

Communication Strategy for Adaptive Leadership Toolkit for a Prosthetics Company

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Abstract

In today's VUCA business environment, one that is characterized by constant flux and transformation, all businesses need to have effective leadership to survive. The motto in today's environment is adapt or die. If you do not respond to changes in the external environment, you will become irrelevant. As businesses face these complex challenges that require strategic interventions on the part of leadership, effective leadership will be crucial in driving organizational performance and development. According to Doyle (2017), adaptive leadership provides a flexible and practical approach to address these challenges and foster innovation. The adaptive leadership toolkit is a set of tools and techniques designed to enable leaders to understand the core issues and develop practical solutions. In this paper, I will thoroughly analyze the adaptive leadership toolkit for an organization that makes prosthetics and examine its potential to drive positive change.

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Problem Statement

As the director of leadership and learning for a prosthetics organization, I am tasked with improving our team's skills and abilities. With 350 employees across multiple locations in the Southwest and headquartered in Tampa, Florida, we have been in business since 1999 and are now considering expanding into Canadian markets.

Our prosthetics company is currently facing one of its greatest challenges - a decline in performance levels and employee satisfaction. Through a comprehensive employee satisfaction survey, we have conducted a thorough analysis of the organizational performance, comparing the current year with the past two and four years respectively. This data shows some significant concerns! For starters, employee satisfaction has plummeted to 57% in the current year, showing a considerable drop from 62% two years ago and 66% four years ago.

This decrease in employee satisfaction can have a detrimental impact on overall organizational performance such as profitability and customer satisfaction. When employees lack motivation and don't feel valued, it can result in high attrition rates and increased employee absences. However, in this case, it is leading to employees quiet quitting. The phenomenon known as "quiet quitting" was coined during the coronavirus pandemic as employees who were working from home started to re-evaluate their personal and professional lives. It refers to employees who exert only the minimum amount of effort required to maintain their jobs without going above and beyond for their employers. This behavior can manifest as refraining from active participation in meetings, avoiding volunteer tasks, and declining overtime work. Moreover, it may also lead to increased absenteeism, resulting in various implications for the organization.

The second problem lies in working conditions. The decline in working conditions, which has persisted from 60% four years ago to 56% this year, represents one of the critical problems. It has led to a prevailing sentiment among employees that the organization should prioritize their safety, contributing to a substantial level of mistrust. Notably, the perception of fair and ethical conduct from organizational leaders has significantly decreased from 53% to 35% in the current year, shedding light on considerable gaps in leadership's impartiality in carrying out their responsibilities—including hiring practices, listening, and addressing employee concerns. Adequate engagement from supervisors is required to understand employee performance and areas for improvement. Failure to do so has resulted in significant dissatisfaction and lack of trust within the company.

Upon closer examination of the data, a crucial problem emerges - leadership deficiencies. Unlike four years ago, where direct supervisors invested their time and effort into aiding staff members to develop their training and achieve their development goals by 33%, currently, only 25% of the staff feels that their managers are interested in their growth and development. This lack of support has a direct effect on their performance.

It is imperative for our company to address these issues promptly and invest in improving employee satisfaction and our working conditions, as it remains a vital aspect of our overall success and productivity. If we don't, we will see employees continue to "quiet quit" by doing just the minimal necessary to not get fired, or worse, they may just give up completely and leave the company. In this business environment that is full of constant flux and transformation, we need our employees to feel like they are valued members of our organization so they can go above and beyond their job description to help us be a top performing company once again.

Current Leadership Strengths

At our prosthetics company, we prioritize the professional growth of our employees through comprehensive training and development programs. Under the theme of "Training and Development," our recent employee satisfaction survey has shown consistent performance, with a focus on meeting the training needs of our dedicated team. Over the past six years, our training and development efforts have remained strong, with a current rating of 68% compared to 70% four years ago, highlighting our commitment to maintaining high standards.

To ensure that our employees are equipped with the necessary skills to align with our organization's mission, we provide them with structured and needs-based training shortly after joining our team. Additionally, we prioritize bi-annual refresher training sessions to keep our employees informed about new policies and market trends. By investing in our employees' development, we aim to foster a workforce that consistently delivers high-quality outputs and keeps our company competitive in the global market.

