



Resilience-Building Development Plan

If we regularly encourage employees to renew and refuel, they will create practices that allow them to keep their energy levels up and will increase their resilience. Here is a 3-part process to support team members to renew and refuel, which involves the creation of a development plan. The development plan template that follows can capture and track all the pieces of the 3-part process.

It is ideal for the team member to own his/her development plan and for you, as the leader, to enhance the plan and aggressively support the plan.

3-Part Process to Support Team Members to Renew and Refuel

1	Understand <i>current</i> interests, motivators, and development desires. Avoid making assumptions. Ask frequently, so you have up-to-date information and thoughts. Ask the team member in different ways: What's most important to you? What are you passionate about? What do you want to learn next? What do you want to accomplish in your work? in your life? in the next 5 years?
2	Support creation and execution of a development plan. Require each team member to create a development plan. (Development plans that are not focused on closing gaps, yet on how to have the individual pursue her passions or shift work to his strengths. This is what will keep them fueled for the long-haul.) Have regular meetings about progress and support needed. Give opportunities to use and develop newly acquired skills/knowledge. Remove obstacles. Acknowledge progress.
3	Support personal resilience practices. Understand what refuels and reenergizes each team member, beyond the pursuit of the objectives on the team member's development plan. Is it energizing for him to watch his daughter's big volleyball game? Encourage him to leave work at 4:30pm to do so. Does it refresh her to get out and take a walk at lunchtime? Help make sure that others don't schedule her for meetings during the lunch hour. Find out what refuels each team member mentally, emotionally, physically and spiritually. Possibilities include: meditation, stretching, listening to music, taking a walk, time with family, attending specific family events, prayer, volunteering, workout classes, going for a run/bike ride/roller blading session, engaging in hobbies, etc, etc, etc. These are called resilience practices. And, these may change at times, so be sure to discuss them regularly. Do what you can to support each team member to engage in resilience practices. Ask each team member: How can I support you to refuel and be resilient over time? How can I support you so you can [insert resilience practice here]?

Resilience-Building Development Plan Template



Name							Manager						
Current interests, motivators, development desires and strengths													
Updated Monthly?	M1 <input type="checkbox"/>	M2 <input type="checkbox"/>	M3 <input type="checkbox"/>	M4 <input type="checkbox"/>	M5 <input type="checkbox"/>	M6 <input type="checkbox"/>	M7 <input type="checkbox"/>	M8 <input type="checkbox"/>	M9 <input type="checkbox"/>	M10 <input type="checkbox"/>	M11 <input type="checkbox"/>	M12 <input type="checkbox"/>	
What's important to you? What motivates you? <i>What activities, type of work, with whom you want to work, rhythm to your days, time off, visibility, feedback, rewards, etc.</i>													
Development desires <i>Knowledge to grow, skills to build, career aspirations</i>													
Strengths <i>Affective (like it) and Cognitive (good at it)</i>													
Development Objectives													
Updated Monthly?	M1 <input type="checkbox"/>	M2 <input type="checkbox"/>	M3 <input type="checkbox"/>	M4 <input type="checkbox"/>	M5 <input type="checkbox"/>	M6 <input type="checkbox"/>	M7 <input type="checkbox"/>	M8 <input type="checkbox"/>	M9 <input type="checkbox"/>	M10 <input type="checkbox"/>	M11 <input type="checkbox"/>	M12 <input type="checkbox"/>	
Career Goal/ Development Objective	Interests/ Motivators/ Desires		Strengths		Actions			Due Date	Obstacles	Support Needed	Progress		
Personal Resilience Practices													
Updated Monthly?	M1 <input type="checkbox"/>	M2 <input type="checkbox"/>	M3 <input type="checkbox"/>	M4 <input type="checkbox"/>	M5 <input type="checkbox"/>	M6 <input type="checkbox"/>	M7 <input type="checkbox"/>	M8 <input type="checkbox"/>	M9 <input type="checkbox"/>	M10 <input type="checkbox"/>	M11 <input type="checkbox"/>	M12 <input type="checkbox"/>	
What refuels and reenergizes you? <i>Mentally, emotionally, physically and spiritually</i>													

Resilience-Building Development Plan Example



Name	Juanita Jones						Manager	Felicia Dubois					
Current interests, motivators, development desires and strengths													
Updated Monthly?	M1 <input checked="" type="checkbox"/>	M2 <input checked="" type="checkbox"/>	M3 <input checked="" type="checkbox"/>	M4 <input type="checkbox"/>	M5 <input type="checkbox"/>	M6 <input type="checkbox"/>	M7 <input type="checkbox"/>	M8 <input type="checkbox"/>	M9 <input type="checkbox"/>	M10 <input type="checkbox"/>	M11 <input type="checkbox"/>	M12 <input type="checkbox"/>	
What's important to you? What motivates you? <i>What activities, type of work, with whom you want to work, rhythm to your days, time off, visibility, feedback, rewards, etc.</i>				Working with other groups Being connected to the bigger picture, seeing how things fit together Get off early sometimes for kids' activities, willing to log in later at night Like feedback – positive and constructive, like to know if I'm on track									
Development desires <i>Knowledge to grow, skills to build, career aspirations</i>				Want to be promoted to Manager level Need to develop skills of inspiring others and holding others accountable Want more knowledge about our customers and their needs									
Strengths Affective (like it) and Cognitive (good at it)				Building relationships, creating trust, making connections amongst people and ideas, analyzing problems									
Development Objectives													
Updated Monthly?	M1 <input checked="" type="checkbox"/>	M2 <input checked="" type="checkbox"/>	M3 <input checked="" type="checkbox"/>	M4 <input type="checkbox"/>	M5 <input type="checkbox"/>	M6 <input type="checkbox"/>	M7 <input type="checkbox"/>	M8 <input type="checkbox"/>	M9 <input type="checkbox"/>	M10 <input type="checkbox"/>	M11 <input type="checkbox"/>	M12 <input type="checkbox"/>	
Career Goal/ Development Objective	Interests/ Motivators/ Desires		Strengths	Actions			Due Date	Obstacles	Support Needed		Progress		
Inspire others	Want to be promoted to Manager; Being connected to bigger picture		Creating trust; Making connections amongst people and ideas	Take lead on ABC initiative Work with stakeholders to define vision Define communication plan			By end of Q2 Mid Q3	Differing views	Lean on Sponsor to prioritize desired outcomes		Stakeholders identified; Vision interview questions written		
Learn more about customers			Building relationships; Making connections	Visit a customer/month; Rotate amongst 3 divisions			monthly	Coordinating with Account Mgrs	Felicia to express importance to Sales Leader		3 visits complete; Have most to learn in X division		
Personal Resilience Practices													
Updated Monthly?	M1 <input checked="" type="checkbox"/>	M2 <input checked="" type="checkbox"/>	M3 <input checked="" type="checkbox"/>	M4 <input type="checkbox"/>	M5 <input type="checkbox"/>	M6 <input type="checkbox"/>	M7 <input type="checkbox"/>	M8 <input type="checkbox"/>	M9 <input type="checkbox"/>	M10 <input type="checkbox"/>	M11 <input type="checkbox"/>	M12 <input type="checkbox"/>	
What refuels and reenergizes you? <i>Mentally, emotionally, physically and spiritually</i>			Daughter's volleyball conference this month; get off early 2x to watch What's app channel for team members to share about family, kids, pets Listening to music when doing repetitive tasks										

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