Personal Development Plan

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Date:

11/30.2020

Revision Date(s)

1/15/2022

10/1/2022

Mentoring and the Personal Development Plan

At the first residency, a mentor is established for each student. The mentor and mentee will establish a time for regular meetings. We encourage weekly meetings initially with a bi-weekly schedule being more common as the semesters progress. Mentoring serves as a co-curricular component of the Doctor of Executive Leadership program. The primary focus of mentoring is personal development as a scholar-leader. During the first year, mentors focus on your individual knowledge and skills which will be foundational for your development as a scholar-leader. These areas of focus are identified from your self-assessment reports; your mission, roles & goals and aspirations; and executive leadership contexts. In addition, mentors assist in developing one's scholar habits of mind and skills. After the first year of the program, students are assigned a faculty advisor and the focus shifts to pre-dissertation thinking and writing during the next three semesters (4 -6). Faculty Advisors continue a mentoring relationship with students. The focus of the mentoring activities during that period includes professional development and engagement in the intellectual community. In the third year, a Dissertation Chair assumes the mentoring role as you conduct your dissertation.

The GROW model as presented below is one of the tools which guide development of a personal plan and interactions with mentors. It is to be started first during Residency 1 and completed by the middle of the first semester in consultation with the mentor. The PDP is posted your Mentoring collaborative workspace found in the Chalk & Wire platform. The plan will be reviewed and updated throughout the program with formal updates at each residency. The Personal Development Plan is also a required artifact for the Professional Portfolio at the end of the second year. Both students and mentors are responsible for the meetings and contributing to the dialog at the mentoring site.

# GROW Model

GROW is a questioning technique used in coaching and mentoring and is particularly useful when change is anticipated. The questions are open and non-suggestive, which helps make the model owned by the respondent. The questions need not be answered in the order they are asked, but the written responses should follow the outline.

Each DEL student is asked to complete the GROW questions for each Role identified and provide them to his or her mentor. The time frame perspective for completing the GROW tables in of the PDP is 3 years: look out over the next three years when answering the GROW questions. Each student is asked to examine his or her GROW tables and make revisions or adjustments as appropriate keeping a 3 year outlook.

Your Personal Development Plan should be grounded in your personal Mission and your Roles.

Write your personal mission statement here:

***To live a life of joy that makes a difference in others' lives while giving and receiving love, laughter, and adventures.***

List your major Roles here:

* ***To be present and not distracted by other things that have to get done. Live in the moment.***
* ***To improve my self-perception by receiving feedback and processing the strengths and areas of improvement with the same intensity. Celebrating the positive feedback and believing it.***
* ***Embrace new experiences that may not be part of an envisioned plan and go with the flow.***
* ***Continue to lighten up and find laughter and joy in all experiences, even when I feel most unsure and insecure about embracing.***

**EQi**

Emotional Intelligence (EI) refers to a distinct combination of emotional and social skills and competencies that influence our overall capability to cope effectively with the demands and pressures of work and life.

**Extended DiSC**

A behavioral styles inventory which identified one's preferred styles of interacting with people and task.  Preferences are identified in relation to how one is most likely to interact as perceived to be required in a given context and in relation to how one is most likely to interact when under stress.

**NEO Pi-3**

The NEO Inventory assesses the five major domains of personality as defined by the Five Factor Model of personality. The results describe people's behaviors on continuous dimensions vs. 'types' as reported by the MBTI.  This self-assessment has been extensively researched and has established as a reliable and valid measure useful for improving psychological well-being, coping and defenses, needs and motivation, creativity and divergent thinking, problem solving, relating to others, and planning, organizing, and implementation skills.  Over the past 15 years has been the most frequently used assessment in studies of leadership and personality.

After reflecting on the reports from your assessments and discussing them with the Assessment Coach and your mentor, list below the three areas that you would benefit from developing further. Consider the reports from the three assessments holistically, i.e., look for the common themes across the assessment reports. For each area, identify the Role(s) which you believe are most related to it and write how you believe development in that area will affect your Role. Your Personal Development Plan should incorporate planning actions which can contribute to development in that area.

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| --- | --- |
| Area for Development | Role |
| Increase Optimism and Happiness | * Celebrate Success More and Enjoy the Recognitions * Share more authentically my feelings at work and not mirror others' emotions. |
| Navigate Impulse Control | * Trust my gut in the decision-making process and not overthink * Speak up and provide the feedback I think can contribute to making a product or situation more dynamic. |
| Increase Self-regard | * Receive feedback more objectively and improve self-confidence and have more ownership of my value and worth. |