At our prosthetics company, excellence begins with our people, and our dedication to their training and development sets us apart.

Current Leadership Weaknesses

At our prosthetics company, one of the critical areas for leadership improvement lies in the supervisor's ability to acknowledge and appreciate employees for their effective work. It is essential for good leadership in the workplace to foster intrinsic motivation consistently and regularly by recognizing and praising employees in areas where they excel.

In the past four years, the category of recognition and praise has shown a decline from an average score of 46% to 39% in the current year. This decline is attributed to the reduced ability

of leadership to acknowledge employees' accomplishments and performance, which has decreased from 44% to 38%. Intrinsic rewards, such as acknowledging employees for consistently delivering high-quality outputs, play a vital role in instilling a sense of healthy competition and fostering engagement.

To address the issue of low recognition and praise, managers should incorporate outcome measures of success into their personal development plans. These measures can help departments or teams focus on specific goals and objectives, thus creating a more aligned and cohesive vision across the organization. For instance, the customer service manager could establish a success metric of ensuring clients are served within ten minutes, with the "Employee of the Week" recognition given to the staff member with the lowest client rating time.

By including such aspects in the personal development plans, managers can concentrate on key areas where the company faces challenges and devise innovative solutions to address them. This approach not only encourages personal improvement but also creates a more engaging and rewarding work environment.

Personal Development Plan

In our prosthetics company, our leaders can utilize a personal development plan as part of their adaptive leadership toolkit. A sample personal development plan is found in the appendix of this paper. Being self-aware of your shortcomings is the first step to becoming an exemplary leader in your organization and personal life. After first taking a couple of assessments such as the Kouzes and Posner Leadership Practices Inventory and an emotional intelligence test, the results from these will empower our leaders to have an understanding of their weaknesses, while proactively developing strategic solutions to bridge any leadership gaps that they have found. By

spearheading these initiatives, leaders can be in a better position to contribute towards the achievement of our business objectives which is to become a world-class prosthetics company.

This approach can also foster an inclusive environment where leaders and their subordinates can actively participate in the decision-making process together, thereby reducing any perception of the company imposing its approaches on them. Kouzes and Posner (2023), the authors of *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, emphasize the significance of such engagement in enhancing overall effectiveness and collaboration.

In my recent leadership self-assessment, I discovered that I need to work on my Model the Way and Encouraging the Heart behaviors. As a leader in a startup environment, it is crucial to ensure that my team members feel recognized, acknowledged, and appreciated. By valuing their accomplishments and successes, we create a sense of belonging and unity, fostering a family-like work environment. This not only reduces employee turnover but also encourages them to contribute ideas and take initiative as active members of the team.

With a positive leadership approach, we can navigate the dynamic and unpredictable nature of the modern workplace. By promoting positive interactions and withdrawing from negative ones, we can motivate our team to be more effective and achieve their goals more efficiently. When employees feel valued and supported, their spirits are boosted, leading them to develop and strive for higher goals. This, in turn, strengthens professional connections within our work family and enhances our overall workplace environment.

By focusing on enhancing my leadership behavior and fostering a positive work culture, I can play a crucial role in elevating the confidence and satisfaction of my team members. Let's

create an environment where everyone feels valued, connected, and inspired to reach their full potential.

Smart: My primary objective is to effectively engage with our staff members and sincerely express my gratitude for their exceptional efforts. This will not only allow me to connect with employees but also commend them for their accomplishments and demonstrate confidence in their work. Additionally, I aim to provide them with valuable suggestions and resources to help them enhance their results by at least 25%. By fostering a culture of appreciation and growth which is needed in a startup environment, I am confident that we will successfully achieve our objective of continuous improvement.

Measurable: To ensure the achievement of the objective, I will actively engage with all three of my employees on an ongoing basis so I can foster their trust in their work and outcomes. Every six months, I conduct employee engagement surveys of my employees and evaluate the results. Evaluating the employee engagement rate will be crucial for assessing the goal's fulfillment. Monitoring employee satisfaction levels is one method for assessing my performance in reaching the objectives of this start up digital marketing agency. Improving communication with my employees could yield beneficial results which can allow me to grow my company faster than I did with my first marketing agency.

