



# **Developing a Personal Leadership Development Plan: A Practical Guide**

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# AGENDA

## Objectives:

1. Why does a plan matter?
2. What are the elements of a leadership plan?
3. How can mentors/coaches help?

# Why Does a Leadership Plan Matter?



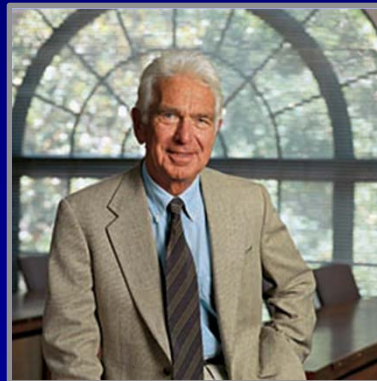
A picture of where the Baltic and North Seas meet. The opposing tides cannot merge because of their different densities.

# Why a Written Leadership Plan?

“Leadership is the capacity to translate vision into reality through planning.”

--Warren Bennis

*American scholar thought to be  
the pioneer in the world  
of leadership studies*

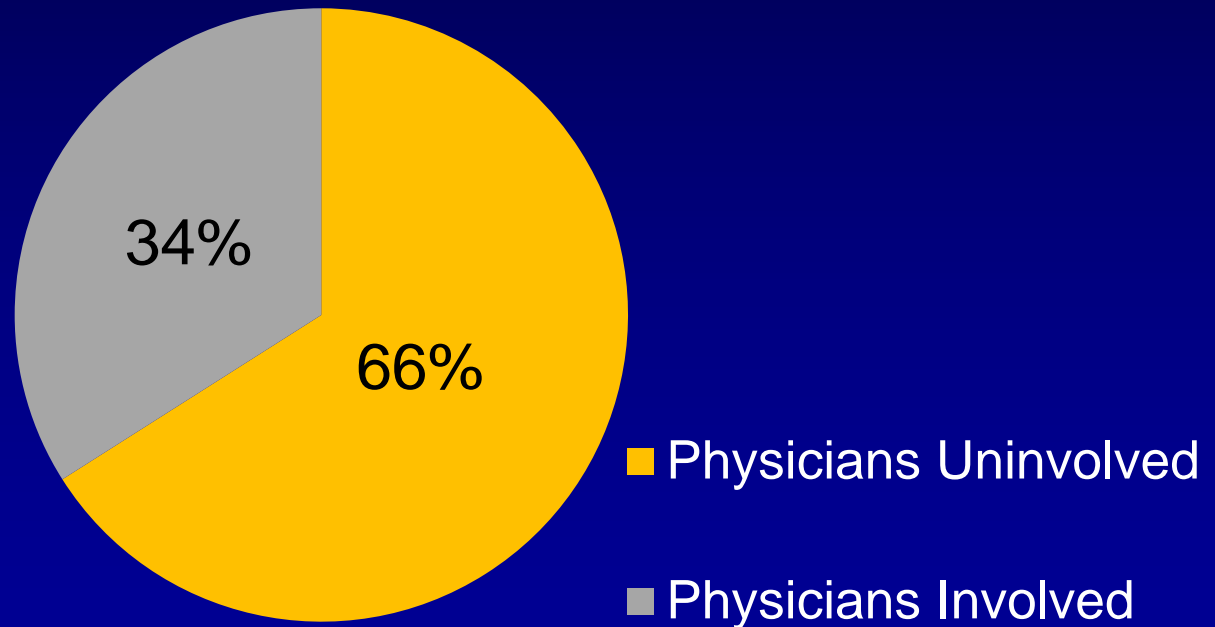


# Why A Written Plan?

- Diet....vacation.....taxes.....home budget.....
- **RESEARCH** “Writing your Vision”
  - In 1976, Harvard asked its graduating seniors if they had written visions statements.
  - 97% reported that they did not write their vision statement
  - By 1986, the 3% who had written their vision statements were worth more than the wealth of the 97% combined.

