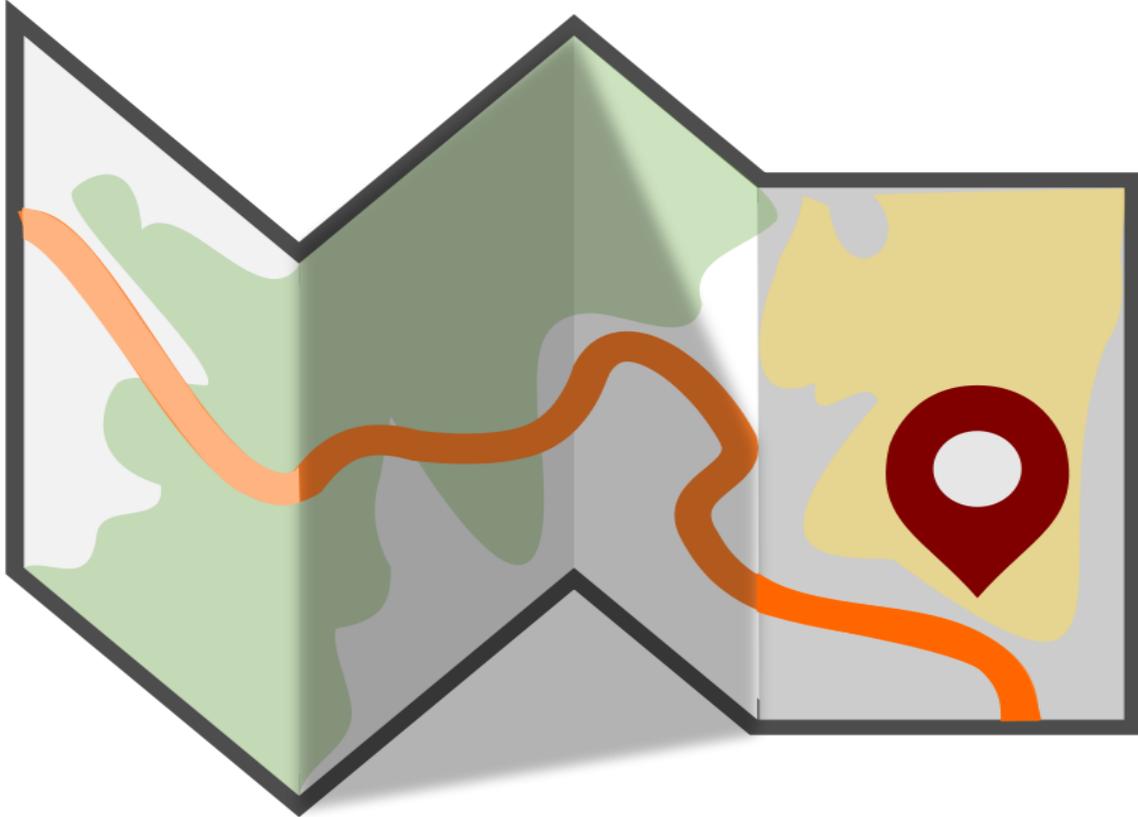


The Leadership Roadmap

A guide to the destination of your dreams



by Gwen Riedl

GROW Coaching and Consulting, LLC

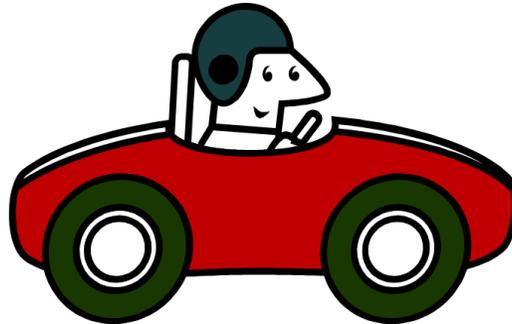
TABLE OF CONTENTS

Welcome!