Achievable: Given that I currently only have three employees, I can realistically predict that all three of my workers will experience increased engagement through improved communication, leading to a greater understanding and recognition of their performance and contributions within my company. To ensure optimal interaction, both direct and indirect methods of communication will be utilized. For example, face-to-face communication will be used periodically for in-person gatherings that will be used to get to know one another and to

blow off any steam that built up during the work week. This is why I require my workers, even though they work remotely, to be local. Since my employees are all remote workers, a virtual communication platform such as Microsoft Teams will be used to enhance engagement by scheduling a weekly team meeting to go over the previous week's results and goals for the upcoming week.

Relevant: Building strong relationships within the company is crucial for overall success. To achieve this, I will foster an entrepreneurial atmosphere that encourages free thinking among my employees. I will show them that their contributions are valued, and mistakes will be seen as learning opportunities, not punishments. This approach will boost their self-esteem and enhance their efficiency and effectiveness in finding innovative solutions for our clients.

As a leader of a startup, I understand the importance of time management. Improving my communication skills will not only benefit my abilities as a leader but also help create a supportive and familial atmosphere with my team. I will prioritize recognizing and respecting their work, not just during our weekly team meetings, but also by making random calls to check in with them and offer guidance and support.

Knowing that many startups fail within the first year, I am determined to ensure the success of this venture. Therefore, achieving these objectives is of utmost importance to me.

Time-Bound: I have set a goal to achieve a specific communication goal within the next three months. I will begin immediately by consistently interacting with employees and expressing appreciation for their time and dedication. On November 30, 2023, a new survey will be conducted to assess my progress in becoming a better leader. This SMART goal will help me improve my interactions and properly acknowledge employees for their hard work and achievements.

Adaptive Leadership Toolkit

The adaptive leadership toolkit is designed for current and future leaders in our organization. It includes a personal development plan to assess their current leadership skills and identify areas for improvement. By using the toolkit, leaders can determine their current leadership style and behaviors, set goals, and tasks to enhance their performance. The toolkit is owned by the leaders' superiors, whether it be the CEO or managers. Together, they can manage it and support leaders in improving their areas of focus.

Adaptive leadership is built on three key principles: diagnosing the situation, managing the anxiety associated with change, and intervening in the system. The first step in using the adaptive leadership toolkit is to diagnose the situation by analyzing the business landscape and identifying core issues that need to be addressed. Then, leaders must manage the anxiety associated with change by creating a safe and supportive environment for experimentation and risk-taking. Finally, leaders must intervene in the system by implementing practical solutions that address key problems.

The adaptive leadership toolkit includes several tools and techniques that leaders can use to achieve these goals. One of the most powerful tools in the toolkit is the leadership readiness assessment. This tool allows leaders to assess their strengths and weaknesses and identify areas where they need to improve. By taking this assessment, leaders can gain a better understanding of their capabilities and identify areas where they need to grow.

Leadership Skills and Behaviors

To develop effective leadership behaviors within an organization, I highly recommend incorporating integrity and honesty, communication, and motivation into the leader's toolkit. Demonstrating strong leadership skills in integrity and honesty will establish trust and eliminate any concerns about the leader's motives or actions. This creates an environment where employees can confidently rely on their leaders for guidance.

Maintaining open communication is also crucial going forward as this is one of the areas needed for improvement from the employee satisfaction survey. Leaders should foster a two-way communication path, enabling employees to approach them with any issues or ideas for improvement without fear of reprimand. From this point forward, leaders need to allow for mistakes to happen and treat them as learning opportunities. This encourages not only collaboration and ensures that problems are addressed promptly, but also for more innovation and creativity to create new and more innovative products to meet the demands of the marketplace. We need to be able to treat all organizational members regardless of title as entrepreneurs.

Additionally, motivation is essential in the workplace. Employees need to feel inspired and motivated in order to consistently perform at their best and strive for excellence. Without this motivation, productivity may suffer, and job satisfaction will decrease.

