



**CREATING YOUR INDIVIDUAL  
DEVELOPMENT PLAN**



**CONTENTS**

Introduction..... 3

Step 1: Set Your Career Goals ..... 4

Step 2: Identify Your Strengths and Areas of Development..... 8

Step 3: Create Your Individual Development Plan (IDP) ..... 11

Step 4: Have the Development (IDP) Conversation ..... 17

Step 5: Implement and Review Your IDP..... 21

# INTRODUCTION

### The Individual Development Plan (IDP): Chart Your Course

Creating an Individual Development Plan (IDP) will help you prepare for your future, regardless of the career you're planning on. In an IDP you outline a vision for your career, set goals to capitalize on your strengths, and address your development needs. With an IDP you're taking a deliberate approach to increase the skills, knowledge, and experience you need to advance in your chosen career. The key benefits of developing an IDP are below.

#### The purpose of creating an IDP:

- Helps you inventory your strengths and identify any gaps in your knowledge, skill set, or experience.
- Helps you identify the short-term and long-term goals that can push you toward action.
- Serves as an indispensable communication tool between your leader and you.
- Provides a visual representation of how to allocate your time working on specific goals.
- Acknowledges milestones achieved along the way, providing a sense of accomplishment and increasing momentum.
- Documents your development through assessment and reflection.

Here are the steps you will take to start your Individual Development Plan:



## **STEP 1: SET YOUR CAREER GOALS**

### **Set Direction and Establish Your Leadership Vision and Career Goals:**

#### **I. Identifying Your Direction:**

Before writing an IDP, some reflection is needed. Creating an IDP starts with identifying your “north”. Think about and answer the questions below to become more aware of what you want for yourself and where you want to go in terms of your professional development.

What would I like to do more of?
How would you describe your perfect job?
What is your own vision of Leadership?
What future position(s) would be a natural fit for me?

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## CREATING YOUR IDP

### II. Reviewing How to Write SMART Career Goals:

Be SMART about setting your career goals. Find out how to make achievable career goals.

When making career goals, you want the goals to meet as many of these criteria as possible. Here is what each of the SMART terms means:

<b>Specific (detailed and precise)</b>
<ul style="list-style-type: none"><li>• When you write a goal that is specific, ask yourself: WHAT are you going to do?</li><li>• Be clear and detailed.</li></ul>
<b>Measurable (Able to determine or figure out that you have hit your target)</b>
<ul style="list-style-type: none"><li>• When you write a goal that is measurable, ask yourself: HOW will you know when it is finished?</li><li>• Use numbers in your goal.</li></ul>
<b>Achievable (It's not just a dream!)</b>
<ul style="list-style-type: none"><li>• When you write a goal that is achievable, ask yourself: HOW are you going to do it?</li><li>• Make a plan to achieve your goal. (Refer to your IDP).</li></ul>
<b>Realistic (Your goal is within reach)</b>
<ul style="list-style-type: none"><li>• When you write a goal that is achievable, ask yourself: Can you do this in the timeframe that you have planned?</li><li>• Be honest about how long it will take you to achieve your goal and how you will get it done.</li></ul>
<b>Time bound (the goal is not open-ended, but there is a timeframe)</b>
<ul style="list-style-type: none"><li>• When you write a goal that is time-bound, ask yourself: WHEN are you going to have this done?</li><li>• Take small steps to complete your goal by the deadline.</li></ul>

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## CREATING YOUR IDP

### III. Identifying your Professional Goals: (Reflection)

To identify your professional goals, be specific about your interest using the SMART Model presented before. The following questions can help. Think about your answer(s) and make notes:

Do I want to move up?	
Do I want to go over to a different department at my same level of leadership?	
Do I want to enrich my current job and become one of the best?	
Do I want to develop new skills in my current role and then later focus on the next leadership level?	
Do I need to find more information about different roles and areas in Baptist Health?	
What future position(s) would be a natural fit for me?	
What strengths are needed to perform the targeted position? What are predominant development needs for me to be successful in the targeted position?	
Am I willing to work in another entity?	
Use your answers to the questions above to set one or two professional goals:	
<ul style="list-style-type: none"><li>• <i>What would you like to achieve 1 year from now?</i></li><li>• <i>What are my goals and career aspirations in the next 1 – 2 years?</i></li></ul>	

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## CREATING YOUR IDP

### IV. Identifying your Career Goals:

Use the questions below to help you form an idea of your career goals:

Career Goals: Examples	Your Goals
<ul style="list-style-type: none"><li>• Take on greater responsibility in my current position/area through special projects and assignments</li><li>• Move to a different role in my function/area, doing a similar level of work to add interest and breadth to my experience</li><li>• Move to a different function/part of the organization doing a similar level of work to add interest and breadth to my experience</li><li>• Take on greater responsibility through a higher level position</li></ul>	<p>My Professional Goals for the next 1-2 years is (are):</p>

Now you are ready to review Step 2. This step will provide you with the additional things you need to consider and have in place.

