

Leadership Competencies

Leaders Demonstrate Accountability

Strategy and Vision	People Development
Cuts through complexity and simplifies strategy into specific actions Demonstrates personal character (integrity, candor, courage, winning attitude) Sets direction (vision, customers, future) Builds organizational capacity for change	Builds trust and respect Communicates effectively Develops skills and abilities of others to build capability and capacity Manages conflict to minimize organizational disruption
Innovation	Collaboration
Identifies opportunities and solutions Takes risks to promote growth on people and ideas Challenges the status quo Builds, improves and sustains processes and systems	Builds effective relationships (internally & externally) Establishes professional networks with other organizations Works successfully with others Solves problems through collaboration with an external focus

Starting the Leadership Journey

The first step in the leadership process is self-awareness. To that end you are going to complete a self-assessment of your current leadership capabilities using the competency model shown above.

In order for you to create a viable leadership development plan for yourself it's important that you look at each dimension with a critical eye and brutal honesty.

We would like to wish you much success in your leadership journey!

Please rate yourself for each of the leadership competencies identified in our model on a scale of 1 to 10 with 10 being the highest possible score. Use the drop down lists to the right of the questions to record your assessment for each leadership competency.

Accountability

I believe that others would say that I demonstrate accountability.

Strategy and Vision

I cut through complexity and simplify strategy into specific actions

I demonstrate personal character (integrity, candor, courage, winning attitude)

I set direction (vision, customers, future)

I help to build organizational capacity for change

People Development

My actions build trust and respect with evryone I interact with

I communicate effectively with others

I develops skills and abilities of others to build capability and capacity

I manage conflict in order to minimize organizational disruption

Collaboration

I build effective relationships both inside and outside of the organization

I have established professional networks with other organizations

I work successfully with others in my department and across the organization

I solve problems through collaboration with an external focus

Innovation

I identify both opportunities and solutions

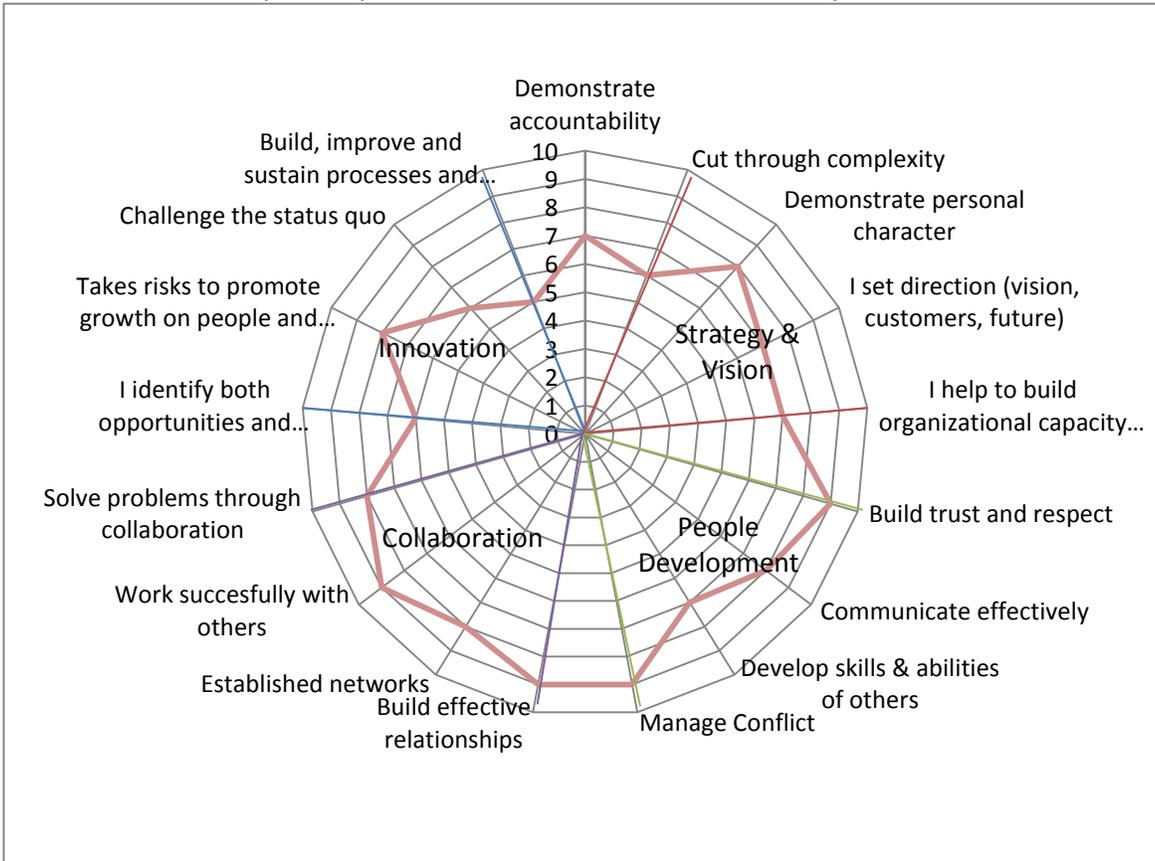
I takes risks to promote growth on people and ideas

I challenge the status quo

I build, improve and sustain processes and systems

Strategy & Vision 7	People Development 8.25
Innovation 6.25	Collaboration 8.5

Based on your responses to the self-assessment here are your results.



