**PERSONAL AND CAREER DEVELOPMENT PLAN**

### DEVELOPMENT NEED/GOAL

1. Enhance capability to drive performance through others, clearly communicating my expectations of direct reports, empowering them and offering them coaching to enable delivery of agreed standards

### DEVELOPMENT ACTIONS

**Experience on-the-job (70%)**
- Focus on and be able to describe the impact of under-performance both for the individual and the organisation
- Think through obstacles to performance and identify ways to remove or reduce these
- Shift from providing solutions to direct reports to coaching

**Exposure to others (20%)**
- Obtain coaching from Manager on how to have difficult conversations.
- Role play difficult conversations with Manager, peer or HRO first

**Education & Formal Training (10%)**
- Participate in ‘Pathways to Performance’ training course.

### MEASURE/TIMING

- Review direct reports’ performance reviews to ensure performance expectations and deliverables are clear – Nov-Feb
- Undertake 360° leadership feedback – Oct
- Demonstration of commitment to coaching-feedback from staff – ongoing
- Feedback from direct reports about impact of more open conversations. Evidenced by 360° feedback – Oct.

### BY WHOM

- Self
- Self
- Self/Manager
- Self/OD

### RESULT/ACHIEVED

- Self
- Self
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| 2. Tendency to work around individuals who I see as less informed. Do not recognise that people with different styles and experience can contribute unique, value adding suggestions. | **Experience on-the-job (70%)**  
Take on role of "an idea facilitator", thinking afresh about each situation and seeking input specifically from colleagues and integrating views/ideas into work plans.  
Add to team meeting agenda  
Practice asking open questions rather than making statements and show that I am listening to staff responses. | Present/Report back collective view to Faculty meetings – every second month. | Self |  |
| | | Positive 360˚ feedback on working collaboratively – Oct. | Self |  |
| | | Team feedback regarding active listening and facilitation skills. | Self/Team |  |
| | **Exposure to others (20%)**  
Design and facilitate a Departmental off-site meeting to enable cross-functional information sharing and generation of solutions. | Attend by March next year. Development Plan updated following participation. | Self |  |
| | **Education & Formal Training (10%)**  
Participate in a ‘Diversity and Inclusion’ training course. Seek guidance from OD team for recommendation. | | |  |
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<td>3. Developing assertiveness skills with internal customers</td>
<td><em>Experience on-the-job (70%)</em>(^*)</td>
<td>Understand frequent types of requests for process deviations and develop question and answer document.</td>
<td>Q&amp;A document completed by November. Effectiveness measured by less than 5% deviations to process.</td>
<td>Self</td>
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<td><strong>Exposure to others (20%)</strong></td>
<td>Role play managing the Customer interaction with my Manager</td>
<td>Role play completed and Manager feedback acted on in day to day customer interactions.</td>
<td>Self/Manager</td>
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<td><em>Education &amp; Formal Training (10%)</em></td>
<td>Participate in ‘Delighting Internal Customers’ training program.</td>
<td>Attend training course before planning cycle commences in July.</td>
<td>Self</td>
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\(^*\) indicates a percentage.