



Introduction to Developmental Planning

Goal Setting



Center for
Creative
Leadership

www.ccl.org

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

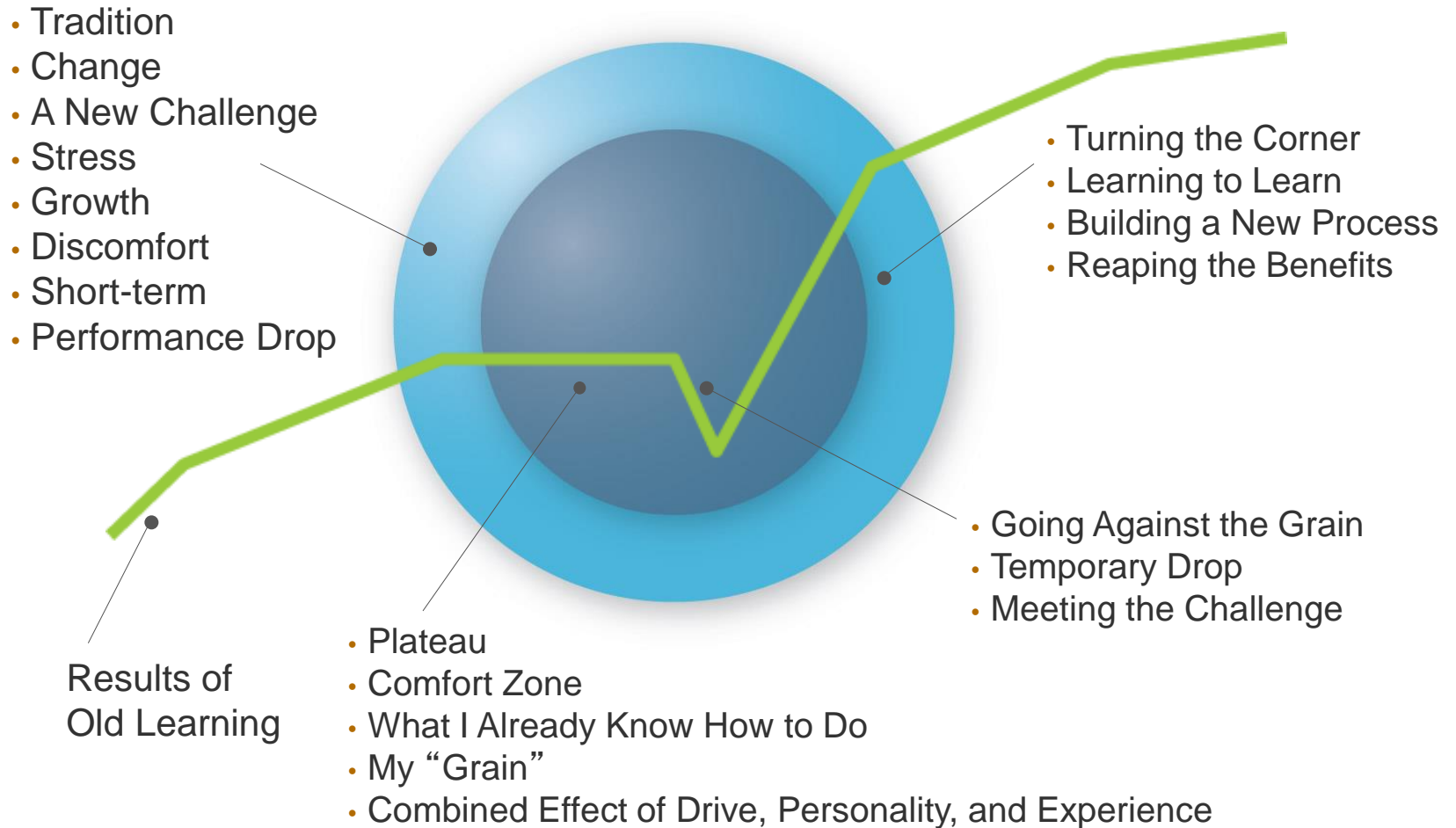
Success

Working with Diversity

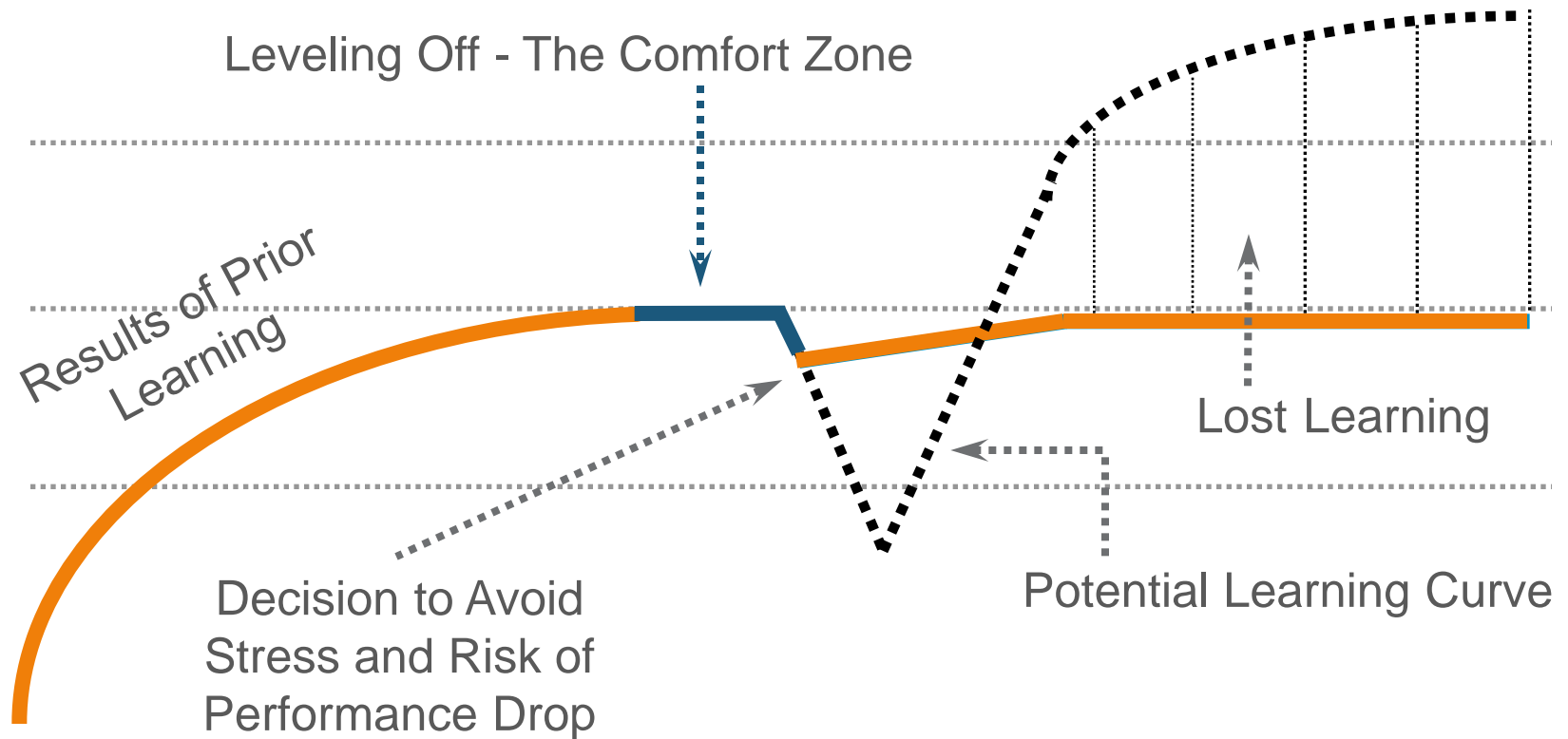
Coursework

Self-education

Learning: A Closer Look



The Implementation Dip



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'
Accountability Partner(s)	Available Resources within and Outside the Organization	Methods for Measuring Progress	Sacrifice Required
		Reflections®	

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