



Objective Leader

#Your Organisation#
#Your Logo#

Susan Sample
Development Plan

Introduction

The following **sample** report shows how the data is presented back to each participant on the Objective Leader - Leadership Capability or Capability Plus programs. This sample includes the cover page and 1x breakdown page. The full version of the report includes a breakdown page for each of the competencies selected as well as a reading listed with external recommended videos. The report is used as a Development Plan and gives the participant an understanding of their strengths and areas for opportunity in both skill and behaviour, in relation to your organisation's core leadership competencies.

What are we measuring?

The 'Objective Leadership Assessment' will measure the participant's core skill, knowledge and understanding of the selected leadership competencies. The 360 Feedback Survey captures observational data from the participant's 1-up Manager, Peers and Direct Reports. The data does not reflect current performance levels and should not be used as a performance review.

The 'Leadership Capability Program' has been built to develop leadership skills and behaviours for leaders who are 'Leading Others'.

Program Outcomes?

This Development Plan should be used in conjunction with professional coaching, whether that comes from Objective Leader or from an internal source at your organisation. The desired program outcomes should include:

- Leading a cohesive team
- Alignment with core values
- On-going behavioural change
- Skills in key competency areas
- Increased team output / performance
- Driving self-awareness
- Impact on strategic pain points

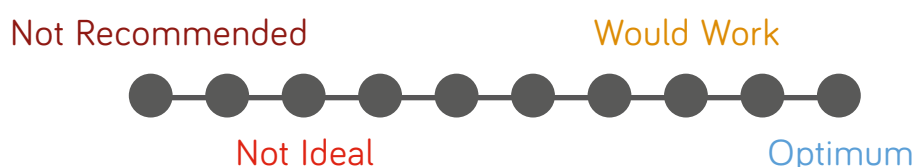
How will the data be used?

The individual data collated within these reports remain private and confidential between the participant and their Leadership Coach (unless otherwise agreed upon). However, we do encourage participants to share their results internally with their 1-up Manager.

Objective Leader does reserve the right to present aggregated data, from multiple reports, in an anonymised format, back to the organisation and client contact. This gives both measurability and the opportunity to identify any trends across various cohorts.

The Scale

The answers in the 'Objective Leadership Assessment' are weighted against the following 4 scores:




The 'Optimum Skills Indicator', found on the breakdown pages within the reports, outlines best practice for a leader 'Leading Others'.

Key to Benchmarks

The data is further aggregated and categorised into the following benchmarks, for 'Leading Others':