By combining these leadership skills and behaviors, organizations can enhance their overall performance. While no company is perfect, it is vital to identify and address areas for improvement. I believe that by implementing these leadership techniques, the upcoming survey results will reflect increased employee satisfaction, recognition for their efforts, and a genuine enthusiasm for the company they work for.

Rollout and Implementation

Over the next two years, we aim to greatly improve the leadership and behaviors through the implementation of our adaptive leadership toolkit so we can become a world-class prosthetics company. Going five years out, we aim to implement the use of self-directed work teams and eliminate the need for extra layers of leadership. Self-directed work teams are teams that have the power to make decisions that are typically the responsibility of managers or supervisors. This includes tasks such as project scheduling, issue resolution, team member selection, and assigning specific tasks to team members (Fisher, 2000). Organizations that utilize self-directed work teams tend to outperform those that use traditional, hierarchal forms of organization (Fisher, 2000, p. xxix). With that said, a high-performance work system such as self-directed work teams are a new culture, thus will take longer to implement. This longer-term implementation will allow for a more egalitarian organizational structure to take shape and allow for greater transparency among all members of the organization while improving the sense of ownership that team members have been seeking. To establish trust, there must be complete and total transparency throughout the organization. Therefore, we aim to eliminate any withholding of information that is currently only relegated to certain layers of leadership. To ensure a smooth execution, we have developed a comprehensive rollout and implementation plan. The full eight step rollout and implementation plan can be seen in the appendix of this paper.

Our implementation plan will serve as an action-oriented roadmap, addressing all the important aspects of the project. It will attempt to answer the essential questions of who, what, when, how, and why to allow our team to move forward with confidence. During our time together, all team leaders will be required to keep a journal of outside activities they will be

required to reflect on. The final entry of the journal will be learning how to tell their own story of a time someone had went above and beyond their job description. They will need to recall a time when they observed one or more members of their team on a project contributing to the project's values and goals (Kouzes & Posner, 2017).

Over a period of six months, we will carefully create, launch, and evaluate the toolkit within our organization. Throughout the process, we have established milestones that must be achieved within the next year and a half to successfully reach our goal of enhanced survey results and improved leadership skills and behaviors.

To accomplish this, we will be using the eight-step implementation plan developed by John P. Kotter (Kotter, 2007, p. 99). It starts with establishing a sense of urgency and defining our goals, conducting thorough research, and identifying potential risks. We will then strategically schedule milestones, assign specific tasks, and allocate necessary resources.

By following this precise approach, we will not only support our organization's broader goals, but also ensure significant progress in leadership skills and behaviors in time for our next survey in two years.

Metrics

In this section, I will present the nine metrics that will gauge the effectiveness of our new adaptive leadership toolkit in realizing our goals. To start off, we will need to calculate these metrics as a baseline from which to measure improvement. Then every six months, we will implement a series of surveys that will measure the improvements using these metrics. These metrics are as follows:

Voluntary employee turnover rate. Engaged employees are less prone to quiet quit and/or resign, resulting in a lower voluntary employee turnover rate. This is significant as turnover poses a substantial financial burden on organizations. By reducing turnover, organizations experience increased productivity, enhanced cohesion, and decreased disruption. Employee satisfaction plays a pivotal role in determining their likelihood of resignation.

When employees feel supported, establish positive relationships, receive opportunities for development, and face challenges in their work, they tend to stay with the organization for a longer period of time.

Employee retention rate. Employee retention is crucial for organizational success. It not only reduces the expenses associated with hiring and training new employees but also enhances productivity. The longer an employee stays with a company, the more knowledgeable they become about internal operations, enabling them to perform tasks more efficiently and effectively. Furthermore, a high retention rate enables the formation of strong teams and fosters a positive organizational culture. By retaining employees, you can develop a cohesive group of individuals dedicated to your company's growth and success.

Absenteeism. Employee absenteeism can provide valuable insight into issues with employee engagement. By measuring the absenteeism rate, you can effectively track and address these concerns. Workplace absenteeism serves as an indicator of various factors, including poor working conditions, ineffective governance, weak leadership, and an imbalance between work and personal life. Additionally, it can reflect employee satisfaction, as a high absenteeism rate often corresponds with low employee satisfaction.