The Leadership Roadmap

- 1. **CREATE A VISION** 5
- 2. **KNOW ONESELF** 6
 - GAPS 7
 - Goals & Values..... 8
 - Lifeline Exercise 9
 - Abilities..... 10
 - Perceptions..... 11
 - Success Factors..... 12
- 3. **CREATE A PLAN** 13
 - 70-20-10 13
 - 1-2-3 Method 13
 - Development Plan 14
- 4. **IMPLEMENT PLAN** 15
 - Personal Advisory Board..... 16
- 5. **EVALUATE & RE-CALIBRATE** 17
- 6. **CELEBRATE!** 18

Welcome!



Meet your leadership career driver – that's you!

There may be times when you feel like you are being carried along with little control over your career path. Your dream may seem so far in the future that you wonder if you'll ever get there. Or you may feel stuck, not knowing what the next best move is. If any of these describe you, this workbook will help.

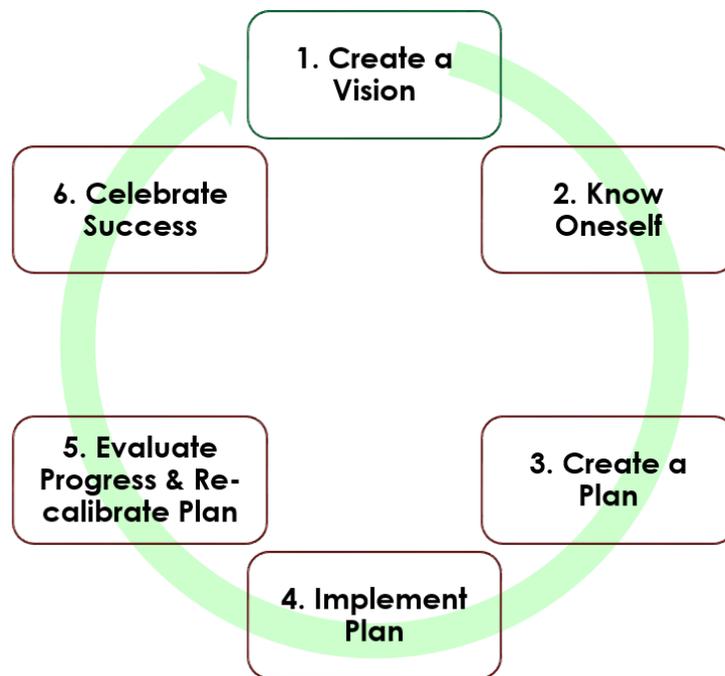
This guide is designed to take you step-by-step on a journey to explore your vision and values, link them to your strengths, and create a map to move you toward your desired destination. This journey is meant to be taken over time. Opportunities for evaluation and re-calibration are built in so no need to fear that you need to have the answers right now. And there's no need to do it alone, you will find signposts and trip advisors along the way.

Just as a compass points toward a magnetic field, your True North pulls you toward the purpose of your leadership. When you follow your internal compass, your leadership will be authentic, and people will naturally want to associate with you. Although others may guide or influence you, your truth is derived from your life story and only you can determine what it should be.

Bill George, "True North"

Leadership Roadmap

The Leadership Roadmap is a six-step process that guides a leader on the journey to a meaningful and well-lived career. This map provides tools to navigate the path so that a leader is continually learning and drawing on one's strengths and gathering support from fellow travelers. There are rest stops along the way to re-fuel and build resilience. The journey is long and, with a well-planned map, can be extremely rewarding.



*A journey of a thousand miles
begins with a single step.*

(Tao, 64)

1. CREATE A VISION

A vision is a picture of what you want your life, or an aspect of your life, to look like in the future. In simple terms, it's the answer to the question you answered as a child, "What do you want to be when you grow up?" Think of it as personal strategic planning – organizations do it and you should too.

A vision can be crafted using words and/or images. Using images can be especially powerful since our brains are better at processing visuals than text. In fact, 90 percent of the information that our brain gets is visual, and it processes that information 60,000 times faster than text.

The visioning exercise below is in two parts to tap into different forms of creativity. Part 1 involves writing which draws on logical, rational thinking (left brain). Part 2 invites you to draw an image which draws on your more imaginative thinking (right brain). Either part can be done individually or together. The objective is to capture, in words and picture, your ideal future.

