



DEVELOPMENT GOALS AND PLANS

Growing Leaders Resource – Develops Staff and Prospective Leaders

“A goal without a plan is just a wish.” - Antoine de Saint-Exupéry

WHAT: An annual conversation to listen and identify one specific (SMART) developmental goal for the year and plan to achieve it.

WHY: Cultivating a thriving organization of thriving staff requires that you develop your people as disciples in mission who are growing in leadership competency and character. The best managers spend time and energy helping individuals set, design, and execute personal development goals. Supervisees who believe that they are being developed are more likely to be engaged and retained in their jobs.

A *development goal*, as opposed to performance goal, is learning-oriented. The *development plan* spells out a plan for accomplishing the goal. (The development goal for a supervisee who is new in a role should be to participate in onboarding and learn the job. An additional development goal is not needed.)

WHEN: Set at the beginning of the year in conjunction with a staff's performance goals.

HOW TO PREPARE

Invite your supervisee to:

1. Pray for God's partnership and wisdom in the process.
2. Fill out the Future Dreams¹ worksheet or other visioning tool of your choice.
3. Fill out the Performance Reflection Grid: Skills and Maturity² to consider possible areas of development.

As the manager:

1. Pray for wisdom and thank God for the privilege of developing your staff.
2. Identify the personal biases you have – e.g. age, gender, ethnicity, communication styles, etc., that might affect the conversation.
3. Fill out the Performance Reflection Grid: Skills and Maturity and/or review their last performance review.
4. Identify current opportunities, events, and/or mentors that could facilitate growth.

HOW TO LEAD THE CONVERSATION

1. Invite the staff to share their reflections from the Future Dreams exercise.
2. Get curious, listen, ask questions to explore how they are motivated to grow.
3. Share your thoughts on areas for development and ask for their response.
4. Make observations together.
5. Co-create a development goal, that has clearly described outcomes, on agreed area of growth.
6. Discuss how you will resource the plan (70-20-10 model³) and how you will check-in regarding progress throughout the year.

DESIRED OUTCOME

The supervisee will...

KNOW

- That you are invested in their growth and development.
- The ONE area of growth that they are focusing on in this season.

BE

- Developing in leadership competency and character as they are intentional about their growth.
- Encouraged by visible, forward progress in their development.

DO

- Envision and plan for their own growth with your support.
- Create a clear and measurable development goal, execute the development plan, and debrief the learning with you, their supervisor.

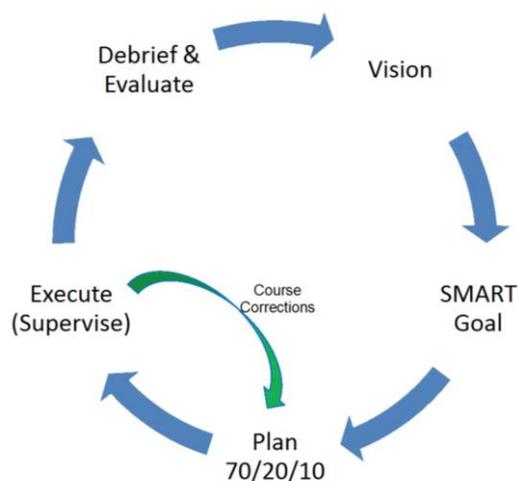
TOOLS/RESOURCES

¹ Future Dreams Resource is in the Appendix of the Supervising Growing Leaders binder.

² Performance Reflection Grid is in the Appendix of the Supervising Growing Leaders binder.

³ 70-20-10 Resource to learn more and for examples (70% on-the-job learning, 20% mentoring/coaching, 10% formal training or instruction) is in the Appendix of the Supervising Growing Leaders binder.

The Process



*"For you created my inmost being;
you knit me together in my mother's
womb.
I praise you because I am fearfully and
wonderfully made;
your works are wonderful I know that
full well....
How precious to me are your thoughts,
God! How vast is the sum of them!"*

- Psalm 139:13-14, 17