## CREATING YOUR IDP

# Step 2: Identify your Strengths and Areas of Development

### I. Assessing Your Competency Proficiency Level:

Leaders and employees have different strengths and developmental needs. When creating an Individual Development Plan it is essential to assess your level of proficiency in relation to your leadership or employee level in order to identify any strengths and areas of improvement.

Visit this website to learn more about the Baptism Health Leadership Competencies:  
<https://td.baptisthealth.net/Competencies/Competencies.html>

NEW CORE LEADERSHIP COMPETENCY MODEL	COMPETENCY DEFINITION	PERFORMANCE PILLARS
Customer Focus	Building strong customer relationships and delivering customer-centric solutions.	Service
Cultivates Innovation	Creating new and better ways for the organization to be successful.	Growth
Strategic Mindset	Seeing ahead to future possibilities and translating them into breakthrough strategies.	Growth
Ensures Accountability	Holding self and others accountable to meet commitments.	Quality Safety
Financial Acumen	Interpreting and applying understanding of key financial indicators to make better business decisions.	Finance
Values Differences	Recognizing the value that different perspectives and cultures bring to an organization.	People
Drives Vision & Purpose	Consistently achieving results, even under tough circumstances.	People
Courage	Stepping up to address difficult issues, saying what needs to be said.	People
Develops Talent	Developing people to meet both their career goals and the organization's goals.	People
Drives Engagement	Creating a climate where people are motivated to do their best to help the organization achieve its objectives.	People



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## CREATING YOUR IDP

### II. Using Your Leader's Perspective and Feedback:

Get the perspective of your leader. Invite him/her to use this same tool to assess you on the different competencies at your level or one level above depending on the situation.

In case you would like to go a step further and want to get input from your peers, direct reports, and other colleagues, you can send a copy of the Assessment tool and ask them to assess you against each competency. Feedback from peers, direct reports and others is optional. See next pages for tips.

### III. Reflecting on Your Own Developmental Needs:

Achieving higher consciousness comes from your commitment to personal growth. You're a totally different person compared to who you were at this time last year; next year will be no different. How much you grow and who you become is up to you. But remember, the acquisition of knowledge doesn't mean you're growing.

Growth happens when what you know changes how you carry yourself and how others perceive you in your personal and professional life.

Take a look at who and where you are. Looking at your career achievements, and reflecting on your present status of your own career goals, think about what your peers, direct reports, leader and others would consider to be your strengths and opportunities. From these, think about the opportunities and threats you face.

Use the space below to jot down some insights from your reflection

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## CREATING YOUR IDP

Take a moment to review the following questions to make sure you are in alignment with the feedback received, your strengths and opportunities.

### Strengths:

- What do you do better than anyone else?
- What do other people (and your boss, in particular) see as your strengths?
- Which of your achievements are you most proud of?
- What values do you believe in that others fail to exhibit? Consider this from your own perspective, and from the point of view of the people around you. In addition, do not be modest or shy – be as objective as you can.

### Opportunities:

- What tasks do you usually avoid because you don't feel confident doing them?
- What will the people around you see as your opportunities?
- Are you completely confident in your knowledge and skills? If not, where are you weakest?
- What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)?
- Do you have personality traits that hold you back in your field?

Now you are ready to review Step 3. This step will provide you with information to complete your electronic IDP.

## Step 3: Create Your IDP

### I. Selecting Your Core Competencies for Development:

From the previous step, you have identified no more than three targeted core competencies to work on this year. Now you need to identify learning activities and experiences to improve in those competencies using the People Soft Online IDP Tool and Degreed. <https://td.baptisthealth.net/Competencies2020/Competencies.html>



Core Competencies on Degreed

### II. Using Different Developmental Actions to Create Your IDP:

#### The 70-20-10 Rule

70%

##### WORK EXPERIENCES

This amount of time should be spent expanding current role through stretch assignments, special projects, and shadowing another area or department. Volunteering is also a great way to learn and grow.