# Do Physicians Plan?

The Advisory Board, Inc.  
Physician Participation in Professional Development (2006)



# Your Leadership Plan: Handout

Many “plans,” but common elements include the following:

- **Leadership vision**
- **Examples of role models/mentors**
- **Blind spots**
- **Learning agenda**
- **Mission statement**
- **Early wins**
- **Realignments**
- **Coalitions**



# Why Focus on Your Leadership Vision?

**Completes Your Image**



This statue, created by Bruno Catalano, is located in France.

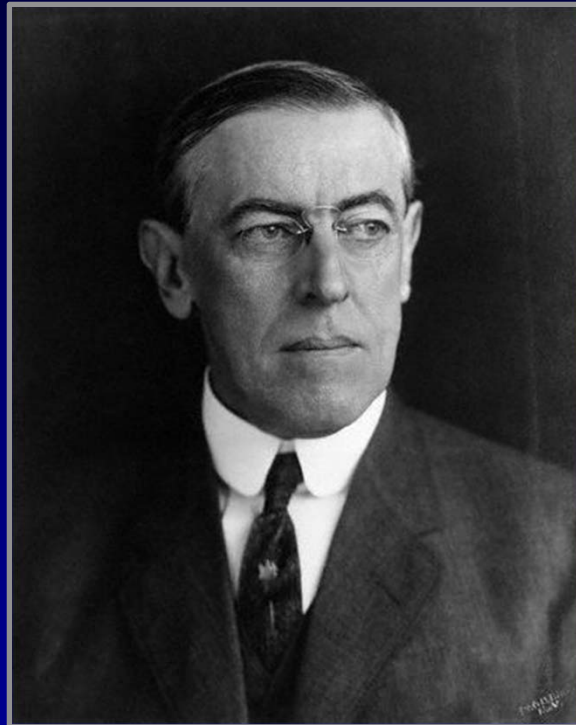


# Not Just Any Vision

## Five Leadership Commitments:

1. **Model the Way** - Find your voice and set the example
2. **Inspire a Shared Vision** - Envision the future and enlist others in your vision
3. **Challenge the Process** - Search for opportunities, experiment and take risks
4. **Enable Others to Act** - Foster collaboration and strengthen others
5. **Encourage the Heart** - Recognize contributions and celebrate values and victories

# Political Leadership Vision



*I believe that the  
world must be safe  
for democracy.*

*- Woodrow Wilson*

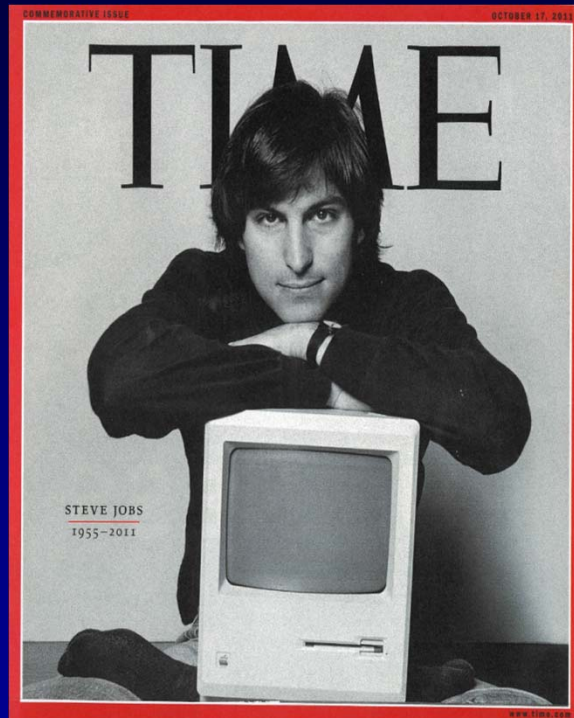
# Social Leadership Vision



*I am a missionary  
of charity for all of  
the poor, sick,  
orphaned, and  
dying.*

*- Mother Teresa*

# Business Leadership Vision



*I will lead at the  
intersection of  
art and  
technology.*

*- Steve Jobs*

# Elements of Your Leadership Vision

**A personal leadership vision statement can address the following questions:**

- “As a leader, what do you want to create for yourself and those around you?” - Peter Senge from *The Fifth Discipline: The Art & Practice of The Learning Organization* (1994)
- What type of leader would you like to be 3 years from now?
- How do you want to think and feel about yourself, and those around you?
- What leadership goals do you want to accomplish?

