

“Leadership is the capacity to translate vision into reality through planning.”
Warren Bennis
Author and Leadership Expert

An awareness of your strengths and weaknesses is not enough to improve your performance. You must take the two goals you wrote down on the previous page and turn them into smart goals. They should be specific, measurable, attainable, relevant, and time-bound. Click on each of the competencies in the previous charts for additional resources such as sample action plans and recommended books, articles, and videos. Click <http://dashboard.g360surveys.com/manager-resources> to access all of the resources and training materials related to this survey.

Specific	Clearly define the criteria for what you want to accomplish. Include the who, what, where, when, and why of your goal.
Measurable	Pick a goal that can be clearly assessed and state the way you will evaluate your success. Make sure it is something that can be objectively measured.
Attainable	Make sure that your goal is within your reach. Challenging yourself is great, but overly ambitious goals will not be taken seriously.
Relevant	Consider what's important to your organization and tailor your goal to what will make you more successful in that context.
Time-Bound	Set a deadline for completion of your goal. Goals that are not time-bound are at risk of being put on the “back-burner” and forgotten.

EXAMPLES OF SMART GOALS

- *Improving Communication:* As project leader, I will set up a shared online document by Feb 17th that includes our project timeline, a description of each members' roles and responsibilities, and minutes from our weekly meetings.
- *Improving Encouragement:* In the next three months, I will make three positive comments during our weekly staff meetings to encourage team members and to improve team morale. At the end of that time, I will ask my team leader if she has noticed any change in my behavior.

TIME TO CREATE A PERSONAL DEVELOPMENT PLAN

Take your revised SMART goals and transfer them to the next page. It's time to transform your goals into action plans. You will identify three to five specific things you need to do to achieve each goal and assign a deadline for each of them. This is the most important part of the G360 feedback process. Setting realistic goals and executing detailed action plans is the key to success. Individuals who work hard to improve their skills almost always outperform those who don't.

PERSONAL DEVELOPMENT PLAN

Click [here](#) for suggestions and guidance.

What is your first goal?

What specific action steps do you need to take to achieve your goal?

By when?

What is your second goal?

What specific action steps do you need to take to achieve your goal?

By when?

Identify two people with whom you will discuss your goals and action plans.

1. _____

2. _____

Schedule two checkpoints to revisit and adjust your goals as necessary. Put these dates on your calendar.

1. _____

2. _____