20%

##### FEEDBACK AND RELATIONSHIPS

Ensure that meaningful career discussions take place during midyear or year-end review. This amount of time should be spent networking with others and building relationships. Mentors can provide guidance, and professional associations expand connections.

10%

##### EDUCATION AND TRAINING

Live or online classes, reading articles, books and summaries enhance knowledge. Professional certifications can expand skills.

Research on leadership development suggests we learn best following the 70/20/10 rule.

### III. Applying the 70/20/10 Model:

Many people think of development, especially career development, as formal training provided in a classroom. However, there are many ways people can learn and develop.

What are some learning and development methods from the 70/20/10 model you can utilize to accomplish your development goals?

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## CREATING YOUR IDP

### IV. Creating your Development Plan:

To create your development plan, pick one of each type of activity (70/20/10) for each area of development (the three competencies you selected) that you can reasonably accomplish this year.

- Keep in mind, your IDP should have an action (s) on each of the three Learning Areas (70/20/10).
- Before creating the IDP in People Soft, we suggest you sit down with your leader to go over the competencies you will work on and discuss the main objectives of developing those and the type of support you will receive to develop. Consider the following:

Competency for Development	Example: Strategic Mindset	
<b>Overall Developmental Objective</b>	What would you like to achieve or do better on your role as a result of developing this competency?  Remember to use the 70-20-10 model to craft a comprehensive IDP.	<b>For example:</b> I will be able to proactively act upon opportunities in the department to maximize performance of departmental outcomes in patient satisfaction and create a strategy to improve engagement levels in the team.

Once you define why you would like to develop any competency in your IDP, you are ready to work on selecting the different developmental options from the system.

The next page will provide you with details when completing your IDP in People Soft.

## CREATING YOUR IDP

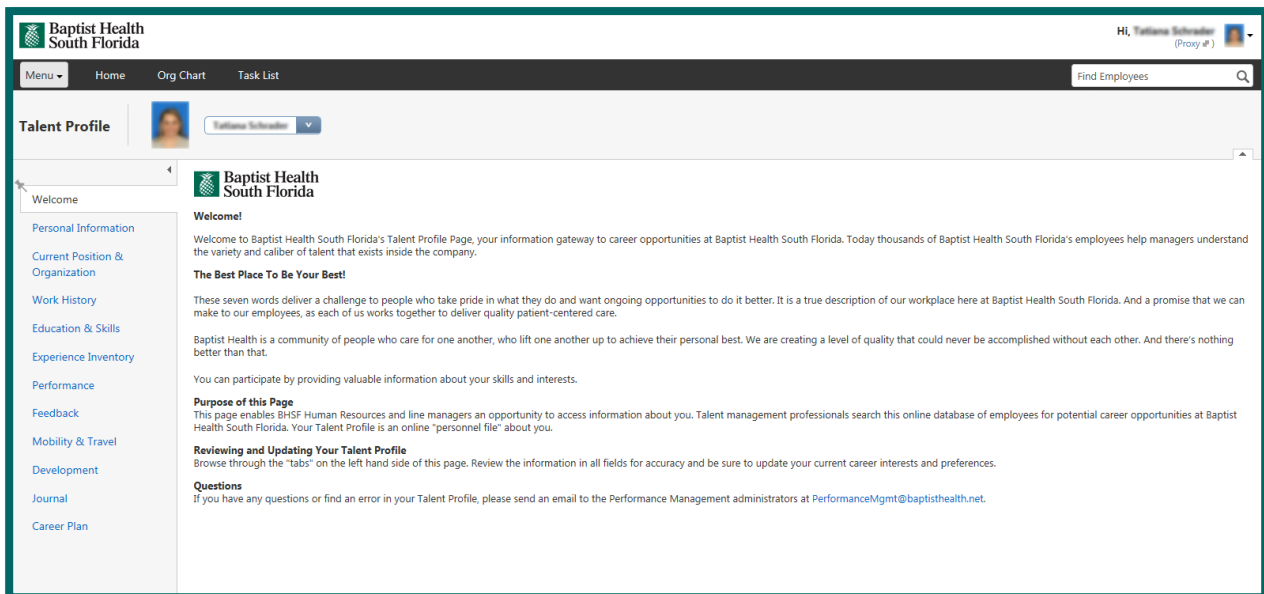
### V. Creating an IDP in People Soft:

**Step 1:** Log in to PeopleSoft while in or out of the network using the link below. Use your usual AD login credentials.  
<https://psprdr.baptisthealth.net/psprdr/?cmd=login&languageCd=ENG&>