## **Additional help:**

Be short, concise and inspiring. Your personal leadership vision statement should be viewed as a development strategy written in the present tense.

# Activity: What's Your Vision?

- 3 minutes: Mindful of your EI, write your personal leadership vision statement
- 5 minutes: Share and provide feedback to the question, “**Were you inspired to follow me?**”
- Discussion



# What's the Role of a Mentor in Leadership Development?



*Maya Angelou is a poet, educator, historian, best-selling author, actress, playwright, civil-rights activist, producer, and director.*

**A mentor helps the person to interpret the world.**

# Who Mentored You?



Mahatma Gandhi's mentor was Dadabhai Naoroji, an Indian leader who helped to start the Indian Independence Movement in 1857. Upon learning of Naoroji's intentions, Gandhi was eager to join in the efforts. In 1888, he wrote Naoroji a letter, which read, "...you will, therefore oblige me greatly if you will kindly direct and guide me and make necessary suggestions which shall be received as from a father to his child."



Walter Cronkite, often called "the most trusted man in American," liked to tell stories with great passion, a passion he learned from his high school journalism teacher, Fred Birney. "Fred taught me so much in those high school classes, and by securing me early jobs, he cemented my desire to be a reporter for the rest of my life. He was my mentor and my major inspiration," added Cronkite.



One of the defining moments of my life came in the fourth grade, the year I was Mrs. Duncan's student. As my mentor, Mrs. Duncan helped me to not be afraid of being smart. She encouraged me to read, and she often stayed after school to work with me, helping me choose books and letting me help her grade papers.



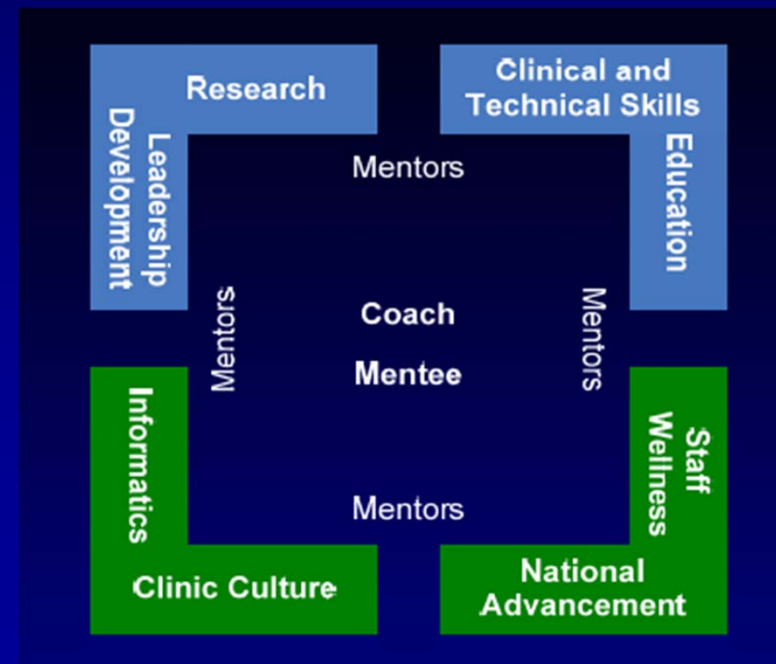
# What Value Does Mentoring Offer?

