

Professional Development Plan

SET YOUR DIRECTION

“The process of preparing and implementing a professional development plan not only allows for a more concrete visualization of the possibilities of a brighter future based on personal and social resources, but it also functions as a self-commitment to make them a reality. A more strategic use of goal-setting and planning can make a significant impact on the quality and flow of professional and personal advancements.”

– ALFONSO MARTINEZ
CHIEF HUMAN RESOURCES OFFICER



Professional Development Plan
(PDP) Guide

Last revised Jan. 2017

THE PROFESSIONAL DEVELOPMENT PLAN

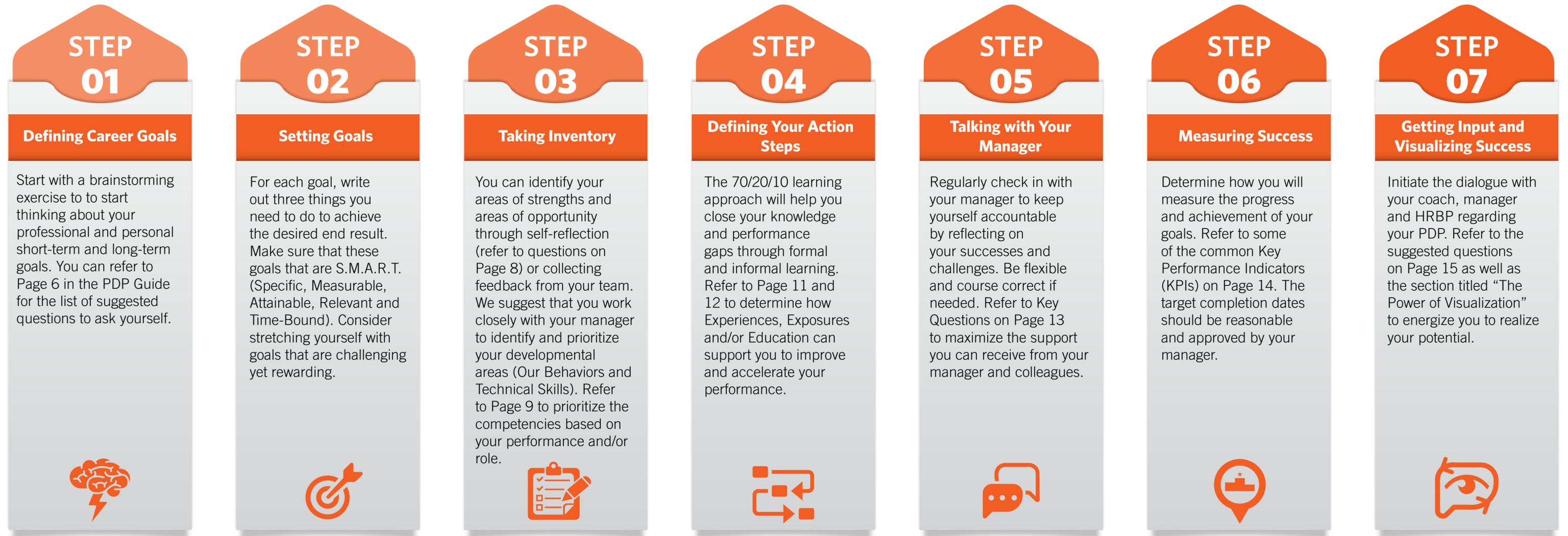
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THE PROFESSIONAL DEVELOPMENT PLAN SUMMARY

As the new year begins, it is time for all Laureate employees to review their role within the organization and start setting personal goals and objectives for this year. This may seem like a daunting task, but there are many resources readily available to you to support you through this process.

The Professional Development Plan (PDP) will not only walk you through the evaluation process but it will also ensure that you continue to improve yourself beyond your specified performance goals. The steps below were created for you to take ownership, responsibility and accountability for your future at Laureate and beyond.



