TALENT DEVELOPMENT TOOLKIT

What resources do you have as an employee of UT Southwestern for development, enhancement and engagement?

ACE Academy for Career Enrichment
UT SOUTHWESTERN

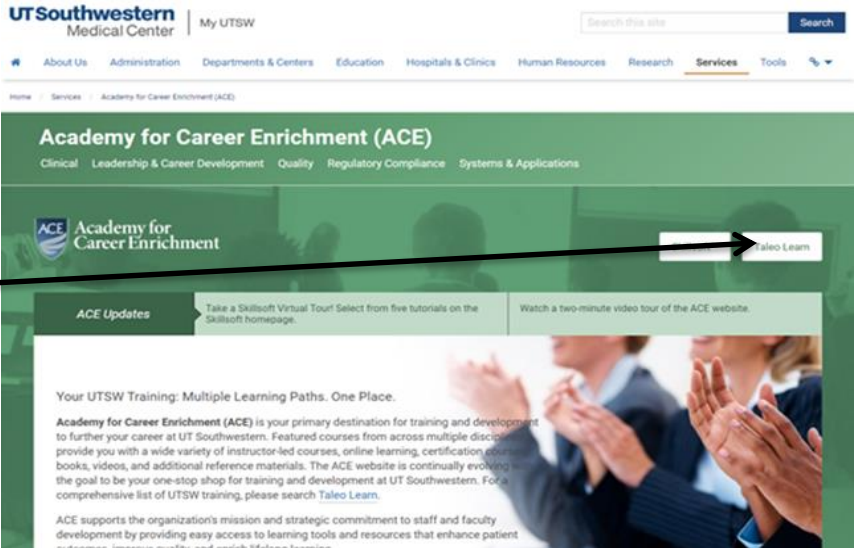# Taleo Learn

Go to:

www.utsouthwestern.net/ace

Click on **Taleo Learn**
for elearning and
instructor led training

Log in using your UTSW
User ID and Password

Search in Find a Training:

Instructor Led Training (Webinars):
- DISC Profile Class
- Values in Practice(Customer Service)

Questions about Taleo? Email taleolearn@utsouthwestern.edu or
ace@utsouthwestern.edu

Percipio

Go to:

www.utsouthwestern.net/ace

Click on the **Percipio** link
for courses, books, audiobooks,
videos, certification prep and job aids.
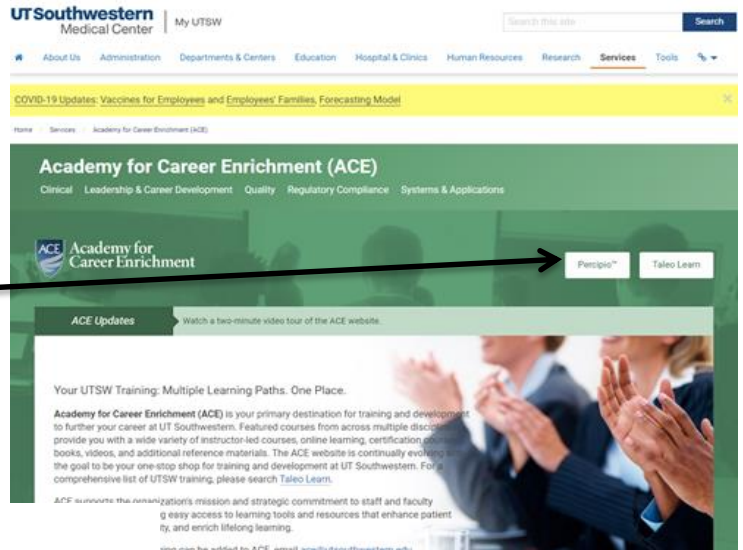
Log in using your UTSW
User ID and Password