Vision Exercise

Part 1: Write a Headline



Write a headline describing your success two (five, 10 or 20) years from now. It should feel aspirational and describe your success in detail.

Part 2: Create a Metaphor (Image)



Create a metaphor/image of your vision. Infusing the image with emotions, color and animation will make it more powerful.

Life isn't about finding yourself. Life is about creating yourself.
George Bernard Shaw

2. KNOW ONESELF

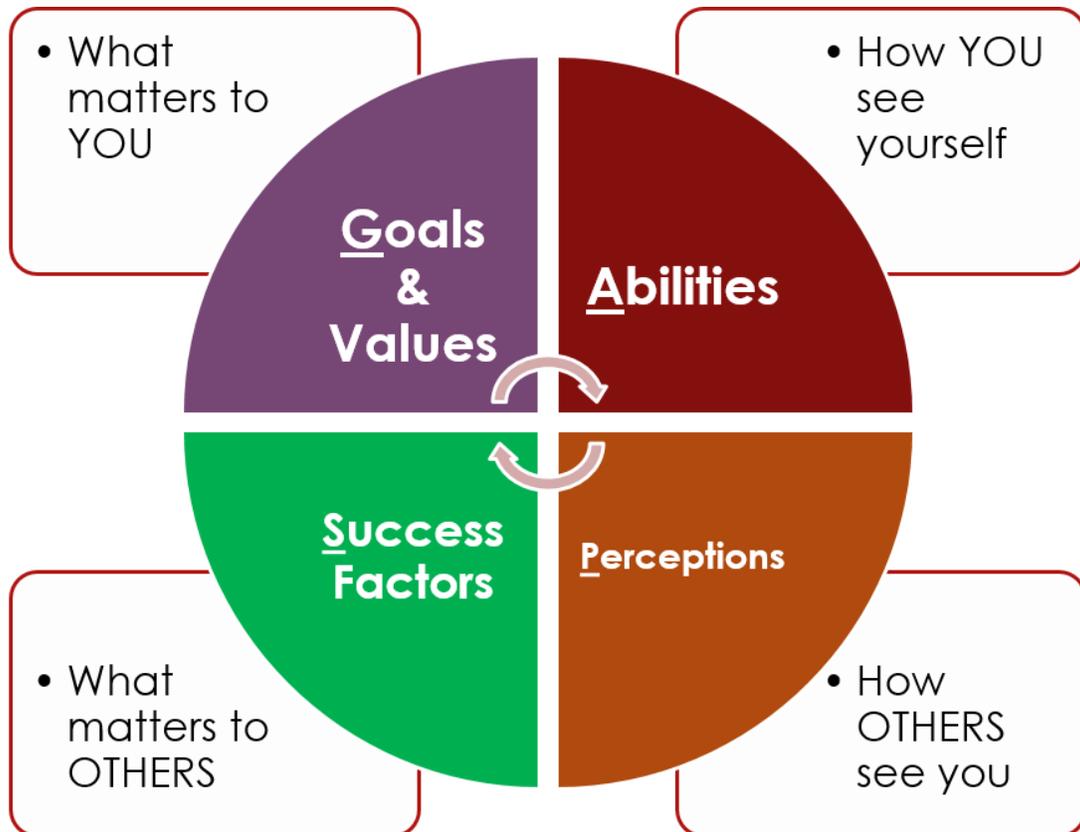


Without self-awareness, you cannot understand your strengths and weaknesses, your “super powers” versus your “kryptonite.”

*Anthony Tjan, co-author
“Heart, Smarts, Guts and Luck”*

GAPS: Identify Your Strengths

GAPS is an acronym for four important areas to examine when you are identifying priorities for development. Goals, Abilities, Perceptions and Success Factors influence your professional success. By taking into account each of these areas, you are likely to develop in ways that are meaningful to you and provide value for those with whom you work. Each area is described on the following pages with suggested sources for additional insight and questions for reflection.



Goals & Values

What you want to do.