Expert

 **90 - 100%** - Consistently applies all knowledge and behaviours in a range of contexts.

Advanced

 **80 - 89%** - Applies knowledge and behaviours effectively.

Proficient

 **70 - 79%** - Works effectively with room to grow.

Intermediate

 **55 - 69%** - Demonstrates knowledge and behaviour across a limited range.

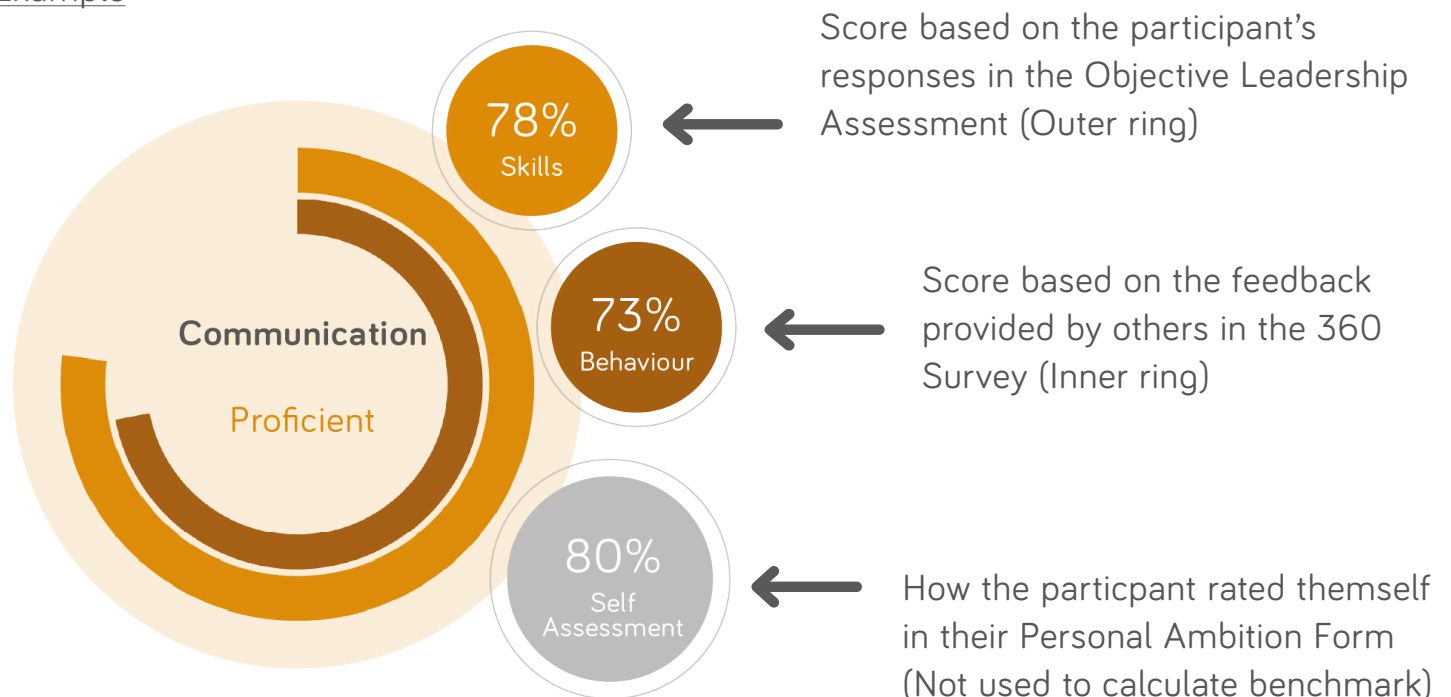
Foundational

 **0 - 54%** - Demonstrates a limited knowledge and application.

There will be separate benchmarks for each competency area.