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| **Goal (write goal here)** | **What Would You Like to Achieve? SMART Objectives** | **What Benefit Would You Gain** | **What would happen if you failed?** | **What role will this goal fall under?** |
| **Create a CEO Performance Review process that allows 360 review (board members and staff) of my performance** | A process that allows me to take feedback. Celebrate the strengths and ask for help, support, and resources to address the areas of improvement. | It would allow me to lead the organization, my team and drive the mission further effectively. | I potentially can jeopardize funding and meet management challenges. | * Improve Self-Perception * Embrace New Experiences |
| **Reality** | **How far are you from your goal?** | **What are the barriers you face?** | **Who could help you?** | **Where does it fit in your life?** |
| I am 50% to goal.  I created the survey two weeks ago and distributed to Board Members and Staff | Individuals not completing the survey. Board Members not providing the additional supports for a successful process. | The Board President and the two board champions for this process. | This is a vital part of how I can be successful in my work and as a Leader. It fits in my work and school experience |
| **Opportunities** | **How could you achieve your goal?** | **If that approach failed, what then?** | **How could you ask for help?** | **What are your concerns or  fears about pursuing this goal?** |
| Help the review process move along and complete it successfully. | I will take the feedback I did receive so far and process that. | When receiving the review, be mindful of asking how Board Members would suggest I pursue addressing improvement areas and their proposed resources and support. | I may not be as effective as a leader, as I hoped. |
| **Will** | **What is the very first step?** | **When will you take it?** | **Do you really want to do this?** | **Are you taking on too much by pursuing this goal now?** |
| Collecting and reviewing surveys to provide the executive committee for their final review and assessment | November 30, 2020 | Yes. It is the right time for the organization and good for my development. | Since I am educating the Board of Directors on how to develop this process, this year I am more engaged in the |

**Update:** I have had 2 annual reviews and the feedback provided has improved my abilities to be more strategic, ask for support of board members and staff. I have learned to delegate more of the key responsibilities that were on my desk from my previous role as the Director of Operations and Growth Strategies. I depend on my team to ideate and deliberate on tactics to fulfill our strategy and then make final decisions.

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| **Goal (write goal here)** | **What Would You Like to Achieve?**  **SMART Objectives** | **What Benefit Would You Gain** | **What would happen if you failed?** | **What role will this goal fall under?** |
| **Read *Learned Optimism and Authentic Happiness* identify two-four strategies I can implement at home, work, and school in the next 6 months.** | Increase my optimism and happiness | I think I would be a better person at home, work, and school. | I would not grow as a person. This goal is about learning and trying new things. | * Lighten up * Embrace new experiences |
| **Reality** | **How far are you from your goal?** | **What are the barriers you face?** | **Who could help you?** | **Where does it fit in your life?** |
| 20% | I have to take the time to read and reflect, and work and school are both intense right now. | My assistant can help reorganize my schedule to better carve out time for reading during the workday. | It will affect all aspects of my life. |
| **Opportunities** | **How could you achieve your goal?** | **If that approach failed, what then?** | **How could you ask for help?** | **What are your concerns or  fears about pursuing this goal?** |
| Take the time to make this a priority as it focuses on my journey. I need to make this a priority for me. | Dr. White would probably let me know I have fallen short in this area. | I can have my assistant and Dr. White hold me accountable for carving out the time to make this happen. | I will let the habit of not focusing on me take over. |
| **Will** | **What is the very first step?** | **When will you take it?** | **Do you really want to do this?** | **Are you taking on too much by pursuing this goal now?** |
| I have purchased both books and have divided them into sections for reading. Now I have to start reading. | I will start the weekend of 12/5 after my in-depth report is submitted. | Yes. | Maybe. But I think it is an essential part of my personal growth. |

**UPDATE:** I moved to points in my EQ-I assessment. Showing a better regard for myself and acknowledging my accomplishments. I spend more time celebrating successes and the joys in experiences. My outlook is more optimistic and focused on make sure I am as happy and as optimistic as I encourage others to be. At work, the team created a slack channel, # momentsofjoy, we use to share moments of joy in our life. As I leader I post bi-weekly to share moments of joy in my life to connect and relate joy and optimism in my life.

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| **Goal (write goal here)** | **What Would You Like to Achieve?**  **SMART Objectives** | **What Benefit Would You Gain** | **What would happen if you failed?** | **What role will this goal fall under?** |
| **Make more decisive decisions by trusting my gut and not overthinking things.** | Be more confident in my experience and use my gut to drive decisions in a more timely and impactful way. | More confidence in my self and my experience. | I would create a perception that I am indecisive and insecure by my team and colleagues. | * Improve self-perception * Be present at the moment |
| **Reality** | **How far are you from your goal?** | **What are the barriers you face?** | **Who could help you?** | **Where does it fit in your life?** |
| 50% I have read One Minute Manager and implementing meeting decision-making strategies. | The opportunity to practice this. | N/A | It would help me with work and school. Increase my engagement in team decisions. |
| **Opportunities** | **How could you achieve your goal?** | **If that approach failed, what then?** | **How could you ask for help?** | **What are your concerns or  fears about pursuing this goal?** |
| When the opportunity presents itself, I use my experience and ability to be realistic while assessing other thoughts and input more timely to make a decision. | I would need to keep shifting strategies as situations present themselves | Reflect with Dr. White and others the experience and create new strategies for future experiences. | N/A |
| **Will** | **What is the very first step?** | **When will you take it?** | **Do you really want to do this?** | **Are you taking on too much by pursuing this goal now?** |
| Identify the opportunity and then practice this new approach. | As soon as it presents itself | Yes. | This occurs often, and I will have the opportunity to |

**Update:** I would say this has improved significantly and what I realized is that my way of asking for more data or information can be perceived to others as indecisive. I now require my team and colleagues to provide data points, I ask probing questions and decide. I try to make aspirational decisions but maintain a realism to the approach as sometimes they seem too aspirational. At times decisions made are articulated with clear goals and aspirational goals that may be obtained if there are optimal situational condition.