Key Completion Tasks/Points

- Go over the PDP Effectiveness Checklist (Page 16) to make sure you have thoroughly completed this exercise.
- Download the template available on the last page of this guide.
- The formal documentation must be in SHRPS.
- Be sure to use the template form in SHRPS to document your PDP in the system.

THE PROFESSIONAL DEVELOPMENT PLAN

A GUIDE TO SETTING DIRECTION

At Laureate, we recognize your potential, drive and are also focused on your success.

In this guide, we are offering you proven resources to help drive your growth at Laureate. It is now in your power to take charge of your career development and future.

Why is it important to have a Professional Development Plan (PDP)?

PDP is a strategic plan that can motivate and serve as a roadmap for your success by helping you establish realistic goals, strategies, milestones, and timelines to achieve those goals. A PDP requires ongoing evaluation and assessment and is therefore a dynamic document that is regularly reviewed and updated.

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– ALFONSO MARTINEZ, CHRO

Building a PDP can be energizing and motivating. It also requires time and effort to be done with careful thought and honest self-assessment.

Simply setting goals without a plan on how to get there, without a commitment to those goals and holding yourself accountable to them, will almost certainly lead to failure. Goals, whether long-, intermediate-, or short-term must be attainable in an established timeline, albeit specific, definable, clear-cut, measurable, and within your control. To begin setting goals you must define your mission statement. **This is centered around what you like to do, what you are good at, and what impact you want to have on Laureate and the world.**

Creating an effective PDP requires thinking about your biggest, most audacious goals and how to realistically reach them. Instead of being a spectator in your life, you become the driver. You are no longer a bystander in your life: **you take ownership, responsibility, and accountability for your future.** Google Maps requires that you enter a starting point and a destination to provide directions. This is what the PDP does, it creates a roadmap to navigate your way; and even if along the way you encounter detours caused by one’s personal life (marriage, birth, etc.), you can course correct and still hold your destination in sight.

This is a guide to shaping your journey at Laureate into a bright and rewarding career.

We hope that you enjoy it as much as we enjoyed creating it for you and with you!

ALEJANDRO REYES
CHIEF TALENT & ORGANIZATIONAL DEVELOPMENT OFFICER



THE PROFESSIONAL DEVELOPMENT PLAN

A GUIDE TO SETTING DIRECTION

Do you want to have a clear understanding of your future role at Laureate and a clear path for achieving your goals?

If the answer is Yes, then this PDP guide is for you!

Building a Professional Development Plan will support effective goal setting discussions with your manager (boss) and document the organization’s commitment to help you reach the next stage in your career.

This recommended PDP template enables you to:

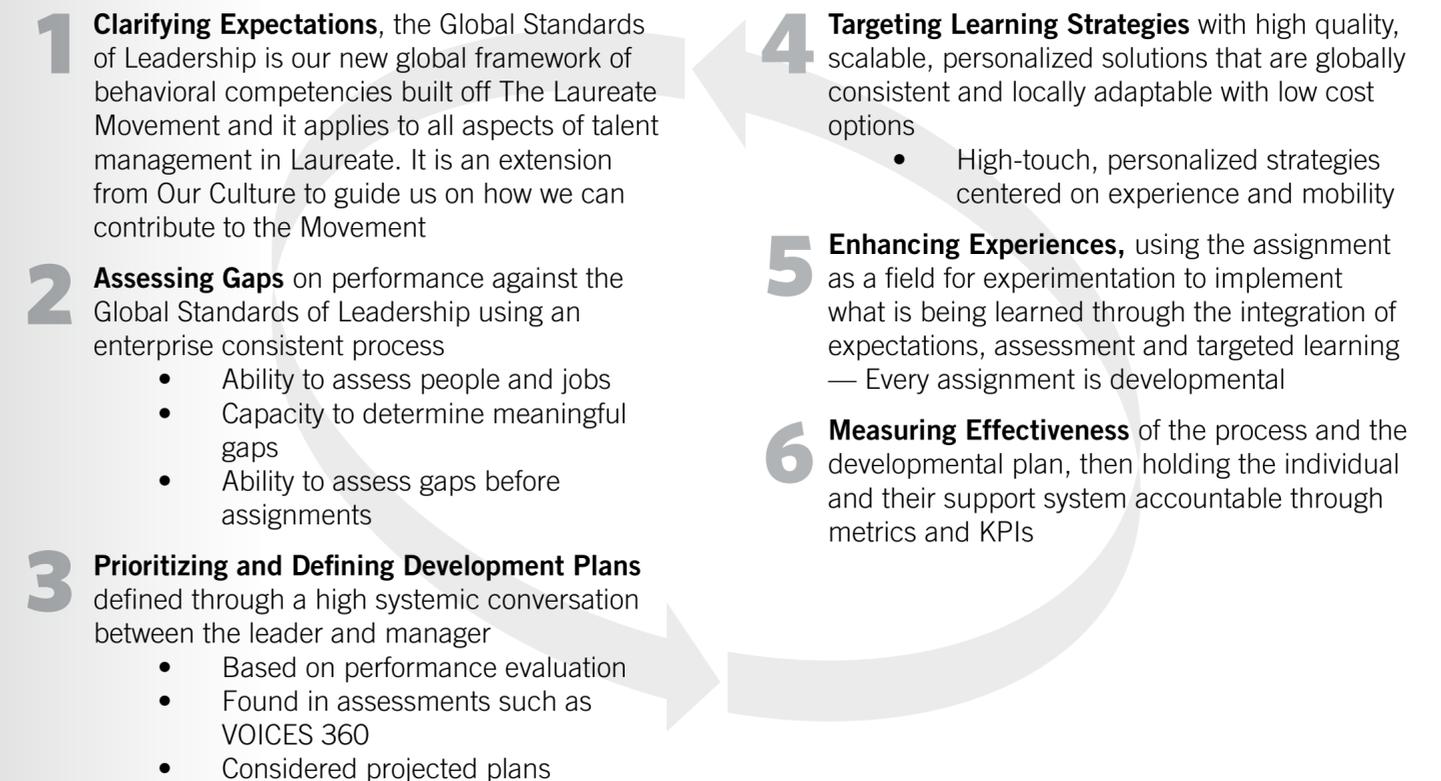
- Effectively set targeted development activities and align them with business priorities
- Have high-impact development conversations

We all know that development planning conversations between you and your manager have the potential to increase your performance and engagement level.

This PDP guide was created to ensure a clear understanding of how to improve your performance and how to advance your career.



The way you use these six vital components impacts the acceleration of your leadership development:



WHERE ARE YOU GOING?

DEFINING YOUR CAREER GOALS

Goals, which vary from career objectives, are more strategic and high-level. These are steps that can help you in your career or your personal aims. Where do you want to go next? Think about it.

Goal: It is a **S.M.A.R.T** target that contributes to the employee, the team and Laureate.
(Specific, Measurable, Attainable, Relevant and Time-Bound)

Key questions:

Short-Term Goals

- Where do I see myself in the next 1-3 years?
- What would I describe as my biggest strength(s)?
- What one strength would I like to focus on to meet my goals for the next 1-3 years?
- Which technical skill and leadership behavior would I want to develop that could have the biggest impact in my current role?
- If there is one task or project type I'd like to do more frequently in my future roles, what would I select?
- If there is one task or project type I'd like to do less frequently in my future roles, what would I select?
- What is the next position that I would like to hold at Laureate?
- What do I need to learn or do differently to be more successful?
- What does success look like for me?
- How will this personally help me to learn and grow?
- **What skills/knowledge/behaviors do I plan to develop to become fully competent in my current role?**

Long-Term Goals

- Where do I see myself in the next 10 years?
- Do I have any leadership competencies and technical skills that I would like to develop to meet my long term goals?
- Do I have any long-term goals for my personal life that may impact my long-term professional goals?
- What skills/knowledge/behaviors do I need to develop to prepare for **my next potential role?**

“Ask yourself if what you are doing today is getting you closer to what you want to be tomorrow.”