- The things that you care most about, including your interests, desires, career aspirations, and values.

Sources:

- Introspection
- Development planning
- Career development discussions
- Personal goal setting
- Values clarification

Questions for reflection:

- What are your most important goals, values, and interests?
- What do you want to do that you are not doing now?
- What's most important to you; what do you care most about in your work and your life?
- In what ways do you want to contribute at work?
- What do you hope to accomplish?
 - In one year?
 - In three years?
 - In five years?
 - In ten years?
- What gives you the greatest sense of satisfaction and reward?

Lifeline Exercise

A lifeline exercise is often used in career planning to reconstruct one's achievements to build a resume. It can also be used to uncover patterns and themes in one's personal history and to identify passions and values.

Below is a sample worksheet to record work experiences, both paid and unpaid. Once you've captured the data, reflect on what you liked, didn't like, what was most interesting, and what knowledge or expertise you used. Make note of major influences throughout your life – were there people or events that made a difference to you at that time in your life, how so? Finally, capture experiences and accomplishments of which you are most proud – these are the clues to your passions and values.

AGE	Paid & Unpaid work	Positive	Negative	What interested you?	Knowledge or expertise	Influences (people, life events, etc)	Specific peak experiences/ accomplishments
1 - 15							
15 - 18							
18 - 22							
22 - 25							
25 - 30							
30 - 40							
40 - 50							
50 +							

Make a List

- Types of employers, customer, organizations you've supported (both paid and volunteer)
- Industries in which you've worked
- Work you've done/jobs you've held/roles you've had/clients you've loved
- Internships you've done

Ask Yourself

Of the responses above:

- What have you liked best?
- What made it different?
- What was it about YOU that made the work/place/person a great fit?
- Hint: The answers are clues to your values.

Abilities

What you believe you can do.

- Your view of your capabilities and performance, especially in relation to what is required of you and what you want to do.

Sources:

- Self-assessment and observation
- Track record
- Professional assessment

Questions for reflection:

- Where have you been most successful? What skills have contributed to that success?
- Where have you been least successful? What additional skills would have been helpful for you?
- Based on performance appraisals and your own perceptions of your track record, what do you see as your abilities?
- In what areas do you turn to others for assistance?
- In what areas are you most likely to offer expertise to others?

Perceptions

How others see you.

- How others see your capabilities and performance, including any interpretations and assumptions regarding what they observe.

Sources:

- Direct feedback and conversation with others
- 360-degree feedback
- Customer feedback
- Performance reviews

Questions for reflection:

- Based on feedback from others and group debriefs, how do you think others see you?
- What do others say concerning your strengths and development needs?
- What is your reputation with different groups and at different levels in the organization?
- What feedback have you received that you disagree with?

Success Factors

What others expect of you.

- Other people's expectations regarding your performance and behavior relative to given roles and responsibilities.
- How others expect you to contribute to the things the organization and team care most about, including team objectives, business strategies, market challenges, and organizational changes.

Sources:

- Roles and responsibilities
- Respected role models
- Competency models
- Organizational vision and values
- Organizational goals and strategies
- Core competencies
- Competitive challenges
- Market demands

Questions for reflection:

- What are the criteria for success in your current position?
- What expectations are placed on you because of the culture of your organization?
- Who is most valued and respected in your organization? Why?
- What will senior management value most from you?
- What capabilities are in greatest demand in your organization right now? Which ones will be most important in the future?

3. CREATE A PLAN

Up to this point, you've created a vision of what you want and GAPS has helped you identify the highest priority area(s) for development. The next step is to design a SMART (Specific, Measurable, Achievable, Relevant, Time Bound) plan. As you select activities for your plan, keep in mind the 70-20-10 rule so that you are spending time in activities that will benefit you most. Also, we recommend the 1-2-3 Method to keep your plan manageable.

70 – 20 – 10 – Choosing Activities to Include in a Plan

Research suggests that some development options are more helpful than others. Highly effective leaders report that their most significant learning of what makes a good leader came from challenges on the job, next from learning from others and lastly, formal training. Keep this in mind when creating a development plan.