Search a topic for channels,
journeys, courses, books, videos,
and job aids.
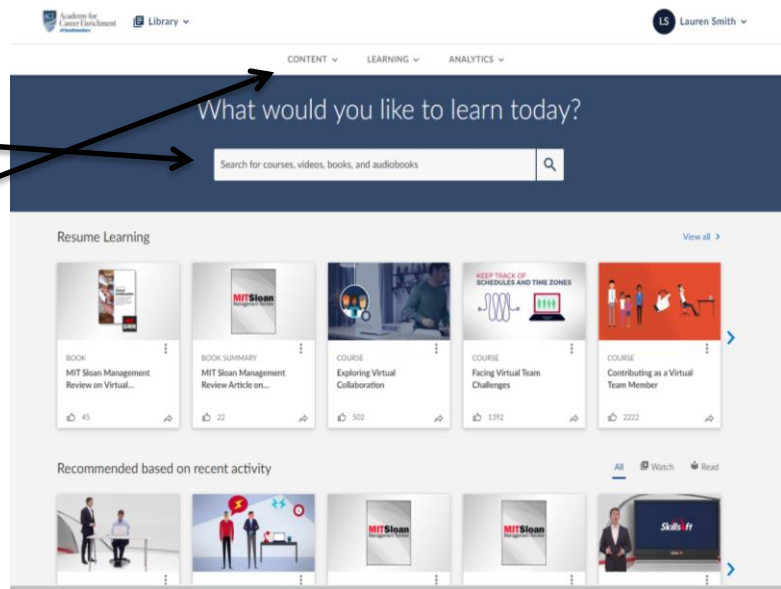
Click on **CONTENT**– shows UTSW
Custom Content resources by
**Leadership Competency, PACT
Standards, Values and Climate
Dimensions**

Certification Prep Courses include: (ISC)2, Amazon, American Society for Quality (ASQ), Cisco, CompTIA, Digital Marketing Institute, HR Certification Institute (HRCI), International Institute of Business Analysis (IIBA), Isograd, ITIL, Microsoft, Microsoft Office, PRINCE2, Project Management Institute (PMI) and Red Hat

To access from outside the UTSW network: utsw.percipio.com

Percipio App

Professional development resources you can access on your smartphone or on your tablet. Listen to these resources in your car, on a walk, around the house, etc.

Go to your smartphone app store and search Skillsoft Percipio App and Get/Install

Launch the app and sign in:

Site Name is: **UTSW**

Login with UTSW username & password

- Aspire Journeys
- Leadership Development Program powered by MIT SMR
- Popular Channels
- Recommended based on recent activities
- View courses, books, videos
- Listen to audio books

Audiobooks **currently in Percipio** (when searching you can filter by audiobook by either going to the left hand side of the page on a computer or clicking on the icon in the upper right hand corner of the app)

- Crucial Conversations: Tools for Talking when Stakes are High by Kerry Patterson...
- 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen R. Covey
- Emotional Intelligence 2.0 by Travis Bradberry
- The Speed of Trust: The one thing that Changes Everything by Stephen M.R. Covey
- Love 'Em or Lose 'Em: Getting Good People to Stay by Beverly Kaye...
- Influencer: The New Science of Leading Change By Joseph Grenny...
- The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter By Michael Watson

Individual Contributor Learning Guide

ACE | Academy for Career Enrichment
UT Southwestern

Compliance/Policy Courses (Taleo Learn)
- ❑ New Employee Compliance Bundle   90 minutes

Core Skill Training (Taleo Learn)
- ❑ Values in Practice webinar   3 hours

Elective Training–Electives based on needs (Discuss with your Supervisor):

Instructor-Led Training (Taleo Learn)
- ❑ DISC Profile webinar   2 hours
- ❑ Values in Practice webinar   3 hours

Online Courses (Percipio)

Channels (Hundreds of Channels on various topics): We recommend choosing a topic that interests you, taking the initial course in the channel, watching the Expert Insights on the topics and then picking the other resources in the channel that you think could be helpful. We suggest starting with Channels built around our UT Southwestern Values and PACT Standards:

UT Southwestern Values:
- ❑ Compassion
- ❑ Innovation
- ❑ Teamwork
- ❑ Excellence

UT Southwestern PACT Standards:

- ❑ Problem Solving
- ❑ Ability
- ❑ Accountability
- ❑ Attitude
- ❑ Collaboration

- ❑ Communication
- ❑ Compassion
- ❑ Contribution
- ❑ Teamwork

Are you interested in moving from an individual contributor role into a leadership role? If so, consider applying for the **Aspiring Leaders Program**. Find out more about this program **HERE**.

Leader Learning Guide

ACE Academy for Career Enrichment
UTSouthwestern

If you haven't already been through the Leadership Foundations Program please email LeadershipFoundations@utsouthwestern.edu to sign up for a future cohort. Leadership Foundations is a 4 month program consisting of one day of leadership training a month.

