

## PLANNING YOUR DEVELOPMENT

Self-awareness is vital to your success. Take the time to ask for feedback about your middle management acumen. Here are a few talking points you can use to introduce the topic:

- “I would love to get a few ideas from you for my development plan.” Don’t say you want feedback, as this idea might scare some; asking for ideas is not as intimidating.
- “Here is a list of capabilities of great middle managers. Which of these do you think would be most important based on my department’s goals for the year?”
- “I would like to find and network with role models for these capabilities. Who, in our organization, do you think does this very well? What do they do that makes them stand out?”
- To your team members: “Check out this list of middle management capabilities. If I can spend time working on only one of these this year, which one do you think I should choose?”

These questions can help you open up the dialogue and put people at ease. If you have peers, managers, or employees with whom you already have a very good relationship, simply ask them to assess you and tell them you want to hear about the great, the good, the bad, and the ugly.

Identify two to three development goals that you think will help you manage more effectively. Once you have defined your development goals, think about how you want to learn these capabilities. Who are the role models in your organization or outside it? Whom should you ask for mentoring or coaching? Create a plan and proactively learn from others. By opening up your “coachability,” you will build important middle management acumen skills and model excellent learning behaviors for your team.

<b>MIDDLE MANAGEMENT ACUMEN—YOUR DEVELOPMENT PLAN</b>		
<b>CAPABILITY</b>	<b>FEEDBACK (FROM OTHERS' ASSESSMENTS)</b>	<b>DEVELOPMENT GOAL (IF APPLICABLE)</b>
Relationship building		
Building talent		
Critical thinking and alignment		
Optimizing performance		
Inspiring excellence		

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**JOB AID**

**PLANNING YOUR DEVELOPMENT (CONTINUED)**

COACHES AND MENTORS—WHO WILL MENTOR OR COACH YOU?		
NAME	THE CAPABILITY YOU WANT TO LEARN FROM THEM	ACTION YOU WILL TAKE TO SEEK THEIR COACHING OR MENTORING