



**INTEGRAL
DEVELOPMENT**



Integral
Business Leadership Group
Leadership & Organization Consultants

Development Workbook

Integral Leadership & Management 360° Profile

Developing today's leaders, teams and organisations for tomorrow...

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Summary of Steps

This workbook is to be completed after you have received your Integral Leadership and Management Profile (LMP). It is to be used in conjunction with your LMP feedback to help you analyse the information and use it to prepare for your coaching and development planning session.

Steps

To be completed

- Step 1: Important Roles & Challenges in My Work**
Describe two key challenges that are facing you. Also, consider what the most important roles in your job currently are.
- Step 2: My Personal Vision For Work And Home**
Reflect on your personal and professional vision. This will help you to determine a meaningful context for your development plan.
- Step 3: Common Themes - Comments & Development Summary**
Review the written comments and development summary in your LMP. Note the key themes indicating the areas you do well and the areas for development.
- Step 4: Common Themes - Comments & Development Summary**
Review the written comments in your LMP-EQ and note the key themes from the emotional intelligence section indicating the areas you do well and the areas for development. Also determine if there are common themes appearing in the development summary.
- Step 5: Activities of Leadership**
Review the different states of behaviour. Indicate how much time you would like to spend in each state. Then indicate where the two biggest gaps are between where you are now and where you would like to be.
- Step 6: Action Step Suggestions**
Before setting specific actions, look over the suggestions for actions and tick those that are useful and relevant for you.
- Step 7: Summary of Areas You Want To Develop**
Summarise the most important areas for development, based on the previous steps, noting the obstacles that may limit you in achieving these.
- Step 8: Goal Setting with Your Coach**
Translate your areas for development into goals by wording them according to the SMARTER guidelines. For each goal, write down 5-8 action steps and a completion or review date.
- Step 9: Discussing Your Results with Others**
Consider how you will provide others with feedback concerning your Integral Leadership and Management Profile. This step is useful to clarify your feedback, demonstrate that you are open to feedback, to set an example in terms of receiving feedback in a constructive way, and to generate ideas as to how you can proceed with your developmental goals.
- Step 10: Preparing for Coaching**
This step involves answering 3 questions that will prepare you for your meeting with your coach so that you can develop effective action plans.

“A goal well planned is halfway achieved”

Step 7: Summary of Areas I Want To Develop

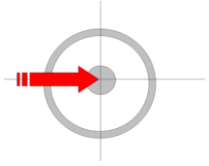
From page 5 of your workbook, focus on the development needs that will be of most value to you in achieving your vision and leadership objectives.

- Review your analysis in the Steps 3 and 5.
- Given your future direction, are there other identified development needs?
- Note down initial thoughts on what you need to do to develop in your chosen areas.

Areas for development <i>Be as specific as possible</i>	Initial thoughts on what you need to do <i>Include resources or help you will need from others, obstacles that may stop you. Explore all options. Review the pages of "suggested action steps"</i>

Setting SMARTER goals

When setting your goals, make sure they are SMARTER. This will ensure they are goals that you know how to achieve – remember that “a goal well planned is halfway achieved.”



Specific

Make sure the goal is worded in such a way that you know exactly what it is you need to achieve.

Measurable

Ensure the goal is quantifiable and your progress toward achieving it can be “tracked”.

Achievable

The goal must be challenging to show a significant improvement, and still be realistic.

Relevant

Determine that the improvement you are seeking will make a difference. Is it relevant to your team, organisation or personal vision? Will it achieve a more far-reaching reward?

Time-lined

Set aside specific times to dedicate to achievement of the goal.

Evaluate and Review

Goals can never be set in concrete – they will change shape as your circumstances change. Revisit your development plan at regular intervals (e.g. every 6 months) to check which goals have been achieved, which ones need to be revised, and which ones need to be added. This will ensure your development plan remains relevant and continues to motivate you.

Examples:

- 1. Meet individually once every month with my six staff members and review progress on performance goals and progress on current projects.***
- 2. Join the gym by Feb 1st and exercise three times a week for 30 minutes (run, cycle & yoga).***
- 3. Complete draft of 5 strategic goals of section with resources and timelines; show to all by May 20.***

Step 8: Goal Setting with Your Coach

GOAL 1		
Action steps	By when	Done
1		<input type="checkbox"/>
.....	
2		<input type="checkbox"/>
.....	
3		<input type="checkbox"/>
.....	
4		<input type="checkbox"/>
.....	

GOAL 2		
Action steps	By when	Done
1		<input type="checkbox"/>
.....	
2		<input type="checkbox"/>
.....	
3		<input type="checkbox"/>
.....	
4		<input type="checkbox"/>
.....	

GOAL 3		
Action steps	By when	Done
1		<input type="checkbox"/>
.....	
2		<input type="checkbox"/>
.....	
3		<input type="checkbox"/>
.....	
4		<input type="checkbox"/>
.....	