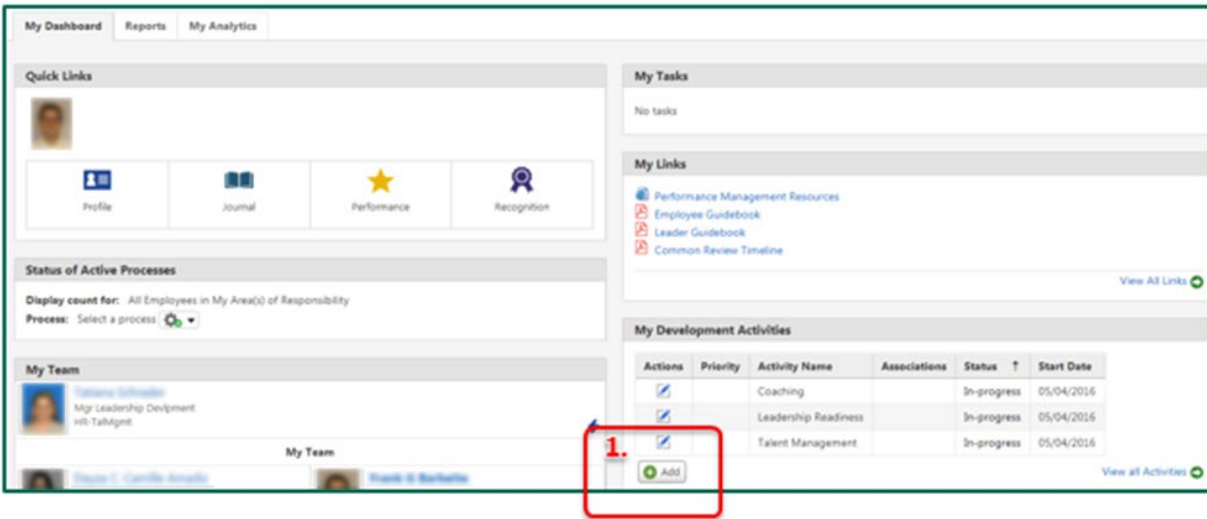
**Step 2:** Create your Talent Profile by completing the following information: Personal Information, Current Position and Organization, Work History, Education and Skills, etc.

- This will allow you to have your information in one place when planning your IDP and having career conversations with your leader.
- From this page once you have added information on your talent profile, you can click on “development” and start creating your IDP.



## CREATING YOUR IDP

**Step 3:** Click the Add button to add a new development activity based on the actions you will take to work on your development plan. Review the feedback you have from your leader to help you select or add your information.

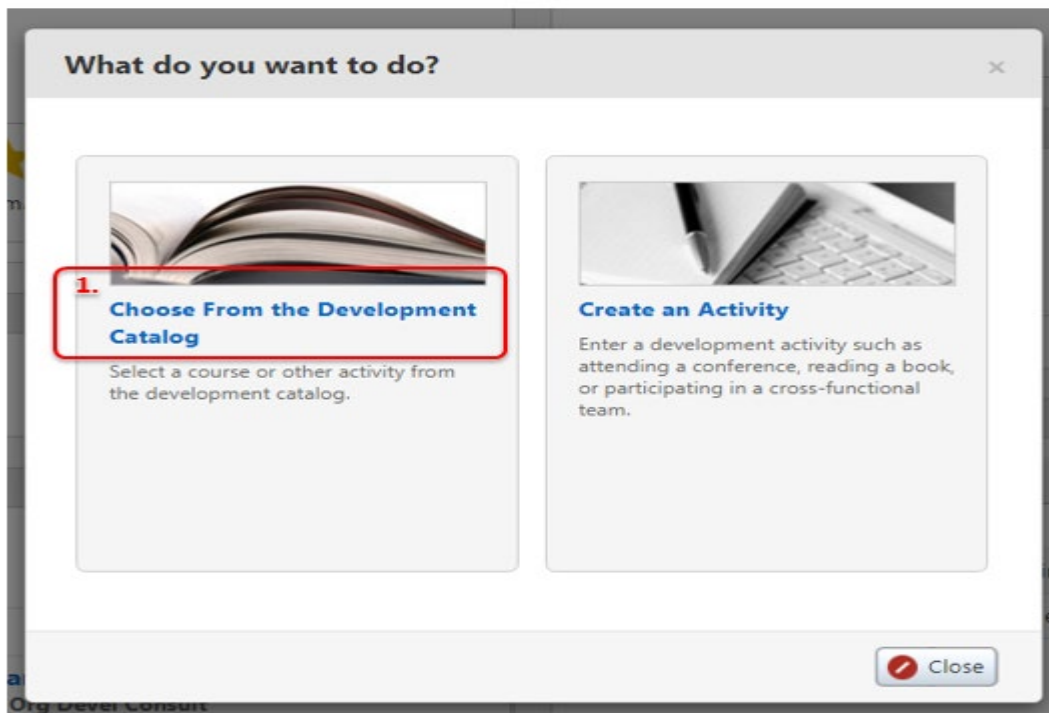


The screenshot shows a user dashboard with several sections. The 'My Development Activities' section contains a table with the following data:

Actions	Priority	Activity Name	Associations	Status	Start Date
		Coaching		In-progress	05/04/2016
		Leadership Readiness		In-progress	05/04/2016
		Talent Management		In-progress	05/04/2016

A red box highlights the 'Add' button (a green circle with a plus sign) located at the bottom right of the table.

**Step 4:** To choose from a catalog of development activities, click "Choose from the Development Catalog." There are a variety of sources including FYI competencies and Degreed pathways.



The dialog box titled "What do you want to do?" has two main options:

- 1. Choose From the Development Catalog**  
Select a course or other activity from the development catalog.
- Create an Activity**  
Enter a development activity such as attending a conference, reading a book, or participating in a cross-functional team.

A red box highlights the "1. Choose From the Development Catalog" option. A "Close" button is visible at the bottom right of the dialog.

## CREATING YOUR IDP

### Step 5: Select Activity from Catalog

- You can filter the results by location, type, who it is suitable for, and specific competency name.
- Click on the resource you want to include in your development plan. Click “Continue.”

**Select Activity from Catalog**

**Step 1** Select Activity

**Step 2** Provide Activity Details

**Instructions**  
Below are the development activities available to you. Narrow your search by applying the filters on the left. You can register for a course or add yourself to the waiting list. The course will be added to your development plan where you can provide more details about your development goals and track your status as you progress.

**Hide Filters** **Tutorial**

**Run Filter** **Clear Filter**

Contains  
strategic agility

Name	Description	Location	Type	Suitability	Competency Name
Leader Competency - Strategic Agility	Anticipates future consequences and trends accurately. Brings creative ideas to market. Recognizes strategic opportunities for change. Creates competitive and breakthrough strategies.	Degreed	Online	All Learners	👉
Strategic Agility	Kaplan, R. S., & Norton, D. P. (2007). Using the balanced scorecard as a strategic management system (4th ed., 2nd printing). Boston: Harvard Business School Press.	Leadership	Book	Leadership	👉
Strategic Agility	Krames, J. A. (2003). What the best CEOs know: 7 Exceptional leaders and their lessons for transforming any business. New York: McGraw-Hill.	Leadership	Book	Leadership	👉
Strategic Agility	Morgan, M., Lamm, W. E., & Mace, W. A. (2006). Exploiting your strategy: How to break it down and get it done. Boston: Harvard Business School Press.	Leadership	Book	Leadership	👉
Strategic Agility	Porter, M. E. (1996). What is strategy? Harvard Business Review, 74, 61-78.	Leadership	Book	Leadership	👉
Strategic Agility	Porter, M. E. (2008, January). The five competitive forces that shape strategy. Harvard Business Review.	Leadership	Book	Leadership	👉
Strategic Agility	Stalk, G. (2008). Five future strategies you need right now (Memo to the CEO). Boston: Harvard Business School Press.	Leadership	Book	Leadership	👉

**1.**

**2.**

**3.**

**Continue** **Cancel**

### Step 6: Provide Development Activity Details

- Feel free to rename the activity.
- You can add more to the description. For example, how you will apply what you learn from this developmental activity.
- Identify your goal: what you aim to achieve.
- Enter status, degree of priority, start date and expected end date.
- Click “Save” to continue.

# CREATING YOUR IDP

**Provide Development Activity Details**

**Step 1** Select Activity ✓

**Step 2** Provide Activity Details

**Instructions**  
Enter the development activity details and click Save. The activity will be added to your development plan where you can update your notes and track your status as you progress.

Source Type: **1.** Internal Catalog

Activity Name: Strategic Agility

**2.** Description: Krames, J. A. (2003). What the best CEOs know: 7 Exceptional leaders and their lessons for transforming any business. New York: McGraw-Hill.

**3.** Development Goals:

**4.** Status: Priority: Start Date: End Date:

**5.** Save

**Step 7:** My Development Activities: Your new development activity is now in your list of “My Development Activities.”

My Dashboard | Reports | My Analytics

**Quick Links**  
Profile | Journal | Performance | Recognition

**Status of Active Processes**  
Display count for: All Employees in My Area(s) of Responsibility  
Process: Select a process

**My Team**  
Mgr Leadership Devlpmnt HR\_TalMgmt  
Sr Org Devel Consult HR\_TalMgmt

**My Tasks**  
No tasks

**My Links**  
Performance Management Resources  
Employee Guidebook  
Leader Guidebook  
Common Review Timeline

**My Development Activities**

Actions	Priority	Activity Name	Associations	Status	Start Date
<input checked="" type="checkbox"/>		Coaching		In-progress	05/04/2016
<input checked="" type="checkbox"/>		Leadership Readiness		In-progress	05/04/2016
<input checked="" type="checkbox"/>		Talent Management		In-progress	05/04/2016
<input checked="" type="checkbox"/>		Strategic Agility		In-progress	08/31/2017

Now you are ready to review Step 4. This step will provide you with information to have a development conversation with your leader.



### Step 4: Have the Development (IDP) Conversation

#### I. Understanding the Importance of Having a Development Conversation with Your Leader:

- It is important for you to work (with your direct leader's support) to create mutually beneficial professional development goals. An Individual Development Plan (IDP) is often the best way to accomplish this. An IDP is a clear statement of your career goals and includes a specific action plan as to how you can achieve those goals through training, new projects, networking, and other methods.
- Career development, in general, is led by you and supported by both the supervisor and the overall organization.
- The Conversation Guide serves as a starting point for your development discussion with your leader and to help you refine your IDP.

#### II. Setting Up Your Development Conversation:

- **Schedule the meeting:**

Collaborate with your leader to set up a meeting dedicated to discussing your development and the Individual Development Plan you put together.

- **Review and complete the conversation guide and define your role and responsibilities:**

A week before the meeting, you should briefly review the purpose and use of the *Development Conversation Guide* presented in this document. Review the roles and responsibilities.

- **Consider additional tips and best practices to help you develop your core competencies:**

The tips presented in the next page, will help you consider additional options to work on your competency development. While you are having, your conversation look for those ideas so that you can incorporate them in your plan.

In the following pages you will find tips to help you craft and prepare for a development conversation with your leader.

## CREATING YOUR IDP

Development Conversation Guide	
What Should I Do Before the Meeting?	<p>Before you set up a meeting with your leader, the best way to prepare is by writing a draft of your own Individual Development Plan (IDP).</p> <p>This brainstorming and preparation process will help you identify your priorities and will point towards ways that your leader can support you in your development.</p>
What Will Happen In the Meeting?	<p>While meetings will vary to some degree, the purpose of an IDP meeting is to come away with a comprehensive plan for your development. This includes goals and competencies as well as action items that will help you pursue those goals with support.</p> <p>Your leader may ask you some questions to start the conversation, and you will have the opportunity to share what you have brainstormed on your own. Then, from both of your thoughts, recommendations, and resource ideas, you will work together to craft an IDP and focus on the different competencies you selected based on your self-assessment.</p>
What will be the outcome of this meeting?	<p>By the end of the meeting, you will have an action plan for your own development. Be sure to schedule a follow-up meeting for reviewing your plan and your progress later.</p> <ul style="list-style-type: none"> <li>Place timelines on your competencies, goals and objectives and set specific guidelines for follow-up.</li> <li>Schedule a follow-up meeting to review your progress later.</li> </ul>
How Can I Make My IDP Meeting a Success?	<ul style="list-style-type: none"> <li>Be prepared. Bring your development needs, your competency self-assessment, goals, as well as potential resources discuss.</li> <li>Be open to feedback and suggestions. Choose a time when neither of you will be distracted by other obligations so you can both stay focused on the development conversation.</li> <li>Place timelines on your goals and objectives and set specific guidelines for follow-up. Schedule a follow-up meeting to review your progress later.</li> </ul>
Who Is Responsible for What	<ul style="list-style-type: none"> <li>Understanding roles and responsibilities will help create a productive IDP experience.</li> </ul>