ANONYMOUS



WHERE ARE YOU GOING?

SETTING GOALS

Develop Two Plans. Although you're aiming for a long-term goal, what you do in the short-term is going to affect your long-term planning. Therefore, write a short-term plan for the coming year and a longer-term plan for the next 3-5 years.

Listing three things you want to do for each goal is sufficient!



A goal is something you want to accomplish for yourself that contributes to you, the team and Laureate. When you craft your goal, make it **S.M.A.R.T.** – **S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**ime-Bound.

Specific and Measurable means that you will know exactly if and when you have achieved your result.

Attainable means your result is something that you can take action on in the specified time period.

Relevant and Time-Bound means it is possible to make your result happen in the amount of time you have given yourself.

Writing out your plan helps to make it a reality and is a great way to know where to start to achieve those goals.

“To set your own performance goals, it is essential to first understand the broader goals and strategy of the organization and the priorities, needs, and expectations of your key internal clients.”

ALEJANDRO REYES,
CHIEF TALENT AND
ORGANIZATIONAL DEVELOPMENT
OFFICER

Sample Goal: Increase enrollment by 30% or more (based on EOY 2015 number of 184,000) in all Vertical Institutions in LatAm by December 31, 2017.

Is your goal...

Specific: Can you describe the details?

Measurable: Can you measure the goal using either quantitative or qualitative assessments?

Attainable: Can you achieve your goal?

Relevant: Can you achieve your goal within the current environment, given existing constraints?

Time-Bound: Have you set a deadline for your goal?

The Art of Stretch Goals: When setting goals, stretch goals are seen as an important element of creating a high-performance culture. Stretch goals are slightly more difficult to achieve. By setting these goals that are more challenging, it causes employees and associates to think more creatively about how they will achieve them, to be energized, to be motivated, and to move the organization forward.

WHERE ARE YOU NOW?

TAKING INVENTORY

How to Identify Developmental Areas?

To accurately understand your development areas, it is important to identify your strengths and weaknesses (challenges) for your current role and align your development objectives with your short- and long-term career goals.

Your manager can ensure that you have a holistic perspective on your development needs by analyzing your performance, soliciting feedback from your peers and direct reports, and discussing career objectives directly with you.

There are two main sources of rich information that you can tap into:

1. Your Own Perspective: Analyze your recent work to identify strengths and weaknesses to understand your performance. Look for themes to identify the root causes of performance challenges.

Here are six questions to get you thinking:

- What do I love and am I good at doing?
- What am I good at but do not enjoy doing?
- What do I love but need to improve upon based on my current job demands?
- What do I dislike doing but my current job demands improvement upon?
- What do I need to do to prepare for my next potential role?

Often times, it is easier to define what you actually do not like, which leads to a greater clarity on what you really like to do and how you do it!

2. Other Perspectives: Collect feedback from colleagues to have a more objective and holistic perspective (project managers, peers, direct reports) through:

- Our Voices 360 Degree feedback exercise will allow you a more thorough understanding of the impact you have on the people you work with every day. You will be able to make the most of the insights others have in your performance. For more details, ask your Human Resources Business Partner.

Competency: Communication Effectiveness

- Do I present ideas and concepts in the language of my target audience?
- Do I seek regular feedback?
- Do I actively listen, respond intelligently, probe, and remain engaged in my interactions with others?



WHERE ARE YOU NOW?

TAKING INVENTORY

How to Prioritize Developmental Areas?