Furthermore, absenteeism is not a behavior without consequences. A higher rate of absenteeism places a heavier workload on remaining employees, leading to increased stress and

job dissatisfaction. A higher rate of absenteeism is also an indicator of quiet quitting among employees because of lower employee satisfaction.

Employee Net Promoter Score (eNPS). This metric is a widely recognized HR metric that is growing in popularity and used to assess the pulse of an organization. It is commonly measured through an employee engagement survey (Vulpen).

Based off of the Net Promoter Score used to assess customer satisfaction, this metric is determined by asking employees to rate their likelihood of recommending the organization as a place to work, usually on a scale of 1-10. The responses can be categorized into promoters, passives, and detractors:

1. Promoters: Employees who respond with a 9 or 10, indicating high satisfaction.
2. Passives: Employees who give a score of 7 or 8, implying neutrality. They may not recommend the company, but they won't speak negatively about it either.
3. Detractors: Any employee who rates below a 6, expressing dissatisfaction.

By analyzing the scores, organizations can gain valuable insights into employee sentiment and overall satisfaction.

Employee satisfaction. The connection between employee satisfaction and engagement is evident, and they can both be evaluated using similar measures. Employee satisfaction involves considering external factors like working conditions, benefits, and salary. Conversely, employee engagement focuses on intrinsic motivation and alignment with the company's vision. A straightforward survey, encompassing open-ended and closed-ended questions, is an effective method to gauge employee satisfaction.

Employee performance. Employee engagement plays a crucial role in job performance, making it essential to consider employee performance metrics. A highly engaged employee will

go above and beyond the job description and do what it takes to satisfy your customers. By analyzing employee work performance and employee engagement, it becomes evident that the two are strongly correlated. Improving employee engagement leads to improved employee performance and organizational performance as a whole.

Glassdoor.com rating. Employee engagement plays a crucial role in shaping an employer's brand. Online reviews and comments from current and former employees provide valuable insights into their overall satisfaction with the company. When potential candidates are considering an interview with an organization, their first instinct is often to search for information about the company online. Glassdoor, is a platform for workplace reviews, and is frequently visited by job seekers. Just like positive reviews by customers on Yelp can make or break a company, positive reviews on Glassdoor on employee satisfaction is also essential for attracting external talent that resonates with the organization's values.

ROI on employee engagement. Understanding the return on investment (ROI) of high employee engagement is crucial. Engaged employees are not only more productive but also contribute to a higher ROI. Employees whose personal values that are in alignment with their organization's values will have higher employee engagement. Organizations that have higher employee engagement will also outperform other organizations in the areas of job growth, profitability, and stock price.

Customer happiness. Low employee engagement can lead to low customer satisfaction, and vice versa. Have you ever encountered an employee who is calm, friendly, and going the extra mile. You can tell that they love their job and the company that they work for. On the flip side, imagine asking an associate at Walmart for assistance and they just give you a quick answer

to not help you. The level of employee satisfaction can greatly impact on the customer experience.

Methods for Communicating

To effectively implement our adaptive leadership toolkit, we will be conducting company-wide meetings on an ongoing, weekly basis. That means there will be no end date to these meetings to include for continuous improvement. Our goal is to improve the workplace environment and address the decrease in productivity that has affected our bottom line.

It is crucial that all organizational members, from the team members to team leadership to executive leadership, become familiar with how the toolkit will be integrated into our day-to-day operations. By doing so, we aim to boost employee morale, job satisfaction rates, and ultimately increase our productivity, profitability, and stock price so that we can become a world-class prosthetics manufacturer where our employees can become our raving fans.

Communication is vital in making this toolkit implementation successful. We must ensure that all members of our leadership staff, from front-line supervisors to high-level executives, effectively guide employees in aligning with our company mission and vision. Additionally, everyone should be well-informed about the components of the toolkit.

We value the feedback of every team member and will take it seriously. Any issues or conflicts that arise must be addressed promptly and with the necessary actions to ensure a smooth implementation process.

As we embark on this journey to improve our operations management tactics and create a better workplace environment, let us stand together in enhancing the quality of life for our

dedicated and hard-working employees. We will continue to maintain the exceptional customer service standards that define our company's excellence.