70 % - Challenges on the job

Focus 70 percent of development through experiences. Examples: Action Learning Projects, Stretch Assignments, and Leaders as Teachers. Leading or participating in a multi-disciplinary project team, (criteria: it makes you feel "excited and scared").

20% - Learning from others

Focus 20 percent of development through learning from others. Examples: Mentoring, job shadowing, leadership coaching.

10% - Training

Focus 10 percent of development through formal training. Examples, Courses, e-learning modules, books.

1-2-3 Method

Identify one (1) key development area

1

What competency, skill or behavior, if developed, would have the greatest impact in your role?

Identify two (2) development actions

2

Focus development actions on experiential learning and learning from others (70 and 20 approaches of the 70-20-10 model).

Follow up three (3) times

3

Identify three dates to meet and discuss progress on the development actions. Meet with an accountability partner, a manager or a coach.

Elements of a Plan

It's likely you have development plans in other places, for instance, a professional development plan at work that is sometimes coupled with the annual performance appraisal (It's better if it's not combined with the appraisal process). Even if you do already have a development plan of some sort, you may wish to have one that is completely focused on your specific vision. Here are some suggestions of what to include in such a plan:

Objective: The **outcome** you want to achieve. This could be a professional skill or trait that you want to improve or a specific organizational initiative you wish to advance (e.g. prepare realistic estimates of budget, staff and other resources, increase delegation to department supervisors, etc).

Action Steps: List the **specific activities** you will undertake to achieve your objective. This could include completing training online or by attending seminars or conferences. Another example would be taking on new projects or specific tasks related to the competency (e.g., always create an agenda prior to all meetings). Learning is most effective when it can be applied immediately on the job, so focus on experiential learning activities. For example, "Set up initial mentoring meeting with Joe for early September to review current budget and staffing estimates, followed by quarterly progress meetings for next three consecutive quarters."

Resources Needed: List the **resources** you will use to accomplish your objective. This could include specific course titles (e.g., "Crucial Conversations") where appropriate or tools (e.g., agenda wizard in Microsoft Word).

Development Plan Template

Action Plan Worksheet		
Name:		
Long Term Goal (optional):		
Short Term Goal (optional):		
Information for my manager to know to help me succeed: (priorities, motivations, interests, etc.)		
Objective #1:		
Action Steps	Target Date	Resources Needed

4. IMPLEMENT PLAN

Sometimes we go through life letting it happen to us. By using the Leadership Roadmap, you are choosing to create an intentional path for yourself. There's no guarantee you'll manifest the vision precisely as you've dreamt it. And you'll meet barriers and detours on your journey. The key is to establish checkpoints along the way so you can make adjustments, yet stay the course. Before you move on to the next step, Evaluate and Re-Calibrate, consider identifying your personal advisory board...

To venture causes anxiety,
but not to venture is to lose one's self...
And to venture in the highest is precisely to be
conscious of one's self.

--- Soren Kierkegaard

Personal Advisory Board

Companies have advisory boards to help guide them and so should you! You may not have formal quarterly meetings with your board, but you can have a cache of trusted advisors who know and care about you so you don't need to make the journey alone.