- To improve your performance, you and your manager want to ensure that you are focusing on the right leadership competencies (Global Standards of Leadership) and the needed technical skills.
- It is expected that your manager will evaluate your performance by comparing recent work to the criteria of your current role. Development areas are required to be prioritized based on the importance of different competencies/technical skills for successfully completing your responsibilities.
- If you did not go through a formal 360 process, the performance criteria and Global Standards of Leadership will provide guidance on the relative importance of different requirement competencies based on your current role.

It is very simple!

Step 1: Identify whether or not the leadership behavior/technical skill is a strength or a developmental area by assessing it against the expected performance standard for your role.

Performance Review Rating Illustrative

	Needs Development	Meets Expectations	Exceeds Expectations
Current Role	<ul style="list-style-type: none"> • Strategy Formulation 	<ul style="list-style-type: none"> • Communication Effectiveness • Change Agility 	<ul style="list-style-type: none"> • Drives Results

Step 2: Prioritize the competencies that are most important for success in the current and future roles.

Remember: Competencies represent critical knowledge, abilities, and behaviors required for leadership success at Laureate. Review the Global Standards of Leadership and document which critical competencies are your strengths and those you will need to work on and by when based on your current job requirements.

Prioritize competencies based on importance for performing responsibilities in the role.

Competency	Weighting
Strategy Formulation	40%
Communication Effectiveness	30%
Change Agility	20%
Drives Results	10%

Note: If you have been identified as a High Potential, you probably have an aggressive and ambitious PDP where your frame of comparison is that of the role next level up role.

WHERE ARE YOU NOW?

TAKING INVENTORY

Analyzing Performance: Focus on the root cause of developmental areas

- After identifying the competencies that you want to develop, it is important to understand the root cause of the gap instead of targeting the symptoms. While treating the symptoms can create some improvement, the returns on your efforts are maximized when you focus on the root causes.

Two employees can often require different responses to the same developmental area based on different root causes:

Identified Behavior: Key projects are consistently delivered late

Developmental Area: Project Management



"Past performance speaks a tremendous amount about one's ability and likelihood for success"
 MARK SPITZ, OLYMPIC MEDALIST

HOW ARE YOU GOING TO GET THERE?

DEFINING YOUR ACTION STEPS

Turn your goals into accomplishments by keeping the 70/20/10 approach in mind (see below). Pay special attention to creating a set of interim milestones. This way, you can measure your success as you move forward—not just when you've reached your goal. This will help keep you motivated. Be sure to pay attention and reward yourself when you do meet your interim milestones.

Use the right mix when you design your developmental activities!

Where do I get the most accelerated growth?

We build knowledge, skills, competencies and capabilities through classroom, virtual and self-paced training. And what about the concepts/skills that we cannot understand or gain expertise through these traditional channels of training?

We attain on-the-job learning through:

- Watching someone else do it
 - Asking someone else
 - Looking it up in a manual or online, on demand, self-paced
 - Battling through it and discovering what works and what doesn't
 - Mentoring and Coaching
- If you have a **knowledge gap**, the focus should be in using formal learning (Targeted Approach).
 - If you have a **performance gap**, use informal learning/job experience (Broader Approach).

Keep this mix in mind when you design your development options:



HOW ARE YOU GOING TO GET THERE?

THE 70/20/10 APPROACH

Key question: What experiences, exposures and education will help you improve and accelerate your performance?

Experience – On the Job Activities

- Enhance your competencies with every project. Go into assignments with a goal in mind. Ask someone to observe you and provide feedback.
- Learn from your mistakes. When things don't go as planned, take the time to figure out why, how to do things differently next time and share what you have learned. This will help you make the most out of your mistakes and move on.
- Get involved in the Laureate community. Develop new competencies and build relationships by leading an initiative that gives back to the community.

Exposure – Relationships & Feedback

- Learn from your co-workers. Seek feedback from people you trust about your performance. If you are having difficulty completing a task, you might find an expert near you. Overcome your fear of reaching out and asking for feedback or asking someone to help you learn how to get it done.
- Find a mentor. Reach out to people within and beyond Laureate who can provide insight into your career goals and future or simply to help expand your understanding of the business and our culture.
- Network! Build relationships! Laureate is full of smart people. Introduce yourself to new individuals in other departments and find out what you can learn from them.
- Share your expertise with others. Join a cohort and post your knowledge & ideas on Yammer.

