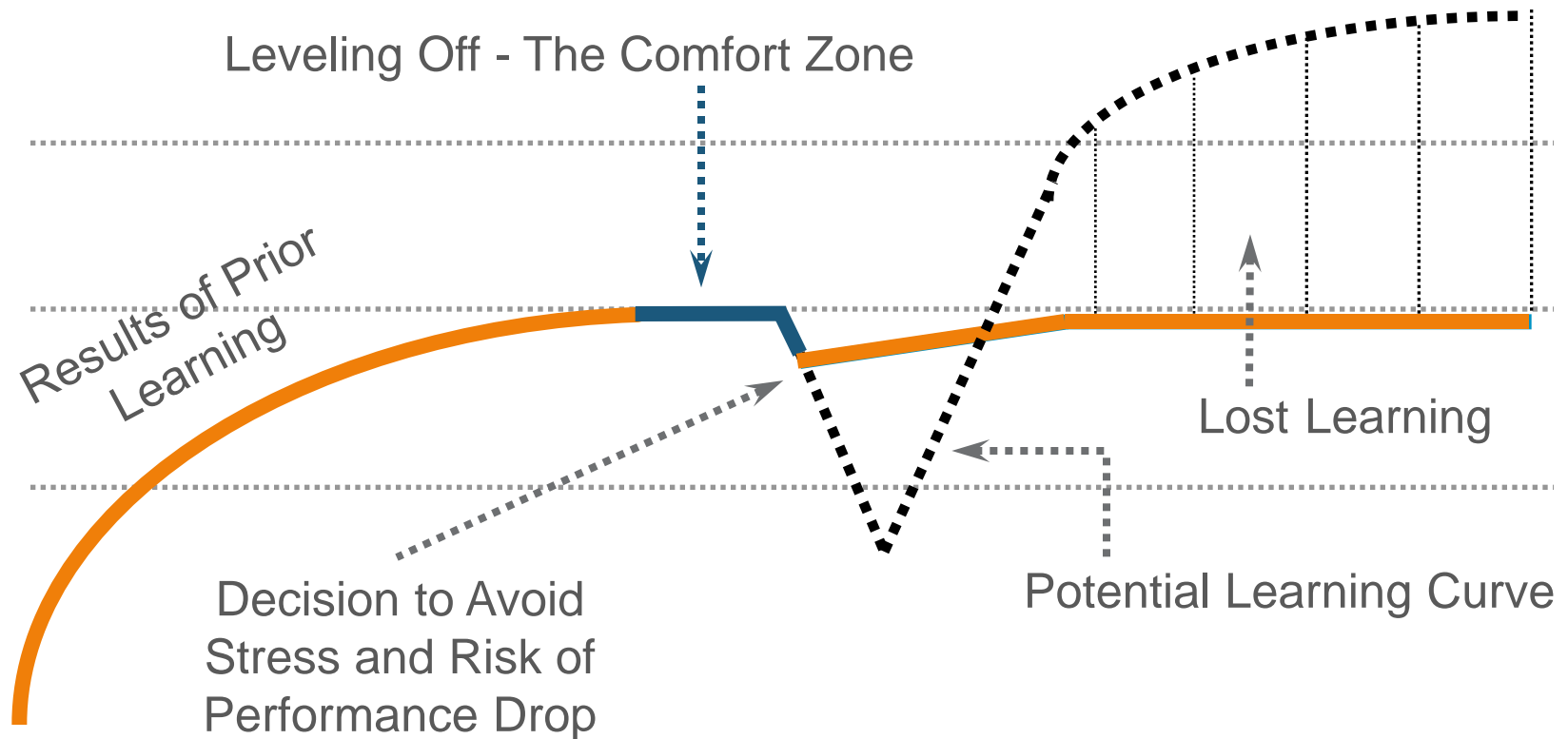
Coursework

Self-education

# Learning: A Closer Look



# The Implementation Dip





A smiling man with dark hair, wearing a teal shirt, is gesturing with his right hand. He is sitting at a desk with a laptop in front of him. The background is slightly blurred, showing some office equipment.

# Introduction to Developmental Planning

- **Quantifiable:**  
How will progress toward achievement be *measured*?
- **Realistic:**  
The goal should be *achievable* and a *relevant priority*.
- **Concise:**  
The goal should be as *specific* as possible.
- **Continuous improvement:**  
Goal setting will be a *continuous process*.  
When one goal is met another should be set.



# Tips to Developmental Planning Success

- Having a high level of commitment
- Having an “***Accountability Partner***”
- Reading
- Personal organization and time management
- Other:
  - Journaling
  - Imaging; mental mantras, self-talk

# *Personal Leadership Brand*

Whether you realize it or not, *you have a leadership brand, a “hallway reputation:*

- **How** you are *to work with*, how you interact with others
- It is how you *get work done* and **what** you deliver: *the quality and timeliness of your work*
- It is *perception management*
- Like it or not – *every day is a performance review...!*



# Reaching Individual Goals

- Setting a goal: **6-8%**
- Setting a goal and writing it down: **25-30%**
- Setting a goal, writing it down, and verbally sharing it with others: **55-60%**
- Setting a goal, writing it down, verbally sharing it with others, and having an accountability partner: **85%+**

Adapted from Goal Setting: A Motivational Technique that Works,  
Edwin A. Locke and Gary P. Latham, Prentice-Hall, 1994.

# Goal Planning Sheet

Goal Statement: \_\_\_\_\_ Start Date: \_\_\_\_\_

Benefits that Will Accrue for  
Me and the Organization

Obstacles to Be Overcome;  
Preventive and Contingent

What Must Be Done to  
Achieve this Goal?

Times and Dates  
for 'Timed Activities'

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Accountability Partner(s)

Available Resources within  
and Outside the Organization

Methods for  
Measuring Progress

Sacrifice Required

		Reflections®	
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