## DATA – Qualitative and Quantitative

- Academic physicians with mentors **publish more articles** (Ramanan, Phillips, Davis & Silen, 2003)
- **Lack of** a mentor in healthcare **hinders career progression** (Maddix, 2002; Schor, 2004)
- Physicians without mentors reported **lower salaries** than their peers with mentors (Catalyst, 2003; Jackson, Palepu, Szalacha, Caswell, Carr, & Inui, 2004)
- Mentoring **improves** physician **retention** (Jones & Jowett, 1997; AMGA 2007)
- Absence of mentoring is a barrier to the advancement of **women and minorities** (Korn & Ferry, 2000; Catalyst, 2004)

# Cleveland Clinic: Mentoring

- Formal program for MDs, DOs and PhDs
- Began as a pilot project in 2008 in MI
- Focus groups and surveys revealed
  - Desire for formal program
  - 8 domains of mentoring focus
- 150 have taken the orientation course
- 125 have gone on to participate in the program

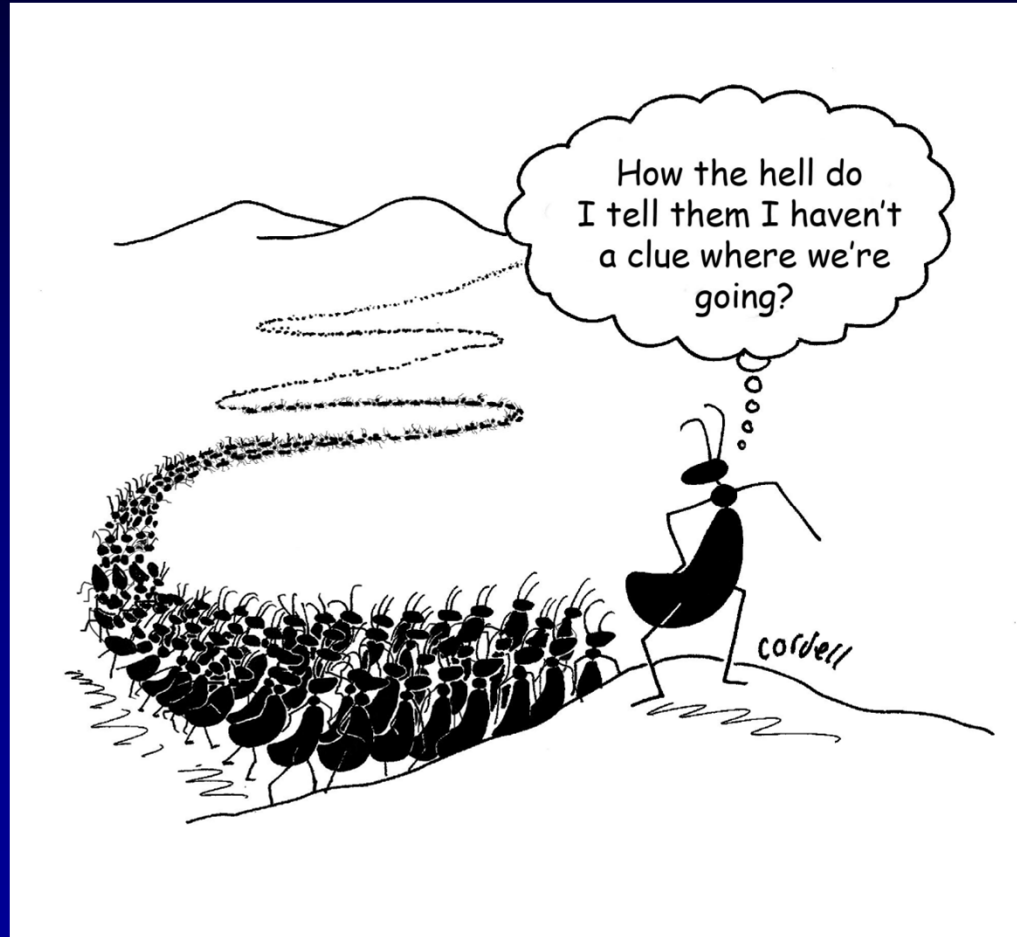


# Cleveland Clinic: Executive Coaches



- Professional development
- Emotional Competence Inventory (ECI) by The Hay Group
- ECI certified coaches
- On retainer