Education – Training & Education

- The Laureate Leadership Excellence Academy (LLEA) uses the Laureate Movement as the foundation upon which to build our leaders of the future, and the Global Standards of Leadership as the pillars of success. LLEA offers you plenty of resources to enhance your leadership competencies under two modalities:
 - On-Demand** learners have access to all 40 managerial topics where they can identify and use assets from various modules (Lessons, videos, articles, tools, etc.) or the entire module anytime, anywhere!
 - By-Cohort** learners experienced a tailored certification program based on their leadership level in an Enterprise environment that engages their curiosity, individuality and creativity. Participants share real-world experiences with some of Laureate's top leaders, learning and reflecting about what it takes to deliver successful outcomes. For more details, ask your Human Resources Business Partner.
- Be a bookworm and get some great recommendations on how to develop yourself – both professionally and personally.
- Geek out! Find courses or workshops that can help develop your strengths and help you meet your goals.

Remember: As with your Goals, your actions want to be **S.M.A.R.T.**, and it's very helpful if you do not make bullet points (which are easily turned into a "to do" list, which eventually turns into "I have to do these things" rather than "want to" – which takes all the joy out of a Developmental Plan).

WHAT SUPPORT DO YOU WANT?

TALKING WITH YOUR MANAGER

As we accumulate more life experiences, we realize that we do not see ourselves accurately, and so we need other people's eyes on us and for us. Dr. B. Brown, an eminent psychologist, said, "Life gave me eyes so that I could see you, and Life gave you eyes so that I could see myself."

This is where you exercise your accountability by enrolling at least one person to be your support – to brainstorm your PDP, while simultaneously, enrolling others to be on your team to realize your goals and dreams. You check in with them at agreed times and teach them your blindsides (often they teach you), and how it works best to support you when you are not on task, hiding out or off track.

You might want to have several people support you through the process to guide you through the tough parts and celebrate with you along the way towards the completion of your goal. Support can also look like mentoring in an area that is unfamiliar – because the slowest way to learn a new competency is to reinvent the wheel on your own. Also, acknowledge yourself and your support people on a regular basis.

Continue to monitor and track each of your goals. Check in with your manager regularly to chat about your progress. Reflect on obstacles and successes. Make changes if necessary. Your plan is organic and can be as flexible as you are.

Key Questions:

- How can your manager and Laureate best support you to develop in your current role?
- How can your manager and Laureate best support you to achieve your career goals both within the current role and in the future?
- Are there other individuals you would like to enlist to support you to achieve your career goals? (e.g., a colleague in a role you're interested in pursuing).

Record the resources/support you will need to complete each of your Action Steps. These resources could include equipment, materials, administrative support, management approvals, technical assistance, funding, coaching, time away from the office, etc. Keep in mind, it is up to you to arrange for these resources to be available at the proper time.

It is expected that development objectives get reviewed quarterly by you and your manager.



HOW TO MEASURE SUCCESS?

KPIs (KEY PERFORMANCE INDICATORS)

Career development is an ongoing process. Identify how you will take stock of your improvement and track your progress just as you would for any goal. Regular feedback, your own insights and observations, and real qualitative and quantitative results will tell you how you are doing.

Consider:

- How have you demonstrated the learned competencies (knowledge, skills, and leadership behaviors)?
- What have you started or stopped doing?
- How has this learning contributed to business results?
- Did you achieve your goal as stated and on time?
- What else is required to bring you to the desired proficiency level?
- What obstacles occurred that kept you from achieving your goal or applying a learned skill?