Feedback and Communication

Improving workplace communication starts with encouraging feedback and reinforcing company values. Want to share your ideas, address roadblocks, or suggest improvements? We value your input! At our company, we believe that our core values are what bind us as a team. To ensure that these values are consistently reinforced, our team leaders will need to conduct "value quizzes" during weekly team meetings with their team members. By randomly selecting team members, we will be able to engage in discussions about the company's values in action, encouraging examples and reflections. During these ongoing weekly meetings, we will openly discuss any discrepancies between our values and actual practices, while working together to find solutions. This will allow us to create a vibrant work environment where everyone can contribute and help shape our company's success into the future (Kouzes and Posner, 2023).

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Appendix

Week by Week Roll Out and Implementation Plan

Week One Objective: Establishing a Sense of Urgency

Participants: leadership team, team leaders

Actions:

- Addressing the issue of decreasing employee satisfaction ratings and our planned solutions.
- Analyzing market and competitive conditions while identifying and discussing potential crises, opportunities, and current challenges.
- Assess leadership abilities: Each leader should complete the leadership practices inventory by Kouzes and Posner as well as an emotional intelligence test and discuss their findings with the team.
- Engage in a room-wide introduction session where each team member shares their personal reasons for choosing to work here. What is most important to them in their work?
- Take some time outside of this meeting to reflect on your current leadership role and the various projects that you are currently working on. Keep yourself a journal reflecting on this experience.

Week Two Objective: Establishing ourselves as a guiding coalition

Participants: leadership team and team leaders

Actions:

- Assembling a capable team to effectively manage the process of change and encouraging the group to work together.
- Conduct values quiz. Select a team member at random to recall an example of the company's values at work. Discuss any misalignments and what to do about them.
- During your time outside of this meeting for this week, reflect on identifying and clarifying your values and setting your priorities. Reflect to see if the values you have selected are in alignment with the values of the organization. Identify ways to bring them into alignment.

Week Three Objective: Creating a Vision**Participants:** leadership team and team leaders**Actions:**

- Developing a clear vision to guide the change initiative.
- Crafting effective strategies to accomplish the desired vision
- Conduct values quiz. Select a team member at random to recall an example of the company's values at work. Discuss any misalignments and what to do about them.
- During your time away from this meeting, reflect on four or five experiences from your past that have become turning points for you, that have influenced the direction you have taken in your life. What truly inspired and excited you about them? Look for any patterns, and organizing themes that seem to be taking shape and describe these themes.

Week Four Objective: Communicating The Vision**Participants:** leadership team and team leaders**Actions:**

- Ensure that team leaders display their values and vision prominently for their team members to see regularly.
- Conduct values quiz. Select a team member at random to recall an example of the company's values at work. Discuss any misalignments and what to do about them.
- During your time away from this meeting, envision the outcome of the project you're currently working on. Take a moment to describe in your journal what you envision for yourself, your team, and your organization at the completion of this project. What are people doing? What are people saying? How are people feeling? What are the positive things happening as a result?

Week Five Objective: Empowering others to act on the vision**Participants:** leadership team and team leaders**Actions:**

- Focus on removing obstacles hindering progress and change.

- Overcoming barriers to change by restructuring the system and its inherent cyclical patterns.
- Conduct values quiz. Select a team member at random to recall an example of the company's values at work. Discuss any misalignments and what to do about them.
- During your time away from our meeting, please take the time to craft your vision statement. Consider what ideals truly motivate and ignite your passion for the project at hand. Reflect on the ideal that would inspire your fellow team members on this project. Additionally, think about what sets your dream and the dreams of your constituents apart. Lastly, envision the future you desire for both your constituents and our organization as a whole.