# QUESTIONS?





# Cleveland Clinic

**Every life deserves world class care.**

# Developing a Personal Leadership Development Plan: A Practical Guide

**Association of Chiefs and Leaders of General Internal Medicine**

**May 9, 2012**

Caryl A. Hess, PhD, MBA  
Director  
Cleveland Clinic Academy, Samson Global Leadership Academy  
& Executive Visitors' Program

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<b>Title</b>	<b>Description</b>	<b>Page</b>
Leadership Challenge: Assessment	Use this simple assessment in conjunction with the five Leadership Commitments or Challenges as defined by Kouzes and Posner (2008) to provide baseline data on for the individual or cohort on the five commitments. This mini-360 is a wonderful beginning for leadership development.	3
Leadership Challenge: Assessment Scoring Sheet	Use this scoring sheet in conjunction with the assessment on page 3. Once each individual completes their scoring, members can comment on their results or each person can place a sticker reflecting their score on each of the five flip charts. The vertical scale on the flip chart should be 1 to 25 and the horizontal scale is "Time".	5
3-Year Leadership Development Plan	Leaders need a written plan. At the very least a leader must have a vision for their leadership that they can share with others and inspire action. Reflecting on exemplary practices, blind spots, learning opportunities, personal mission statement, early wins, strategic alignments, celebrations with the support of a mentor/coach should help move a good leader to a great leader.	6

## LEADERSHIP CHALLENGE ASSESSMENT\*\*

**Directions:** In the space provided under “Rating”, please provide your self-assessment to the following behavioral items. Rate each item honestly about yourself using the scale provided below. The information from this self-assessment will be used only for discussion purposes.

5 = This behavior is displayed by me, as a leader, **extensively**.

4 = This behavior is displayed by me, as a leader, **frequently**.

3 = This behavior is displayed by me, as a leader, **occasionally**.

2 = This behavior is displayed by me, as a leader, **rarely**.

1 = I **do not display** this behavior

QUESTION: As a leader.....	RATING: Circle the most appropriate score
1) I go looking for challenges that test my abilities	1      2      3      4      5
2) I speak with conviction to others about the higher purpose of our work	1      2      3      4      5
3) I listen closely to all points of view before making decisions	1      2      3      4      5
4) I periodically seek out feedback on my performance.	1      2      3      4      5
5) I coach and provide feedback to others.	1      2      3      4      5
6) I challenge the status quo by thinking innovatively.	1      2      3      4      5
7) I remain positive and optimistic about future possibilities.	1      2      3      4      5
8) I help others accomplish their goals by removing barriers.	1      2      3      4      5
9) I sell the benefits of a course of action to others.	1      2      3      4      5
10) I go out of my way to recognize the accomplishments of others.	1      2      3      4      5



11) I set up little experiments to test new ideas or concepts.	1	2	3	4	5
12) I talk about future trends and how they will affect our work.	1	2	3	4	5
13) I try to form partnerships and collaborative relationships in my work setting.	1	2	3	4	5
14) I reflect on my actions as a leader and seek to understand myself.	1	2	3	4	5
15) I schedule celebrations for team accomplishments.	1	2	3	4	5
16) I praise risk taking behavior that I see in others.	1	2	3	4	5
17) I find the common ground when trying to enroll others in an action.	1	2	3	4	5
18) I inform and empower others so that they have freedom in choosing how to do their work.	1	2	3	4	5
19) I show people the steps needed to achieve their goals.	1	2	3	4	5
20) I find creative ways to reward success.	1	2	3	4	5
21) I analyze failures for lessons learned and potential opportunities.	1	2	3	4	5
22) I identify what is important to others I work with before I suggest a course of action.	1	2	3	4	5
23) I insist that others grow and learn in their jobs.	1	2	3	4	5
24) I keep others informed of our progress and what is still needed to reach our goal.	1	2	3	4	5
25) I encourage others when they are down or self-doubting.	1	2	3	4	5

\*\* Kouzes JM, Posner BZ. (2008). *The Leadership Challenge*, 4<sup>th</sup> edition. San Francisco: Jossey-Bass.