## CREATING YOUR IDP

Roles and Responsibilities	
The Learner Role (Your Role)	<ul style="list-style-type: none"> <li>• Understanding how well your skills, competencies and knowledge match what is needed to complete your job.</li> <li>• Identifying career goals, development needs, and training or development opportunities geared toward the realization of your goals.</li> <li>• Assessing individual progress toward reaching your goals.</li> <li>• Identify how you will demonstrate that you have accomplished your learning objectives and how you will use what you have learned. (Complete all learning experiences)</li> <li>• Demonstrate how your learning objectives link to your department's vision, mission, and strategic goals.</li> <li>• Meet with your leader to discuss your plan and finalize your Development Plan.</li> <li>• Review progress with your leader</li> </ul>
Your Leader	<ul style="list-style-type: none"> <li>• Assess your strengths and development needs. Help you identify training and development opportunities.</li> <li>• Provide opportunities to discuss and plan your development</li> <li>• Ensure that training and development opportunities align with your goals.</li> <li>• Ensure that your goals and development needs align with the organization's goals and objectives.</li> <li>• Evaluate the outcome of your developmental experiences.</li> </ul>
The Organization	<ul style="list-style-type: none"> <li>• Provide the structure and time for you and your leader to work together on an IDP.</li> <li>• Supply training and development opportunities for you to expand your skills.</li> <li>• Ensure that your leader has the training and skills to encourage your career development.</li> </ul>
Reflection	
<p>How are you going to be accountable to your own development and the commitments you establish with your leader?</p>	

## CREATING YOUR IDP

Roles and Responsibilities	
Think of ways to transfer the learning from your IDP on the Job	<ul style="list-style-type: none"><li>• Learning goes beyond what you pick up in a classroom or other learning situations. The best way to reinforce learning, increase your competence, and improve your performance is to practice and use what you have learned on the job.</li><li>• One way to successfully transfer learning back to the job is to consciously identify ways to use what you have learned and to get feedback and coaching from peers, mentors, or others who can observe you using your new knowledge and skills.</li></ul>
Use Mentoring and Coaching	<ul style="list-style-type: none"><li>• A mentor is a role model and sounding board who provides confidential guidance. A mentor is someone, not in the employee's chain of command, who is in a position to help with job and career goals, and who is committed to doing so. Mentoring is a constantly evolving process and requires the mentor and protégé to work together as partners to define appropriate mentoring goals and to provide each other with sufficient feedback to enable the achievement of those goals.</li><li>• A coach assists in review and self-reflection and helps recipients apply experience, book or classroom knowledge to their current work situation. This reflection helps those receiving the coaching learn how to analyze and resolve the leadership challenges they are facing.</li><li>• If you are new to your leadership role, it is encouraged to find a coach or mentor to help you navigate the challenges of your new position. Executives that have worked with coaches overwhelmingly report the experience as positive and helpful.</li></ul>
Stretch Assignments	<ul style="list-style-type: none"><li>• Stretch assignments are essentially short-term projects or assignments that provide unique, challenging experiences for the purpose of developing employee/leader skills and abilities.</li><li>• Discuss with your leader the potential assignments that can help you in your development.</li></ul>

Now you are ready to review Step 5. This step will provide you with information to help you implement and Review Your IDP.

### Step 5: Implement and Review Your IDP

#### Keeping you on Target:

Follow the next steps to help you stay on target with your IDP. This provides you with some strategies on how to really execute your IDP and make progress.

#### I. **Implement – spend just five minutes every day on your IDP**

- Make development a routine. Set aside a regular time, such as the beginning or end of each day to act and reflect on your development priorities and objectives.
- Make your development action steps the first task on your daily to-do- list.
- Link your goals with something you are already doing. Take a moment each day to identify the development opportunities that are right in front of you.
- Break out of your normal routine. Search for new ways to approach the situation you deal with every day.
- Learn from your peers. Spend time with the people in your development who have the expertise and skills you need. Ask them questions.

#### II. **Make your learning more efficient**

- Determine your own most effective learning style. Some people learn best by observation, other by trial and error, by reading, and by defining job experiences and stretch assignments.
- Get involve in a variety of experiences to maximize your development. High-quality learning most often comes from a wide range of professional and life activities, not just few.
- Experiment and take intelligent risks each day. Seek out “high-voltage” situations, such as projects that are highly visible or ones that give you an opportunity to work with new people.

#### III. **Deal with obstacles and roadblocks in your development**

- Show your development plans and goals to others. This will increase your commitment to attaining the goals and will involve others in your development. Specifically, ask for support and feedback in the areas you find toughest to master.
- Keep the development process simple. Complexity can make development feel intimidating rather than motivational.