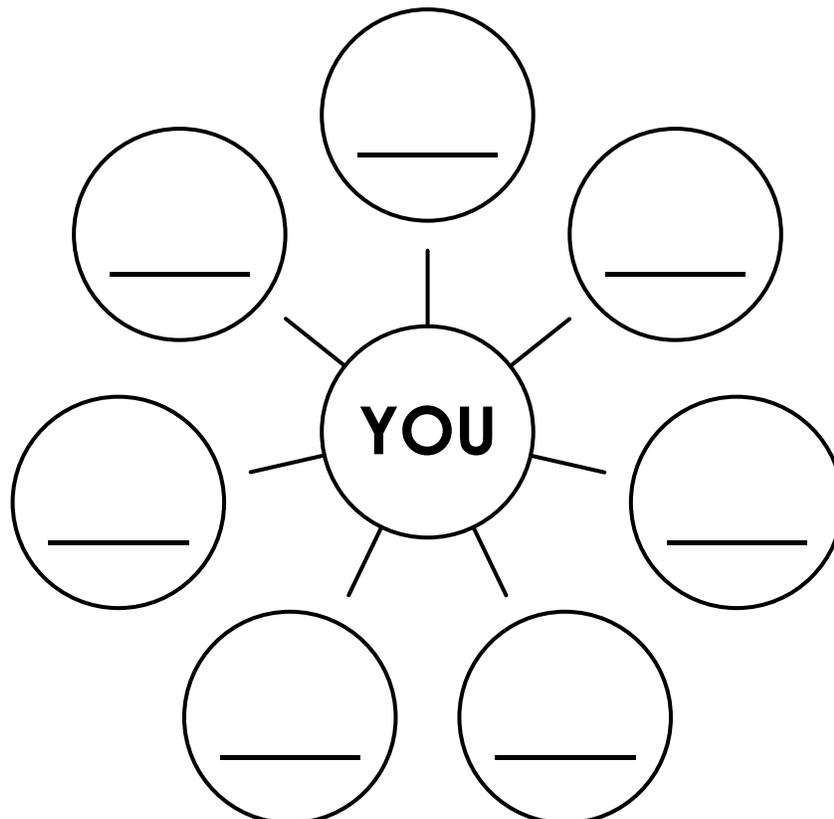
Assemble a network of individuals who can support you in the face of change - to help make career decisions, navigate difficult situations and light the way to your vision.

Include people with different strengths and perspectives:

- professionals from other disciplines i.e. business, legal, human resources, finance, other industries from your own, etc.
- wise elders i.e. senior professionals in your field, individuals in positions to which you aspire, retired people with similar or not-so-similar experience, people with deeper and/or broader experience than yours.
- those who inspire you and listen well i.e. significant others, children, friends, pets!

Advisory board members may show up in unexpected ways as mentors or may require intentional effort to seek someone with the expertise you need. Some relationships may last a long time, while others represent a point in time. Be flexible and be sure to look for ways to reciprocate.

Identify Your Personal Advisory Board



5. EVALUATE & RE-CALIBRATE

We can never know everything we need to know at the beginning of every project, adjustments need to be made along the way. The same happens in a career plan. We can't anticipate every twist and turn. The best we can do is pay attention and use the feedback we're given to make the next best step.

Create accountability for yourself by scheduling times to evaluate and re-calibrate your progress. These times may correspond to major milestones or calendar dates*.

Evaluation Checkpoints:

Date:

Date:

Date:

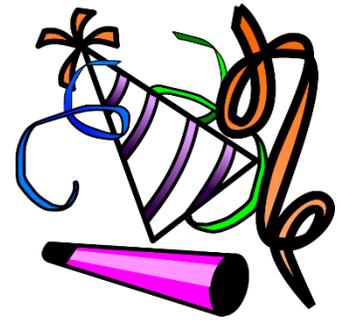
Date:

Date:

*See page 13 – Follow up 3 times.

6. CELEBRATE!

Celebration is an important step in sustaining energy for the long haul. It is a time to let go and relax after a period of intense effort. Recognize small accomplishments along the way.



Key Milestones and Successes:

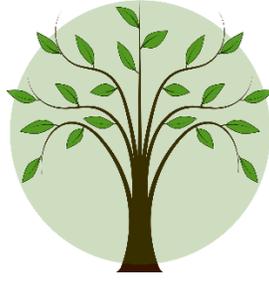
Date:

Date:

Date:

Date:

Date:



GROW Coaching and Consulting, LLC

Like a luscious garden, people in organizations are like seeds in a flower bed. They need nourishment, encouragement, and the light to reach toward, but great potential is already within them. GROW Coaching and Consulting, LLC is dedicated to tending leaders and teams so people, like seeds, can flourish and bring their best to work each day.

Gwen Riedl, M.Ed., ACC

gwen@growcoachingconsulting.com

612-305-8294

www.growcoachingconsulting.com