Week Six Objective: Planning for and Creating short-term wins

Participants: leadership team and team leaders

Actions:

- Taking a strategic approach to enhancing performance
- Celebrate the achievements of employees involved in improvements by recognizing and rewarding them.
- Conduct values quiz. Select a team member at random to recall an example of the company's values at work. Discuss any misalignments and what to do about them.
- The best leaders look outside of their organization for new and innovative ideas. During your time away from our meeting, arrange for an extracurricular activity to do a game of paintball with your team. Paintball has been known to be a great teambuilding activity. Learn how to enhance teamwork and dominate the game in your organization with effective communication in a game of paintball. Learn how to strategize a winning plan by conveying your intentions, seeking assistance, and sharing pertinent information with your teammates. Learn how to keep the lines of communication clear to ensure success- whether it's coordinating moves, requesting cover, or reporting hits. Reflect on your experience in your journal.

Week Seven Objective: Evaluating improvements To Continue Producing More Change

Participants: leadership team and team leaders

Actions:

- Conduct values quiz. Select a team member at random to recall an example of the company's values at work. Discuss any misalignments and what to do about them.
- Attracting like-minded job applicants who align with our vision and values by showcasing them on our website. Evaluating applicants' values through targeted interview questions. Emphasizing and upholding our values in the onboarding process for new hires.
- To be an effective leader in today's business environment, you have to learn to challenge the status quo. You are a leader! Leaders challenge the status quo to continue pushing the bar higher. Ask your immediate team members that you oversee to describe what they need to feel safe when taking risks about coming up with new ways to do their job or coming up with new ideas for new products.

Week Eight Objective: Codifying The New Approaches

Participants: leadership team and team leaders

Actions:

- Recognizing the correlations between our accomplishments and the adoption of new behaviors
- Enabling effective leadership development and seamless succession planning
- Conduct values quiz. Select a team member at random to recall an example of the company's values at work. Discuss any misalignments and what to do about them.
- Learn how to tell the story of a time someone has went above and beyond their job description. Recall a time when you observed one or more members of your team on a project contributing to the project's values and goals.
 - Identify the actors involved. Name the person or persons you want to recognize.
 - Describe the scene. Where and when did this happen? Describe the circumstances. What were they trying to achieve? What was their motivation?
 - Describe the actions. What specifically did they do?
 - Tell how it ended. What were the results? Were the results positive or negative?

Sample Personal Development Plan

<i>Competency: Strategic Thinking</i>					
Learning Objectives	Learning Experiences	Target Date	Evidence of Learning	Cost and Support	How links to vision, mission, and strategic plan?
<p>To further develop skills and qualities in formulating the direction for subordinates</p> <p>To contribute to the ability to set a vision for my company and realize the vision through achievable objectives</p> <p>To widen my understanding of leadership</p>	<p>1) Complete a leadership development program</p> <p>2) Delegate tasks to my subordinates during meetings</p>	<p>By the end of week 1 of the roll out and implementation plan.</p>	<p>Share results with team leader and rest of your team.</p>		
<i>Competency: Emotional Intelligence</i>					
<p>Identified area of emotional intelligence development using one of the 13 emotional intelligence tests</p> <p>Identify personal leadership style using the Kouzes and Posner Leadership Practices Inventory</p>	<p>1) using one of the 13 emotional intelligence tests</p> <p>2) Kouzes and Posner Leadership Practices Inventory</p>	<p>By the end of Week 4 of the roll out and implementation plan</p>	<p>Be required to keep a journal that causes you to reflect on your experiences and how they relate to the Leadership Practices Inventory and your results from the emotional intelligences test</p>		
<i>Competency: Communication Skills</i>					
<p>List short term and long term goals and achieve them with small steps</p> <p>Improve time management and task organization by</p>	<p>Learn effective techniques for goal-setting, project management, and enhancing organizational skills with an impactful seminar.</p>	<p>By the end of Week 7 of the roll out and implementation plan</p>	<p>Certificate of completion by Pryor Learning</p>		

<p>trying out different methods</p> <p>Develop meaningful relationships with your subordinates and other peers</p> <p>Understand the meanings of verbal, non-verbal, and written communication</p>	<p>Discover proven, step-by-step methods that will help you reach your targets and excel in your role.</p>				
<p>This personal development plan was completed and agreed to on: _____</p>					
<p>Employee signature: _____ Supervisor Signature: _____</p>					
<p>Sixth month review date: _____</p>					
<p>Comments:</p>					
<p>Employee signature: _____ Supervisor Signature: _____</p>					