My Personal Development Goals

Consider the competencies that outline the skills, knowledge and abilities that represent great performance in your current role and/or a role to which you aspire. Based on your self-assessment, select at least two areas in which you would like to develop. You may focus only on your current role, or you might select one area that applies to your current role and one area that is more aspirational. Write specific goals describing how/what you want to change or improve.

Ask yourself: What can I do differently/better that would make the greatest positive impact in my work? What development priorities will give me the greatest leverage in improving my individual leadership and management competencies or my organization's performance?

Refer to your McQuaig Self-Development report and ask yourself: What behavioural strengths do I have that would support the three areas that I would like to develop? Which of my behaviours may be limiting my development currently or could do so in the future?

Here are some questions for you to ask yourself as you decide on your leadership development goals:

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| What do you want to achieve long term? | How much personal control do you have over your goals? |
| What does success look like? | How will you measure it? |
| What is a short term goal along the way? | |

Goal 1 *I will become the sales manager here at XYZ. Success for me in this role will include reducing turnover to less than 10% while growing sales by a minimum of 15%.*

Goal 2 *As a senior member of the sales team here at XYZ I will assist my manager in establishing the strategy and vision for the team with a focus on reducing complexity & building organizational capacity.*

Goal 3 *As a senior member of the sales team I will work with the sales operations team to help them streamline and innovate our sales process.*

Action Steps I Will Take To Meet My Development Goals

What is your current reality? Identify what you need to stop doing, start doing and keep doing on the job. These short-term actions will contribute directly to your long-term goals.

Ask yourself the following questions:

When things are going badly on this issue what happens to you?
 What happens to others directly involved?
 What is the effect on others?

What results have your actions produced?
 What's missing in the situation?
 What do you have that you're not using?
 What's holding you back?
 What does your intuition tell you is really

1. Plan your actions

Implement something every day. What situations, people or events signal that right now is the time to put new behaviors into action?

What new behavior will I try? Where will I push my comfort zone?

Every time I see the following situations:

...I will take the following action.

1. *I tend to go off in too many directions at once and can get distracted.*

Focus my efforts on the actions that are going to support my goal of becoming sales manager.

2. *I know that I don't like to invest my time in planning.*

Set aside Friday afternoon for planning the following week and start each day with a progress review of the goals I've set for the week.

3. *I know that I lose interest in in-depth analysis.*

I'm going to make numbers my friend and work with Jamie in accounting to learn how to interpret our financial reports.

4. <i>I sometimes make decisions based on my own intuition or hunches.</i>	<i>I know that Jim takes a more analytical approach to solving problems and will use him as a resource to learn how he does it.</i>
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Action Steps I Will Take To Meet My Development Goals cont'd

2. Anticipate obstacles...apply the appropriate questions from the beginning of this section of the plan.

Caution: What barriers can I identify which might hinder me in pursuing my development goals? How can I overcome these barriers?

Obstacle/Barrier	Solution
1. <i>My manager may not allow me to participate in setting the strategy for the sales team.</i>	<i>Get his buy-in on my development plan by convincing him that I am his succession plan.</i>
2. <i>Senior management may think that my educational background isn't sufficient.</i>	<i>Check with the local college to see what programs they offer so I can upgrade my financial credentials.</i>
3. <i>The other members of the sales team may not like the fact that I'm pursuing a promotion to become their supervisor.</i>	<i>Lead by example and let my actions show them my leadership potential.</i>

3. Leverage your strengths

Refer to your self-assessment results in this plan and verify with peers, former supervisors and your current supervisor. Include your specific knowledge, skills and abilities that will contribute to successfully completing the goals you have established. Include specific behaviours that have been highlighted by the McQuaig Self-Development survey that you believe will contribute to your success in achieving these goals.

Strength	How Will It Help Me Achieve My Goals?
1. <i>My McQuaig identified driving change as a strength.</i>	<i>By sharing my enthusiasm I will get the team to rally around new ideas.</i>
2. <i>My McQuaig identified exploring new directions as a strength.</i>	<i>I'm going to help my manager to foster change and volunteer to work with the sales operations team to streamline the process we currently use.</i>
3. <i>I am very strong at focusing on people.</i>	<i>I am going to help build a bridge between sales and operations.</i>

4. <i>volunteer your own solutions and ideas and will step in to take charge when necessary.</i>	<i>I'm going to get my manager's approval so I can mentor one of the newer team members.</i>
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Resources and Support Require To Achieve My Goals	
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Who will I ask to support me?	<i>My manager, Jamie in accounting and Jim.</i>
Who do I know already that has the competencies I want to build?	<i>My manager, Jamie in accounting and Jim.</i>
How will I draw on my coach, peers and others to track my progress, gather advice and feedback & support my learning?	<i>Meet once a month with my manager as my accountability coach.</i>
Who should I share my development plan with?	<i>My manager and my wife</i>

Accountability	
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When will I begin taking action to meet my goals?	<i>I've already started</i>
When do I expect to see significant progress?	<i>In 6 months</i>
What are some significant milestones for me?	<i>Being named team lead Completing my accounting course at College</i>
How will I track my progress?	<i>I have a spreadsheet that I will update monthly</i>
How will I update my development plan?	<i>Using the spreadsheet noted above</i>
When will I review my plan with those people I've shared it with?	<i>I plan on reviewing my progress with the people that are helping to hold me accountable once a month.</i>

Acknowledgement	
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What will be the impact of achieving my development goals on me and my career?	
How will my organization benefit from the changes/improvements I have identified?	
How will I celebrate when I meet these goals?	
Signed:	Date: