Personal Development Planning Journal

Contents

Using your Journal

Journalling allows you to take thoughts, feelings and questions out of your head and onto paper. Your journal is a safe place to "say" exactly what you are thinking; you need not share it with anyone. Writing down your thoughts as they come allows you to explore them more deeply. You write in the first person, but can re-read and reflect with some detachment and thus gain greater insight and clarity.

As you enter into planning your personal development, it is a good idea to have a personal notebook to use as a journal alongside this workbook which contains exercises and templates to help you along.

Goals and Objectives

Having clearly articulated goals and objectives for your development is an important first step in the process. Often there may be private goals you want to address alongside some development goals agreed with your boss.

The following pages contain some useful templates and tools.

Setting Goals and Objectives - Preparatory Questions Template

These question sets are designed to help you think about what you want to get from your development, why and the context within which you are working towards them. It is not a questionnaire, so there is no need to work through them systematically, simply use them to surface thoughts and ideas.

Preparatory Questions	Make Notes Here
What do you hope to achieve? What do you aspire to? What would be the best outcomes?	
What measures of success can you identify? If you had to express your objectives as SMART goals, what would they be? Specific Measurable Achievable Realistic Timebound	
Why are these important to you? If you were not in this role/ organisation, would they still be important to you? What will be different when you achieve them? If you do not achieve them, what are the consequences for you? For others?	

Preparatory Questions	Make Notes Here
Are these objectives long-term or recent for you? Do you share them with anyone else?	
Does anyone else have any expectation of the outcome of this process? Are there any time-bound events or dependencies related to these goals?	
Who can help you? What other resources are available to you? What else do you need to know?	

The Performance COLLECTIVE

Personal Goal Setting Template

This template is very simple and designed for when the development is focused only on your goals and there are no organisational goals or objectives to be considered.

My goal is........	This is important to me because....	I will know I have achieved this when....

Public/ Private Goal Setting Template

In a development process there are often goals and objectives set and agreed with your boss. In addition, you may have personal goals related to behaviours and relationships that you prefer not to share with others. This template allows you to capture both in one document and then share only the "public" goals with your boss.

	Learning Goals	Performance Goals	Success Measures/ Behaviours
PUBLIC GOALS	*To be able to write compelling business cases to secure funding*	*To secure core funding for 2010/11*	*Budget for 3 heads and £2M capital for Project Alpha*
PRIVATE GOALS	*To learn how to anticipate and manage Anna's anxiety over programme delivery*	*To establish a solid working relation-ship with Anna*	*Increased trust, resulting in less interference and better, more open communication*

Self-awareness

Self-awareness is the foundation of personal development. As a result of attending a High Performance Development Programme, you will have worked on developing self-awareness. This heightened awareness of your personal preferences, style and impact on others is valuable information for your development.

Self-awareness

Self-awareness is very important because;

- The only person's behaviour we are in control of is our own
- Every relationship involves at least two people
- Every interaction involves reaction to the behaviour of others
- Our intended purpose and impact is subject to the perception of others

In other words, heightened self-awareness allows us to understand more clearly the impact we are having on others and how to adjust our behaviour to get the outcome we desire.

Feedback

Gathering feedback from the people we work with is useful on three levels;

- We gain further insight into our impact on others
- We can find out if we are demonstrating the behaviours and skills we would like to
- We can establish how we are doing against the principles for success in the role.

Feedback really gives you the opportunity to identify where you need to focus your attention and development activities. It can also be used as part of the process of looking at your training and development needs for the future. It is also often used to support career planning.

Think carefully about the people around you whom you can trust to give you open and honest feedback. They need to be people who have the opportunity to observe you interacting with others in the context of your development goals. Engage their help and share your goals with them and seek regular feedback.

You can also create feedback loops for yourself. When you have an opportunity to practice a new behaviour or approach, follow this exercise in your journal to create feedback for yourself:

- What is the outcome I want to achieve?
- What is most likely to influence the other person towards this outcome?
- What behaviour and approach will I try?
- If that is not working, what is my secondary approach?
- What outcome did I get?
- What were the steps that lead to this?
- What would I do differently if I could do it again?
- What have I learnt from this experience that is helpful for the future?

Interpreting Feedback

As you reflect on the feedback you gather, the following section may be helpful to you.

State of Mind

Having an open and positive approach to the feedback process generally produces better results. You are, after all, seeking this information for good and positive reasons. Remind yourself of your purpose and reasons for wanting to engage in the programme and keep this in mind as you work with the feedback.

Try to accept and be open to all the feedback; even if you find it difficult to understand or accept. Often this is as challenging when the output is better than you expected as well as when they are not.

Ask yourself;

- "Why might the person have this perception?"
- "What preferences does the person have that leads them to see me in this way?"
- "in what ways are we similar and different?"
- "What do I do that has led to this?"
- "What don't I do?"
- "Can I think of specific examples of behaviour that may have led to these perceptions?"

All feedback and self-awareness is useful and everyone has development needs, so there is no such thing as good or bad results. We all mostly behave with good intentions; unfortunately what we do does not always have the impact we want. It is really important to understand the unintended impact of our behaviour in order to develop personal impact and effectiveness.

Initial Reactions

On this page, write down your thoughts and initial high level reactions to the feedback as a whole and your MBTI Preferences. Is it what you expected? Are there any shocks or surprises?

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Detailed Analysis

Now think about everything you have learnt in detail. As you do this, look for trends and differences. Use the following exercises to identify strengths and development needs;

Known strengths

You and others agree that these are well developed and demonstrated;

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Known development needs

You and others agree that these are less well developed;

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Hidden strengths

Others believe you have a strength that you do not see. Usually where you say to yourself, "I didn't realise I was so good at that!";

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Blind Spots

Others believe you have a development need that you do not see. Usually where you say to yourself "I didn't expect them to say I was bad at that!";

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The following template may be helpful to group the results in a meaningful way;

KNOWN DEVELOPMENT NEEDS *High Awareness* *Low Strength*	**KNOWN STRENGTHS** *High Awareness* *High Strength*
BLIND SPOTS *Low Awareness* *Low Strength*	**HIDDEN STENGTHS** *Low Awareness* *High Strength*

Further Detailed Analysis

Start with your **biggest strengths**.

Consider and make notes on the following:

- Are you making the most of these strengths?
- If not, how could you use them to more effect?
- Write down examples of when you have used these strengths to most effect.
- How can you carry on using these strengths to achieve your goals and objectives?

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Next consider your **blind spots**.

Consider and make notes on the following:

- Do you recognise these as development needs?
- What can you do to improve them?
- How will you measure your improvement?
- How will improving these be of benefit to you and to Genzyme?

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Now go through the remaining areas in any order. Pick out areas for improvement in each of these skills and behaviours and list them below;

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Making Sense of it All?

Reflect on the information you have collected;

- What you like/agree with?
- What you dislike/disagree with?
- Why might others see you differently to how you see yourself?
- What are the messages you are receiving about what to change?
- Are they consistent with messages you have received before?
- What are the key things that are going to make the difference to you and your performance?
- Are some higher priority than others?

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Action Planning

At this stage you need to reflect on all of this information and decide what you will actually do.

What are your priorities?:

- To develop your performance in your current role?
- To build relationships with individuals or groups of people?
- To develop skills for future opportunities and challenges?
- To improve your performance in specific areas?

Identify those areas of your performance that you feel are highest priority (what you think will make the biggest difference) and focus on them. Take account of what matters to your colleagues, your boss and to The organisation.

Change will not happen overnight and you will have all the usual things to think about at the same time as developing yourself. Limit yourself to 1-3 development goals at any one time to maximise your chance of success.

Use the form on the next page to summarise your thinking at this point. Start with you strengths and then choose 3 others that you believe will really make a difference to your performance.

The Performance COLLECTIVE

Summary Form

My Biggest Strength	Behaviours that contribute to this strength; Action to maintain and develop this strength;
Development Action – something to improve on	Behaviours that will contribute; Benefit from improving/maintaining
Development Action – something to improve on	Behaviours that will contribute; Benefit from improving/maintaining
Development Action – something to improve on	Behaviours that will contribute; Benefit from improving/maintaining

Explore Possible Actions

Think about various actions you could take:

- Practice and reflection – identify a target situation, decide to approach it differently, gather information (reading/ research), plan the approach, do it and reflect and/or get feedback.
- Getting help from others – work with your Peer-pair, find a role model to observe, get a mentor or a coach, ask for feedback.
- On the job development opportunities – take an assignment that will help develop the skill/ behaviour
- Off the job development opportunities – attend training or a development workshop

SMART Action Plan

Put together a SMART plan (specific, measurable, achievable, realistic and time-bound). It is better to keep these to two or three actions that can be completed than to have ten that don't get done.

Over the next six months:

- What specifically are you going to do?
- When are you going to do it?
- What difference will it make if you get it right?
- How will you know when you have succeeded?
- How will you measure your success?
- Is what you have planned achievable in the time?

Now consider the next steps;

- Do you need your bosses support? Support from colleagues?
- Will you incorporate your SMART plan into your Individual Development Plan
- Do you need support from elsewhere?
- When and how will you review progress?
- Are there any quick wins?
- How will you continue to get feedback?

SMART Action Planner

Action	Due date	What will be the benefit?	What's the measure of success	What support do I need?	What might get in the way?

Notes