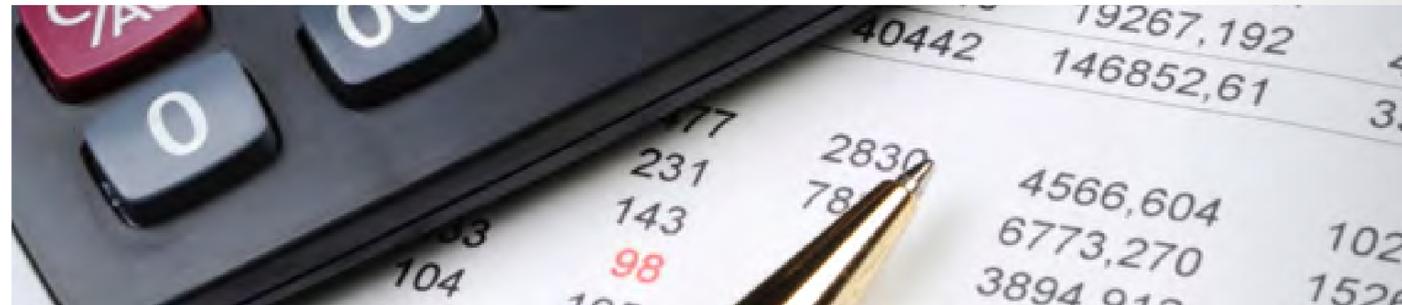


What measurements does your region use to assess how well it's achieving Laureate's high-level goals? These measurements are the organization's key performance indicators.

Examples may include "Percentage of income deriving from international markets," "Total administrative costs as a percentage of donations received," "Student service quality index," Ratio of sales of new products to total sales, and "Number of benefits claims processed in current year versus previous year." If you're not sure which KPIs your region uses, ask your supervisor for advice.

Of your region's key performance indicators, which are **input KPIs**? Which are **process KPIs**? And which are **output KPIs**?

- **Input KPIs** might include investments in research and development, funding for employee training, quality of raw materials, and other assets and resources used to generate business results.
- **Process KPIs** might encompass order-delivery time, time to fill vacant positions, product repair cycle time, and other efficiency-related measurements.
- **Output KPIs** might include revenues, return on investment, economic value added, breakeven time, revenues, number of enrolled students, and other results of business activities.



KEY CLOSING STEPS

GETTING INPUT AND VISUALIZING SUCCESS

After completing a draft of your Professional Development Plan, take the documents to your coach, manager and HR business partner for discussion.

The following are some suggested questions to initiate the dialogue:

- What do you believe I am capable of achieving in my career? I would like to do _____. Is this realistic?
- I am potentially limited by _____. Will this hurt my career?
- What do you think are the critical experiences or knowledge I need to have in order to achieve my short-term goal? My long-term goal?
- I have documented the competencies of _____, _____ and _____ as my greatest strengths. What is your assessment of my strengths?
- I have also documented the developmental areas of _____, _____ and _____. What is your assessment of my developmental areas?
- What ideas do you have about how I can best develop in these areas?

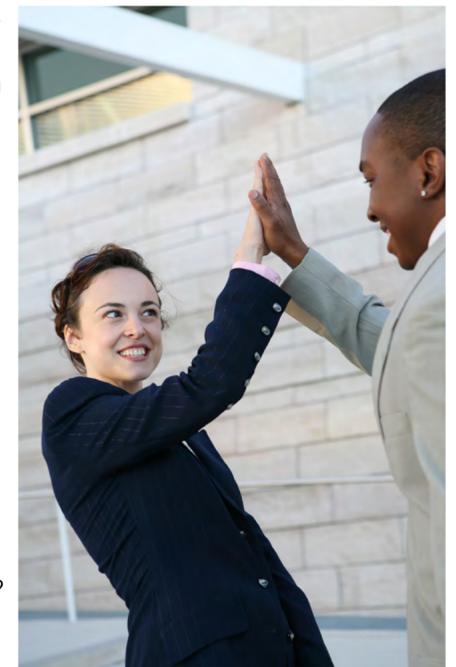
The Power of Visualization

All top performers, including athletes and executives, know the power and importance of visualizing yourself succeeding in your mind before doing so in reality. This is a vital tool for the realization of your dreams.

