

## **Exceptional Leader 360 Feedback Tool Leadership Development Plan Worksheet**

After watching the 20-minute **Exceptional Leader 360 Feedback Tool** video, please review your **Personal 360 Report** and **Growth Map** attachments and write out your answers to **Section 1**. For additional self-reflection and understanding, you have the option of completing all or parts of **Section 2 and 3**. Thank you for taking the time to go through this debrief process!

*Kind Regards, Norm Smookler*

<b>Section 1</b>				
	<b>Achieving (1-5)</b>	<b>Strategizing (6-10)</b>	<b>Relating (11-15)</b>	<b>Inspiring/Tending (16-20)</b>
What are my two highest 360 feedback scores in this quadrant?				
What are my two lowest 360 feedback scores in this quadrant?				
What 360 feedback scores (if any) surprised me in this quadrant?				
Looking at the Variance Column, what are my largest <b>negative</b> numbers in this quadrant? (if any)				
What does the <b>Growth Path</b> section on the <b>Growth Map</b> attachment suggest for improvement on my lowest one or two 360 column scores in this quadrant?				
What behavior improvements will I make? *				

\*Guided by    a) Your own Self Reflection  
                   b) Suggestions from mentors/friends/associates/family  
                   c) Suggestions from the **Growth Path** section of the **Growth Map** attachment  
                   d) Responses to the text question “Please name one thing I can do to be a better leader” from your **Personal 360 Report**

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For further suggestions on how to improve your leadership behaviors please read **Language** and **Simple Best Practice** sections (pages 2,3,4,5) of **Growth Map** attachment.

## Section 2 (Optional) Three Month Leadership Development Plan

(A mentor is recommended for this — see *Guidelines for Mentors* attachment)

	Achieving (1-5)	Strategizing (6-10)	Relating (11-15)	Inspiring/Tending (16-20)
What is my lowest score in each quadrant?				
From Section 1 and additional Self Reflection, what is one development goal (desired behavior improvement) I have for this leadership competency over the next three months?				
What indicators will help me measure the success of this? (Could be quantitative, qualitative and/or perceptive).				
Do I anticipate any obstacles? If yes, what are they and how will I deal with them? Who can I ask to mentor me for three months?				
How will the achievement of my goal help me and help support my Team?				

## Three Months Later – after 360 Re-evaluation

	Achieving (1-5)	Strategizing (6-10)	Relating (11-15)	Inspiring/Tending (16-20)
Did I achieve my goal? What factors helped me? What obstacles did I encounter, and were the strategies I outlined above effective in overcoming these?				
Were there any deviations from my original action plan? If so, describe.				

## **Section 3 (Optional)**

Please answer all or some of the following questions:

### **Achieving — “*Get it Done*”**

- a. What are the most important parts of my job and what proportion of my time and energy do I spend on these things?
- b. How might I improve my reputation as a “person of my word”? How well do I keep commitments I make to myself (for example, “I am going to go for a walk three times a week”)?
- c. What difficult conversations did I avoid recently? What can I do differently next time?
- d. In what ways do I actively protect those I work with (especially when they are not present) from gossip or excessively unkind words?

### **Strategizing — “*Planning has its Place*”**

- a. How could I work smarter instead of harder?
- b. What can I do to make it easier for people to give me feedback?
- c. How much time do I take for self-reflection on my leadership behaviors? How might I benefit if I took more time to do this?
- d. What am I actively doing to develop my intellectual abilities for my own personal growth and to further contribute to my team and organization?

### **Relating — “*We’re in this Together*”**

- a. What would need to happen to make me feel more engaged at work?
- b. What can I do to be kinder at work?
- c. In what ways might life improve if I had one or two deeper friendships at work? Who would I like to get to know better and what steps could I take?
- d. How well am I cultivating empathy as a leader? How might I listen more attentively, especially with people I don’t consider to be “friends”?

### **Inspiring and Tending — “*I Have a Dream*”/ “*Find the Good and Praise It*”**

- a. Am I aware of the larger strategic direction of my organization and the potential impact in the community and beyond? How might this improve? How well do I regularly share this “dream” of impact with my team?
- b. Who do I go to for inspiration and what is it about their behavior that inspires me?
- c. In what ways am I developing my skills as a mentor?
- d. How well do I “find the good and praise it” at work and home and what can I do to improve this?