## LEADERSHIP CHALLENGE ASSESSMENT\*\*

### SCORING KEY FOR SELF-ASSESSMENT

**Directions:** Please enter your ratings into the appropriate category and add the scores together.

#### MODEL THE WAY

4. \_\_\_\_\_  
9. \_\_\_\_\_  
14. \_\_\_\_\_  
19. \_\_\_\_\_  
24. \_\_\_\_\_  
Total = \_\_\_\_\_

#### ENABLE OTHERS TO ACT

3. \_\_\_\_\_  
8. \_\_\_\_\_  
13. \_\_\_\_\_  
18. \_\_\_\_\_  
23. \_\_\_\_\_  
Total = \_\_\_\_\_

#### INSPIRE A SHARED VISION

2. \_\_\_\_\_  
7. \_\_\_\_\_  
12. \_\_\_\_\_  
17. \_\_\_\_\_  
22. \_\_\_\_\_  
Total = \_\_\_\_\_

#### ENCOURAGE THE HEART

5. \_\_\_\_\_  
10. \_\_\_\_\_  
15. \_\_\_\_\_  
20. \_\_\_\_\_  
25. \_\_\_\_\_  
Total = \_\_\_\_\_

#### CHALLENGE THE PROCESS

1. \_\_\_\_\_  
6. \_\_\_\_\_  
11. \_\_\_\_\_  
16. \_\_\_\_\_  
21. \_\_\_\_\_  
Total = \_\_\_\_\_

\*\* Kouzes JM, Posner BZ. (2008). *The Leadership Challenge*, 4<sup>th</sup> edition. San Francisco: Jossey-Bass.

## 3-Year Leadership Development Plan

Leader Information	
Name:	
Title:	
Institute:	
Department:	
Supervisor:	

### Section 1: Envision yourself as an exemplary leader

Please write your **personal leadership vision** - what do you want to create for yourself and those around you? What type of leader would you like to be in 3 years? Describe your vision in a way that others at all levels of the organization will understand and be inspired to act.

---

During the past two years, recall three of your exemplary leadership practices that contributed to your success as a leader.

#1:

#2:

#3:

---

During the past two years, identify three blind spots in your leadership behavior.

#1:

#2:

#3:

Now that you are more aware of your blind spots, identify how you will manage your leadership blind spots during 2011 and 2012.

#1:

#2:

#3:

## **Section 2: Accelerate your learning by envisioning the future**

Recall your leadership blind spots and vision from Section 1, what learning agenda or opportunities (formal and informal experiences) will help you move your leadership vision forward? For example, your learning agenda might include academic coursework, mentoring or training programs.

#1:

#2:

#3:

---

Write your personal mission statement. These tactical ideas that will help you accomplish your personal leadership vision.

---

Re-write your personal mission statement incorporating your learning agenda and your burning passion.

### Section 3: Search for leadership opportunities and early wins

List three recent tough decisions or critical leadership moments. How would you approach these opportunities differently next time in order to achieve early wins?

#1:

#2:

#3:

### Section 4: Align your unit with the organization and then take risks

Select three strategic realignments for your unit that will provide the largest return for both your unit and the organization. What are they? How will you accomplish them? Whose help will you need?

#1:

#2:

#3:

### Section 5: Create coalitions, recognize contributions, and celebrate victories

After you have identified your current supporters, opponents and convincing colleagues/employees, discuss three actions that could convert a convincing to supporter?

#1:

#2:

#3:

---

Recognition, particularly public recognition, is a valuable competency for a leader. As a Clinic leader, describe what constitutes “effective recognition” for an individual and group under your leadership.

### **Capstone Considerations: Creating Synthesis**

Now that you have completed your Leadership Development Plan, you are ready to meet with your mentor and/or coach. What would you like the objective of that first meeting to be?