



Individual Learning Plan

A great rule of thumb for planning your development is to focus 60% of your energy closing small and medium gaps in performance, no more than 2-3 at a time. Approximately 30% of your energy should be spent focusing on how to reframe your activities into areas that are clearly strengths for you. Finally, 10% of your time should be spent adding to your general knowledge base – including knowledge about yourself through feedback and assessment, as well as gaining context and insight into your role, your company and areas like leadership and business acumen.

Where to spend your Personal Development Energy

60% - on closing small and medium gaps

30% - on developing your strengths by applying them to more areas in your life and work

10% - adding to your knowledge base

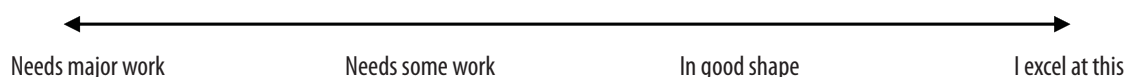
Step 1: Know thyself.

Go through your ODScore index report and fill in the grid below.

Elements	ODScore Index says	My comments
My motivation		
My frame of reference		
My talents		
My physical learning style		
My sorting style		
My resolution style		
My ideal interaction		

Determine key competency areas to strengthen and/or emphasize.

Look at your job description, a recent 360 degree feedback, performance review or if you don't have any of these, jot down the key things you need to do to get your job done well. Now take the important to dos – things that are really important to the role (8 -12 of them) and plot them on the spectrum below:



Reading the spectrum

If a lot of things on your list Need major work, you are catastrophizing, you are in the first 6 months of the job, or you need to rethink how and why you got here in the first place. Realistically, about 5% maybe 10% of your list should fall here. Needs some work and In good shape will make up the bulk of your items – probably 70% of them. Hopefully you've found some areas where you truly excel. A normal spectrum would place these at 20-25%.

Create your priorities

Work with an ODScore coach, your mentor or learning partner to prioritize development opportunities as follows:

1. Anything that needs major work. Rather than attempting to close a major gap, first ask:

- How and where can this be delegated or partnered away?
- Are there tools, templates and techniques you can use to “automate” this area for yourself, i.e. 3 reliable steps you can remind yourself to use each time?
- How important is this area in your job? If it is of major importance, how can you shift your job away from this area and still do a good job overall?
- Now take a look at your profile; does it make sense that this would be a lower area for you based on the profile? If it does, follow the steps above. If it does not, what is it in the environment that is causing lack of performance?

2. Needs some work. Here is the gold mine for development! Pick a couple of areas (up to 3, but no more) and determine:

- Which of these is the smallest gap you have to close? Hint: Look for an area where a small amount of missing knowledge or context, or a one time feedback session will move this forward significantly. Focus on this one first.
- Which areas, if any, are areas that you can excel at based on your frame of reference and talents, but are not. For example, if your frame of reference is head and your talents are facts and order, but you don't feel organized in your job, you need to figure out why your natural talents are not flowing. Do a factor analysis by writing out everything you can think of that is getting in the way. In this case, it may be how you get work from others that is causing the issue. It may be that your files never got set up right in the first place. Work through your factor analysis with your ODScore coach, mentor, manager or learning partner and pick one or two factors you can resolve.

3. In good shape. The only things to mess with here are those that will give you a clear advantage in your job and your life. Pick one thing to accomplish from this list, and only when you've really moved the needle to “I excel at this” pick another one to focus on. Areas that may give you a clear advantage, generally are:

- The ability to communicate clearly
- Attaining specialized knowledge about your field
- If you manage people directly or indirectly, your ability to coach them to higher levels of performance
- The ability to create a well thought out plan
- The ability to solve problems
- Excellent listening skills
- The ability to assess others
- The ability to deliver on a plan

4. I excel at this. If you excel at something make sure others know it, and not by your words, but by your actions. As often as is possible, flex these muscles so you can experience your strength in as many different contexts as is possible. Once or twice a year:

- Take on a stretch assignment
- Participate in a project outside your functional group
- Spend concerted effort on reframe areas in your “Needs some work” category. A simple example of this might be as follows: a key strength is problem solving. An area that needs some work is active listening. Try to think of every interaction as an opportunity to pick up clues to solve a problem.

Step 2: Create An Accountability Framework

We all know that we're more likely to go to the gym, get somewhere on time, and do our best work if someone else is counting on us. This is human nature. Use this to get your development goals plotted out and planned. From the list above you should have an inventory of:

1 thing to delegate or reframe

Up to 3 things to Improve

1 thing to move from "In good shape" to "I excel at this"

1 opportunity you are keeping an eye out for to enhance areas where you excel

Realistically, you'll need at least 6 months to make these improvements and do everything else you need to do. Plan to meet with your mentor, coach, manager or learning partner twice a month to check in on your progress.