There is a part of your brain called the Reticular Activating System that actually plays a vital part in your ability to achieve your goals by bringing relevant information in your surrounding environment to your attention. When you visualize in a sensory rich fashion, you bring your goal to life as already having accomplished it. This becomes a rich movie that plays in your mind with all the participants, stimulating sights of people and places, the sounds and smells of celebration, or the joy and enthusiasm you hear in the voices as they clearly say "Well done". In this moment, there is an electricity in the air combined with peace, contentment and appreciation.

How often do you rerun your visualization? For us, at least daily, if not more.

How do you rerun it? We suggest you close your eyes and engage your senses: seeing, hearing, smelling, tasting and touching - **feeling all the sensations in your body, as if your goal has already been realized. Your subconscious does not know the difference between pretend and real** – so it believes. For example, how many times have you scared yourself about something that you thought might happen in the future, and you were actually experiencing that fear in that moment? But worrying is a negative visualization - why not choose to consciously visualize success and make it work for you?



PDP EFFECTIVENESS CHECKLIST

PUTTING IT ALL TOGETHER

Career Plans

- Manager is aware of your long-term career objectives
- You both are aligned on the next steps to reach the next stage in your development

Development Objectives

- Feedback from most recent performance review is incorporated into the development plan
- The development plan is in line with your own career aspirations
- You understand how your objectives are linked with the broader team's and organization's objectives
- All objectives were updated as you achieved previous goals
- You identified no more than three key leadership competencies (behaviors and technical skills) to work on

Action Steps

- The action steps are listed objectively and are linked with individual accomplishments
- You have brainstormed a few alternative ways to achieve a particular goal; especially for skills/competencies that you are not able to work on with all projects

Manager Support

- Your manager has clearly outlined ways that they will support you as you work to achieve your objectives
- You have identified areas where you can partner with your manager on tasks where you have limited experience
- Your manager is aware of any specialized skills/training to achieve goals that you are currently missing

Success Measures

- Success measures are mutually agreed upon and can be measured objectively
- You have tangible examples of actions and characteristics to know when you have achieved a behavioral goal

Target Completion Date

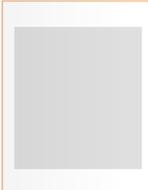
- You and your manager mutually agree on the targeted completion date of the goals

PDP TEMPLATE

PUTTING IT ALL TOGETHER



Laureate Professional Development Plan (PDP)

EMPLOYEE INFORMATION		Acknowledgement	
 Full Name	Name	I have read and discussed my PDP with my direct supervisor.	
	Job Position	Employee	<input type="checkbox"/> Date:
	Region/Country	HRBP	<input type="checkbox"/> Date:
	Tenure year(s), month(s)	Direct Supervisor	<input type="checkbox"/> Date:
	Date Completed	(check off each box after completion with date)	
	Date Revised		

#	Goals	Development Category: 3-6-2 or technical skills	SMART Action Steps (70/20/10)*	Success Metrics**	Outcomes	Start Date	Due Date	% Completion
1								
2								
3								

* Experiences, exposures and education that improve and accelerate your performance: 70% is EXPERIENCE (On the job activities), 20% is EXPOSURE (Relationship and feedback channels), and 10% is EDUCATION (training)
 ** Ways to measure the achievement of the targets/goals with respect to key Performance Indicators (E.g. Quality, savings, cost, index, ratios, percentages, numbers, scope, impact, etc.)

Employee's Notes:	Direct Supervisor's Notes:	Coach's Notes:

Leadership Acceleration 1 Professional Development Plan Confidential

[Download the recommended template](#)

Please contact your Human Resources Business Partner with any questions/comments



Global Leadership Acceleration