How to read the Development Plan

Example



Development Plan



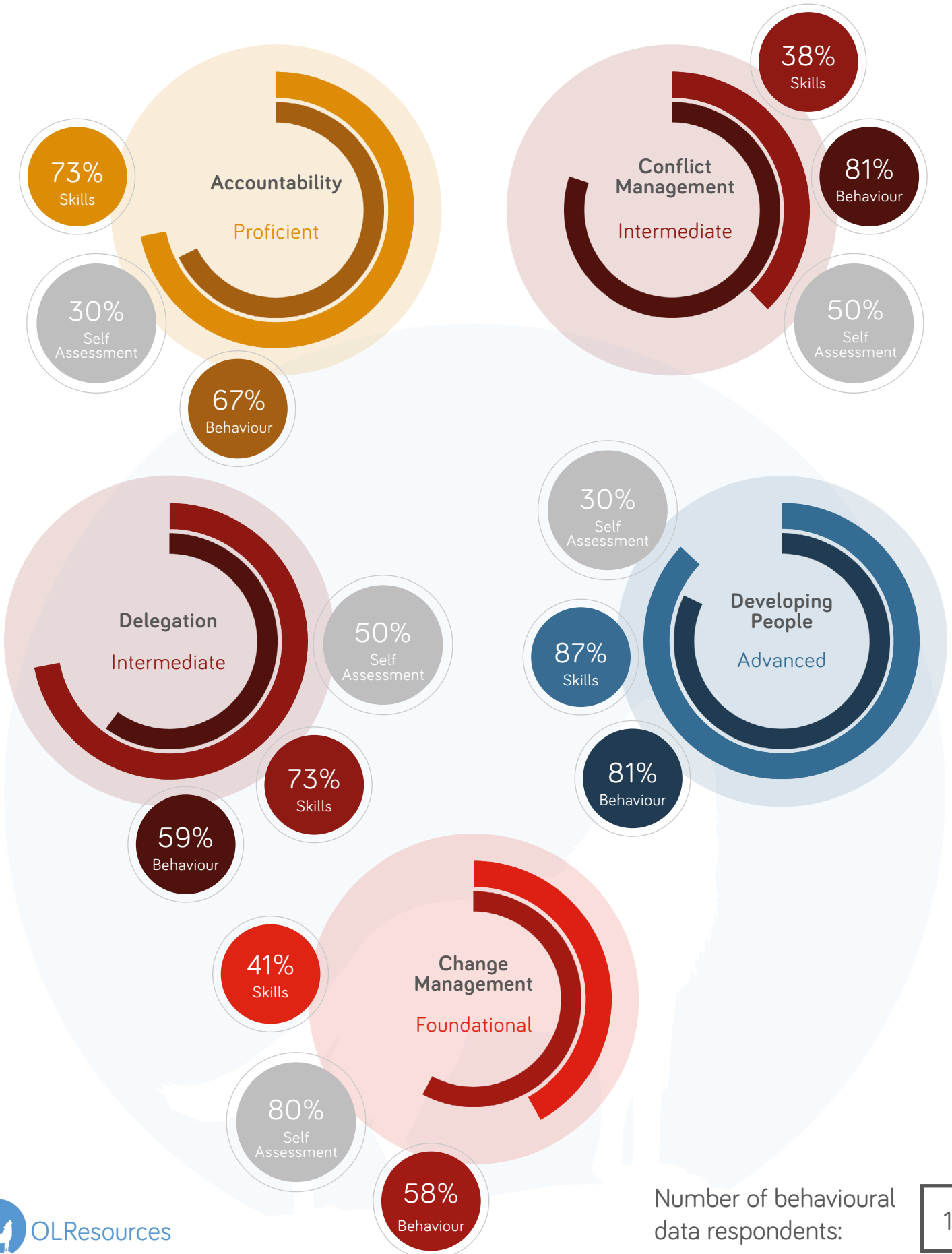
Susan Sample

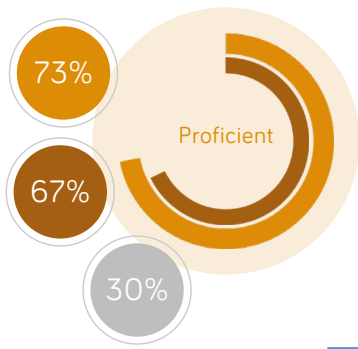


Business Ops Manager



Overall: 66%





A c c o u n t a b i l i t y

Definition Builds a culture of goal-centred accountability in a team based on trust, shared responsibility and a feeling of ownership. Plans and structures work which is allocated to individuals based on their levels of competence and authority, and follows an agreed process to maintain accountability in the team.

1 - Responsibility - Works systematically with the team to maintain their engagement, feeling ownership of tasks, projects and goals, and a sense of purpose.

Skills: Optimum - In a scenario where you have made some noticeable errors on a recent project, taking ownership of the problem and resisting blaming others will help build a culture of accountability.

Optimum Skill Indicator: Taking ownership of any shortcomings and resisting blaming others.

Behaviour:

Taking full ownership for a problem means not blaming others for any shortfalls. Personal accountability is about getting up after you have been knocked down and not playing the victim card. Take action and make a positive change.

“The solution to most of life’s problems and opportunities is a strong dose of personal accountability.” Roger Connors & Tom Smith

2 - Results - Coaches the team to focus on work quality including continuous improvement, learning from mistakes and acknowledging achievement.

Skills: Not Ideal - In a scenario where your team has started a new project that you are facilitating, defining what a successful outcome looks like upfront, then using the experience and skill levels of others to drive results will maximise the chances of success.

Optimum Skill Indicator: Defining expectations and driving results to achieve success.

Behaviour:

To foster a culture of accountability within your team there has to exist clear expectations around results. Accountability should be an empowering exercise and offer a starring role to a solution.

[Recommended Watch: The secret to giving great feedback | The Way We Work, a TED series | TED - click here](#)

3 - Process - Adopts an approach to building accountability that the team understands and agrees to; including setting expectations, measures, feedback and evaluation.

Skills: Would Work - In a scenario where a team member has put a lot of effort into a task but fallen short, showing appreciation here is going to best motivate the person, given their efforts.

Optimum Skill Indicator: Referring back to pre-established goals and selecting the right feedback method for the situation.

Behaviour:

Feedback is a key component of driving accountability. Certain situations will call for different approaches when it comes to delivering feedback, for example, if someone has given their best and are exhausted, then it is important to appreciate their efforts.

“Appreciation - motivates and encourages. Coaching - helps increase knowledge, skill, capability, growth, or raises feelings in the relationship. Evaluation - tells you where you stand, aligns expectations, and informs decision making.” Douglas Stone

[Recommended Watch: Creating a Results-Driven Team | Tim Rooney - click here](#)