My Personal

Leadership and Development Plan

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LDR-510

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Abstract

Executive Summary:

   Personal Leadership and Development Plans have several factors involved in them. To begin with, one needs to determine where the starting point is as well as all the various aspects involved with current position, location and associated responsibilities. After understanding and documenting these factors, a study of future plans is necessary. Capturing these future plans in a written form allows a person the opportunity to make comparative studies of both a positive and negative nature, which can be referred to as a B verses C. These lists of positive and negative results can then be used to determine future direction and the action plan developed and implemented to get you there. Once the plan is developed and implemented a system for monitoring progress and performance should be utilized to insure successful completion of the project or task.

Pre-Planning:

   An example of this activity would be my decision to return to school for my Masters Degree. I am fortunate enough to work for an employer who reimburses the costs associated with tuition, books, supplies and fees related to a degree in a field of study which applies to my current work assignment. While this is a very positive motivation by itself, there are many factors that must first be considered.

- Time available to complete coursework and attend classes

- Learning ability

- Travel percentage and availability of computer use

- Family obligations

- Work schedule changes

- Costs associated with class work

Lack of consideration of any of these factors can lead to a failure to reach the goal, which is to obtain my Masters Degree with an acceptable GPA.

Based on this process I was able to do a comparative analysis and determined the time was right to pursue a degree program if it were based totally online. A residence program was out of the question based on my time and travel constraints. At this point in the process I then started a search for a program that would meet all of my specific requirements.

My Leadership Development Plan:

  Personal growth is perhaps the most important aspect of my development plan, at my age the opportunities for my professional growth within my existing manufacturing organization is somewhat limited. Unless I can locate another organization that is in need of extensive experience within the manufacturing community, I am somewhat limited to my current or perhaps one more additional level of responsibility. Even though a Masters Degree will never hurt my professional opportunities, it is the growth in self-realization that will allow me to contribute more to the process of positive change and continued growth of industry; either as a leader within an organization, a teacher of future leaders or as a consultant to existing or new organizations.

The following format is the method I use to base my decisions on; it allows me the opportunity to look at various options, inputs and outcomes prior to implementation and the resultant mistakes associated with implementing without understanding all the variation that will impact the actions. While I will never be able to capture all the sources of variation, by understanding the major sources, I can develop contingency plans to address those variables that were missed in the initial process, thus reducing the extent of any mistakes and failures based on the initial analysis.
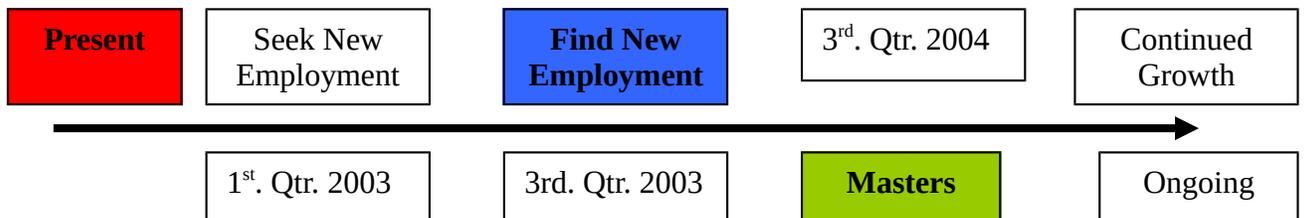
Plan Format:

Current Status	Associated Conditions	Desired Results or Outcome	Associated Variables	Action Plan

Corporate Manager	• Change Agent • Lack of Authority • Extensive Travel • Lack of positive leadership from superiors • Lack of resources	• Remain Change Agent • Receive backing from Directors • Reduce travel by 50% • Set example and model positive leadership for superiors	• Company may want to restrict change • Directors involvement is related to personal knowledge and drive • Travel is related to needs of the organization and number of business units assigned • Travel is related to Plant Manager performance • Modeling of a positive Leadership style may conflict with directional style of CEC	• Continue to drive positive change based on successful outcomes. Document improvements and present to CEC • Challenge Director level to think outside box and embrace positive change as a method to future success. Present data to show improved metrics based on positive changes implemented within each business • Organize travel to address highest level of need within each business. Extend time within business units to allow completion of implementation • Continue to Model Learning Organization Leadership Style regardless of external and internal pressures
Corporate Manager	• Lack of resources	• Obtain budget and staff to assist remote facilities	• Budget is closely controlled by CEC level.	• Solicit independent budget for necessary items and resources to allow for ongoing • Implementation of needed positive change • Maintain tight budget controls and demonstrated physical responsibility
Current Status	**Associated Conditions**	**Desired Results or Outcome**	**Associated Variables**	**Action Plan**
Undergraduate Degree	• Limited opportunity for internal advancement • Limited Marketability external to current employer	• Earn Masters Degree	• Available time • Available resources • Travel locations • Computer access • Personal	• Collect needed data to determine feasibility of starting Masters Program • Find online Degree Program • Seek approval from family and