## CREATING YOUR IDP

- Do not shy away from discomfort. Accept that change and development may feel intimidating or ambiguous at times. Remind yourself the feeling is only temporary.
- Be aware of what happens when your progress begins to slip. Keep track of situations that cause you difficulty and figure out how to address them.
- Redefine success by separating what you are learning from how you are performing. Ask “what have I just learned?” rather than “How did I just do?”
- If you feel stuck or unsuccessful, regroup and correct your course. Revisit your learning plan and make necessary changes in your approach. Review your objectives and actions with others, and seek their candid feedback and advice.

### IV. Reflect on what happens – regularly reflect on what you have learned

- Schedule periodic reviews, such as the beginning of each month or quarter, to think about and consolidate what you have learned.
- Use major events, such as the completion of a long-term assignment or project, as opportunities to debrief what went well and what needed improvement.
- Reflect on the midpoint of a large assignment when you still have a chance to make corrections.
- Learn from your successes by examining them and determining exactly what you did to succeed. Then look for opportunities to transfer your behaviors and skills to other situations.
- Tune in your emotions. Use both positive and negative emotions to motivate you, to draw your attention to something that needs changing, or to identify areas for future growth.
- Consider keeping a learning log to track and document your lessons and progress.
- The next time you work on a development objective; ask yourself, “What have I learned”? Write down what you learned, as well as possible ways to apply your learning to other situations.

#### Reflect on the following questions:

Daily reflection: What will I do each day to consider: <ul style="list-style-type: none"> <li>○ What worked?</li> <li>○ What did not work?</li> <li>○ What do I want to do differently next time?</li> </ul>	
Other reflection questions: <ul style="list-style-type: none"> <li>○ Am I challenging myself in my job and outside work?</li> <li>○ Am I requesting or hearing feedback from others?</li> <li>○ Am I taking any risks?</li> </ul>	
Consider a journal for reflection	

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## CREATING YOUR IDP

### V. Seeking Feedback and Support – use the *ALERT method*

#### What is in for you?

Ongoing feedback is essential for knowing where you are in your development process and determining your next steps. You need to make a concerted effort to solicit feedback that is honest, concrete, and specific to your development objectives.

To make it easier for others to give you the information you need, follow the ALERT method described below.

#### Ask for feedback

- Explain what you want and why it is important. Describe your learning goals and the topics you are interested in.
- For example, say “I want to improve my influencing skills. Would you be willing to observe how I am doing in this area?”
- Convey sincere interest in other people’s views. Example: “I need your input because working with you is an important part of my job”.

#### Listen actively to what people say

- Strive to pursue, understand and accept other’s point of view.
- Create opportunities for people to expand on what they have said. Use open- ended questions to clarify and probe for examples.
- Resist the urge to argue, explain, or defend yourself.
- Clarify the impact of your behaviors on others. Example: ‘What happens when I do not act decisively in our meetings?’

#### Reflect on what you have heard

- Thoughts: How does this fit with your goals and your current view of yourself? What new information have you heard? Where do you need additional clarifying information?
- Feelings: How do you feel about the conversation? What surprised you?
- Actions: What actions are warranted by the feedback you just received? What are your options?

#### Take action

- Decide what you want to do next. Plan exactly when and where you will begin.
- Continue to seek feedback to assess your progress.

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## CREATING YOUR IDP

### *Final Thoughts!*

#### ***Make it count: transfer what you learn to the next steps***

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|--|
| <ul style="list-style-type: none"><li>• Take time to celebrate and acknowledge your progress and accomplishments. Personal recognition builds self-confidence and provides renewed energy for your continued growth.</li></ul>           |
| <ul style="list-style-type: none"><li>• Create additional opportunities to apply what you have learned. Using your new skills will ensure that you keep them sharp and up-to-date.</li></ul>   |
| <ul style="list-style-type: none"><li>• Seek experience in new, complex situations.</li></ul>  |
| <ul style="list-style-type: none"><li>• Cross-train and pursue learning in related areas.</li></ul>  |
| <ul style="list-style-type: none"><li>• Advance to the next level of mastery. Force yourself to face additional challenges that will push your limits.</li></ul>   |
| <ul style="list-style-type: none"><li>• Take a break to recharge your batteries before your next development challenge. Take stock of what development strategies and tactics worked best so you can apply them in the future.</li></ul> |