MAERSK

Action Planning Guide
and Personal Development Plan

The purpose of this Action Planning Guide is to give you the opportunity to reflect on the feedback from your 360 survey and any other assessments – and to turn the feedback into concrete action points.

This guide was developed in partnership with DecisionWise, Inc. and contains specific instructions on how to interpret your results and create a Personal Development Plan. It is designed to be used during an individual coaching session where you can discuss your feedback and make decisions about your own development.

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Identify Gaps

In your 360-degree feedback report, identify significant or consistent differences between the groups of raters (self, manager, peers, direct reports, etc.).

Based on your feedback, list and describe the greatest *"gaps"* between rater groups. A gap is significant when:

1. It is consistent across many questions
2. It is at least two points or larger
3. It is critical to your success
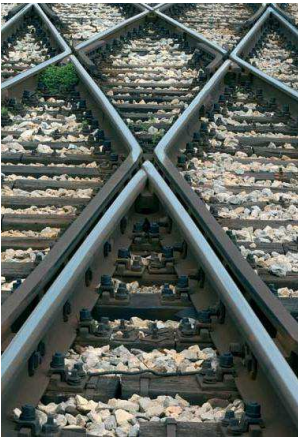
Gaps:
Differences in Perception

As you review the gaps above, you may want to ask yourself the following questions:

1. Do people see me in a different light, depending on my working relationship with them? Why?

2. Have I seen evidence of the perception gaps? If so, how are they affecting relationships or performance?

3. What would happen if I were to fully see myself from their point of view?

Build on Strengths

Reflect on where you are going. Start by exploring how you got to where you are now. More often than not, it was through your strengths!

There are typically talents that we possess, and they are reflected in our work. They impact our level of effectiveness, as well as that of others. The 360-degree feedback report identifies your highest scores as seen by others.

Based on your feedback, briefly list and describe your *strengths*.

Strengths:
Reaching your Destination

Review the strengths that are apparent in your 360 report. As you review the list, you may want to ask yourself the following questions:

1. Have these strengths helped me in my career thus far? How?

2. Am I continually using these strengths in my career and personal life?

3. What would happen if I were to fully utilize these strengths more regularly?

Recognize Areas for Development

Sometimes a behavior gets in the way of our progress and requires improvement if we are to realize our potential. These behaviors have the potential to limit progress in our careers, as well as other areas of life.

Based on your feedback, list and describe potential areas for development. Note that these may be clearly spelled out within your report, or you may have to search for these based on themes that may stand out.

Areas for Development:
Getting Off Track

Review your list to ensure that the areas identified in your report are critical to success in your role and position. As you review the list, ask yourself the following questions:

1. Is this area critical to my continued growth and development? Future direction? Why?

2. Have I been making improvements in this area on a regular basis?

3. How would my level of success (and that of other people) be different if I were to significantly improve in this area?

Create a Personal Development Plan

The purpose of this Action Planning Guide is to give you the opportunity to reflect on the feedback from your 360 survey results and any other assessments – and to turn the feedback into concrete action points.

You may not need development related to *all* leadership behaviors; hence we suggest that you focus on those areas where there are greatest opportunities for improvement.

On the following pages, create 2-3 goals that will most impact your performance as a leader. Please capture in detail what, why, how, when and what's next for each goal.

Then outline a Personal Development Plan for each goal using the SMART model, with specific actions and checkpoints.

What	Describe exactly what **leadership behavior** you wish to develop further. Writing, for instance, "Developing Others'" is not enough. Consider *specifically* what aspects of Developing Others you want to start focusing on.
Why	Consider what motivates you to follow through on this plan. Where will you be, once you have reached your objective? How will you notice the difference? Who will notice? What will happen as a consequence of your development?
How	This is where you note your plans for how you wish to ensure that this development happens. Do you need someone to help you? Is there anything specifically you will do more or less of? What will maintain your inspiration?
When	As with the SMART model, you need to be both specific and realistic when it comes to describing when you wish to have reached your objective.
What's next?	When you work with long-term objectives, it is a good idea to break the process up in to smaller parts (actions).

(Sample) Leadership Behavior: **Development of Others**

What	I will focus on supporting my direct reports in their efforts to become better leaders.
Why	My direct reports indicated on my 360 that that I tend to discourage them from taking time to attend training or take on stretch assignments. They also need to be ready to take on more responsibility.
How	I will talk with each person about their personal development and career goals. I will help each one create an action plan for their own development based on their 360 feedback.
When	I will meet with each person initially to talk about development goals. We will then meet monthly to review progress.

What's next? (Actions)	7 Days	30 Days	60 Days	90 Days	100 Days
Review overall development needs for the team (skills, leadership, etc.)	✓				
Initial meeting with each team member to discuss personal and career goals.	X	✓			
Monthly follow-up meetings with each team member on their progress.	X	✓			
Participate in a team development training workshop this year.	X	→	→	→	
Conduct a follow up 360 survey with myself and each team member to measure improvements	X	→	→	→	
Regularly recognize team members for their development efforts	X	→	→		

Key: X = Not started   → = In Progress   ✓ = Completed

Leadership Behavior: _____

What	
Why	
How	
When	

What's next? (Actions)	7 Days	30 Days	60 Days	90 Days	100 Days

Key: X = Not started ➡ = In Progress ✓ = Completed

Leadership Behavior: _____

What	
Why	
How	
When	

What's next? (Actions)	7 Days	30 Days	60 Days	90 Days	100 Days

Key: X = Not started ➜ = In Progress ✔ = Completed