

My Development Roadmap

This document asks you a set of questions designed to help you make progress in the areas you care about most. The questions are based on three key principles for development:

Three Principles

1. **Uncover what drives and constrains you** – The questions below are designed to speed your success by making visible what drives and constrains you. This helps you take new decisions about what to keep and what to discard.
2. **Whole self-development** – Leaders are not one-dimensional. If you focus narrowly on only one aspect of yourself you miss opportunities to develop your whole self. The approach you will be engaging on will focus on all aspects of your life (work, self, family, community).
3. **Developmental/ Core Projects** - At any given point of our life, we each have a portfolio of projects that we are engaged in: work assignments, leadership challenges, family responsibilities, personal goals. This program is not designed to give you extra projects. Instead it aims to help you both make progress on important goals and expand your capabilities through your core projects. This is not extra work; it is development *through* your work.

This activity should take you a couple of sittings. We suggest you take 30-45 minutes to do a 'first pass' of your answers to the questions, and then come back to it a few days later to review and perhaps revise your answers.

You will need to complete this document in time for your first coaching session, and also bring it along to the Immersion workshop. Be prepared to discuss your thoughts.

Section 1: Developmental Projects

What are three to five challenging tasks, projects or responsibilities that are important to you and that create stretch, difficulty or development? These should include work projects, but may include areas outside of work.

1.

2.

3.

4.

5.

Choose up to three of the above projects and answer the questions for each on the following pages:

Project 1: _____

What does success look like?

What excites me about succeeding in this area? What are the big pay-offs?

What are the external obstacles that I face?

What doubts and anxieties come up when I think about this project (internal obstacles)?

What are my three biggest leadership development areas on this project? On a scale of 1 – 5 how would I rate myself on each (1 being weak, 5 being very strong)?

1.	/5
2.	/5
3.	/5

Project 2: _____

What does success look like?

What excites me about succeeding in this area? What are the big pay-offs?

What are the external obstacles that I face?

What doubts and anxieties come up when I think about this project (internal obstacles)?

What are my three biggest leadership development areas on this project? On a scale of 1 – 5 how would I rate myself on each (1 being weak, 5 being very strong)?

_____	/5
_____	/5
_____	/5

Project 3: _____

What does success look like?

What excites me about succeeding in this area? What are the big pay-offs?

What are the external obstacles that I face?

What doubts and anxieties come up when I think about this project (internal obstacles)?

What are my three biggest leadership development areas on this project? On a scale of 1 – 5 how would I rate myself on each (1 being weak, 5 being very strong)?

1.	/5
2.	/5
3.	/5

Section 2: Wicked Challenge

Choose 1 project that will be your wicked challenge. It could be a new project or one from above. Your wicked challenge should meet at least four of the following criteria:

- It is a project that will stretch and challenge you to do something new and different
- You have passion and energy for it
- The project has some level of uncertainty, ambiguity; there is not an obvious path.
- It will require you to grow and change in order to be successful
- It will require you to work collaboratively across boundaries to solve it, to engage people and teams outside of your functional area / silo.

My Wicked Challenge:

Now complete the questions on the following pages.

Complete these questions related to your wicked challenge. Note: these questions are not necessarily easy to answer. They are designed to get you to think. It may help to complete a 'first pass' then come back to them again after a few days.

What are your beliefs / assumptions about what it means to be an effective leader?

What are your concerns about addressing and solving your challenge successfully?

What do you believe to be true about your challenge?

What assumptions are you making about your challenge?

What do you believe is, or will be, hard?

What do you believe will block or obstruct you (or is currently blocking or obstructing you)?

What scares you about this challenge?

What is your personal definition of success as a leader?

What's your theory about how change happens?

What are your beliefs about how change should be led?

What is it about your current way of being a leader that serves you well?

What are the limitations of your current way of being, in relation to the wicked challenge you have chosen?

Who do you need to be(come) to be successful with your wicked challenge? What needs to evolve in how you think and behave?

What will you have to give up to be that way? (What needs to 'end' for you?)

How could you integrate the strengths of your CWOB (current way of being) into your NWOB (new way of being)?

Insights

Based on the above questions what are the 2 or 3 biggest insights you got about yourself?

1.

2.

3.

Please bring this document along to your coaching sessions, as well as to the Immersion workshop, being prepared to discuss your thoughts.