	• Limited personal growth		capability • Family Obligation • Support from current employer	employer to provide support • Complete registration process • Develop and maintain schedule for participation
Future Status	**Sought-after Criteria**	**Desired Results or Outcome**	**Associated Variables**	**Action Plan**
Director / Vice President of Lean Manufacturing and Quality Director / Vice President of Lean Manufacturing and Quality	• Learning Organization • Stable Business Model • Growth Potential • High employee morale • Long-term planning • Embrace positive change • Support structure for employee growth • Integrity based leadership • Benefits Package • Salary	• Long term employment in a growth oriented Learning Organization • Continued potential for advancement based on performance • Personal satisfaction based on realization of implementing belief structure • Personal satisfaction based on realization of implementing belief structure	• Organizational leadership in process of replacement • Location • Product • Manufacturing processes and facilities • Business Plan • Reputation • Employee turnover rate • Future growth plans • Personal qualifications • Interest in my employment • Applicable knowledge and experience	• Collect data on organization to consider for future employment • Network with trusted associates • Develop related questions to determine fit into the new organization • Provide detailed list of personal expectations • Consider physical location of facilities • Collect internal data to review current employee relations such as turnover rates, EHS scores etc

Timeline:

Present	Seek New Employment	Find New Employment	3rd. Qtr. 2004	Continued Growth
	1st. Qtr. 2003	3rd. Qtr. 2003	Masters	Ongoing

Training, Education & Experience:

Training for continued growth needs to include any external seminars relating to both formal professional as well as personal aspects leading to a complete understanding of Learning Organizations and their impact on professional growth within the manufacturing community. In addition continued growth within specific disciplines dealing with Quality and Lean Manufacturing would enhance career opportunities within and without the resident organization.

Education would take the form of certified class work both internal and external and completion of my Masters Degree with perhaps continuation into a Doctorate level at some point (Which would hopefully lead to a teaching position after my legs give out). My work experiences should continue along the same lines. I currently have exposure to and interface with all aspects and levels of the organization. I am currently responsible for several different plants which are all involved in manufacturing different products in different locations throughout the world. I work closely with Vice Presidents, Directors, Peers, Plant Managers, Business Unit Managers, Supervisors and the Shop Floor Workforce. The most beneficial part of this current situation is that I'm able to learn from every one of them on a daily basis.
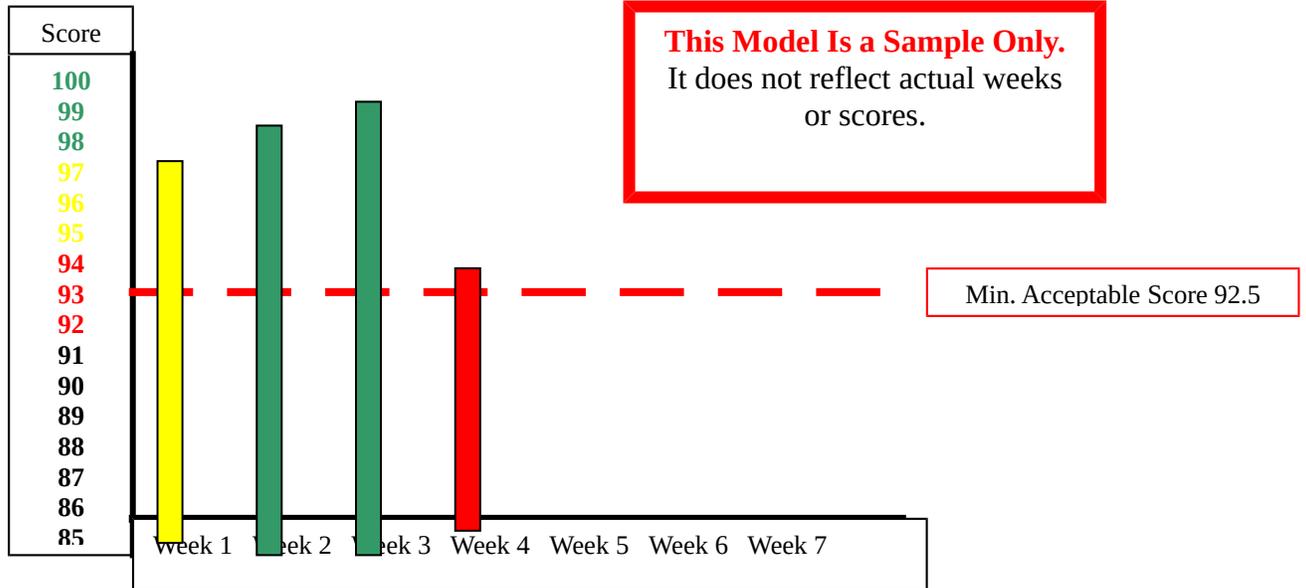
Skills:

As I am continually exposed to the various aspects of manufacturing as well as formal education and training, I find my skill set has never stopped growing. The primary purpose for this is my tendency to make mistakes and learn from them. While at times I am capable of continued or repetitive mistakes, I do try to keep the re-occurrences to a

minimum. An example of this occurred to me as a young boy. My father always told me to look deeply within the worst things and take away something good. One day I was in a horse pasture with a stick poking around in a pile of horse manure. My father saw me and asked me what I was doing. I told him " I'm looking for the pony". This skill has developed over the years and now mixed with experience I know there are no ponies in the manure, however I also know you can grow good corn with it and feed ponies.

Monitoring Success and Failure:

   Success is based on the completion of a task or goal with a positive outcome. While I intend to earn my Masters Degree with a high GPA, it's the actual earning of the degree that counts the most to me and will determine success. Ego and pride, at times, can interfere with completion of task. If a lower grade is awarded, it should in fact motivate me to greater effort rather than causing me to give up and drop out. While, in the past I have taken a career path based on opportunity instead of plan, I can now say I have made many choices during the past several years based on a solid plan with considerations of all the various aspects and variables placed before me. This has allowed me to grow both as a professional and as a person.

One of the tools I use to track and monitor my progress is Microsoft Project™. This software is specifically designed to identify tasks and goals, provide a timeline and show progress of the task associated with each timeline. It allows for continued edits and additions to the list and is an easy method to track efforts. While this allows the tracking of a project or task it is also important to evaluate the progress of the project or task. A simple tool I use for this is shown below:

Score							
100							
99							
98							
97							
96							
95							
94							
93							Min. Acceptable Score 92.5
92							
91							
90							
89							
88							
87							
86							
85	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7

This Model Is a Sample Only.
It does not reflect actual weeks
or scores.

As you can see this provides an easy to understand visual of what needs to happen. The green area reflects acceptable grades, the yellow area indicates additional work needs to be done and the red area indicates a lack of effort on my part. Anything below red indicates a failure on my part to meet my goals and objectives. Using this type of tool helps me keep up with my progress in an easy manner. It also provides me a quick motivational kick if and when I drop to unacceptable levels of performance.

Summary:

As a senior member of the workforce, I can rely on my years of experience to get me through the workday. As a life long Change Agent and student of continuous improvement I want to do more than that. In order to achieve this level of growth I must actively pursue training, education and professional work experiences that push me beyond my current capabilities. While this pursuit is ongoing and changes over time, I have found that I can use many of the tools I've learned in earlier years to develop and

track an action plan. Understanding variation, inputs and outputs allows me to make decisions I would otherwise be un-prepared for. This ability allows for a higher success rate and task completion at an acceptable level. To be successful you must:

- Know who you are

- Know where you're at

- Know where you want to go

- Know how to get there

- Know when you've arrived

- Know where you want to go next

In the end it doesn't matter how you plan it, do it and track it. As long as you plan it, do it and track it.