Compliance/Policy Courses (Taleo Learn)

❑ New Employee Compliance Bundle — 90 minutes
❑ Family Medical Leave Act (FMLA) Introduction — 2 hours

Core Leadership Skill Training (Taleo Learn)

❑ Values in Practice webinar — 3 hours
❑ DISC Profile webinar — 3 hours

Elective Leadership Training–Electives based on needs:

Online Courses (Percipio)

Aspire Journeys

❑ First Time Manager Journey (Supervisors)
❑ Mid Level Manager Journey (Managers)
❑ Leader of Leader Journey (Director and Above)
❑ Leadership Development Core Journey

Leadership Development Program powered by MIT SMR

❑ Leading Yourself
❑ Leading Your Team
❑ Leading the Business

Channels (Hundreds of Channels on various topics): We recommend choosing a topic that interests you, taking the initial course in the channel, watching the Expert Insights on the topics and then picking the other resources in the channel that you think could be helpful. Topics include:

❑ Coaching and Developing
❑ Building Trust
❑ Managing Conflict
❑ Innovating
❑ Leveraging Diversity
❑ Exhibiting Emotional Intelligence

❑ Applying Business and Financial Acumen
❑ Driving Excellence
❑ Building a Successful Team
❑ Creating a Culture of Service
❑ Embracing Change
❑ Communicating

The Advisory Board Company provides healthcare consulting and research services to more than 4,400 member organizations, including hospitals, health systems, and medical groups. Offerings include expert consultations, research studies, forecasting and benchmarking tools, and customized reports. Its research operations help provide clarity on current issues in health care as well as strategies for addressing them.

Creating Your www.advisory.com Account

Please note – you must use your UT Southwestern email when creating the account

1. Go online to www.advisory.com
2. Select the "Log in Now" icon in the upper right hand corner, and the pop-up screen, under "Log into your Account", click on "Create an account".
3. Use the drop-down menus to select the Country, City and State location of your Organization and then select GO TO STEP 2
4. Choose your Organization Name from the drop down menu, and then select GO TO STEP 3
5. Enter your Personal Information and then click SUBMIT
6. Momentarily, you will receive and automated confirmation email with an activation link, which will remain viable for 72 hours (to request a fresh activation link, click on Forgot your Password? on the Member Login pop-up box
7. Click on the activation link in the confirmation email to be reactivated back to the website
8. Begin utilizing the online resources!

How to sign up for the Daily Briefing and Program Specific Updates

1. Go to www.advisory.com and log in
2. Click on View Your Resources (A)
3. Click on Manage your subscriptions (B)
4. Choose the categories in which you want to receive mailings (C)
    1. News
    2. Topic Alerts
    3. Product or Membership Email
    4. Blog Alerts
5. Click Subscribe for items you would like to be subscribed to. (D)

Policy Library

Academy for Career Enrichment
UTSouthwestern

As leaders it is important to understand UT Southwestern policies. Use this quick reference guide to stay up-to-date on policy updates.

1. Access the **POLICY LIBRARY.** Once you are in the Policy Library you can search for a specific policy or expand the handbook chapters to view the policies for each chapter.
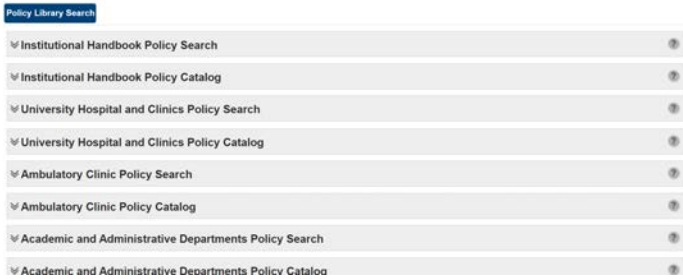
2. Use our How to and Tips for searching, as well as our Tip Sheets.
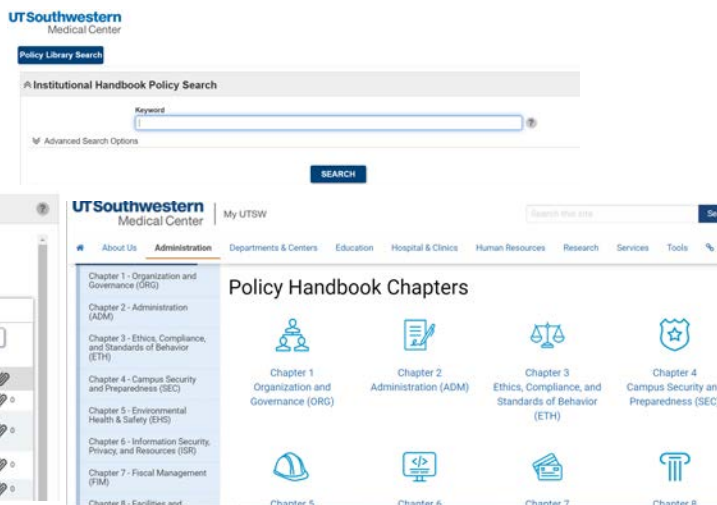
2. The policy website has a quick reference guide on supervisor responsibilities as outlined in various policies, review "What is a Supervisor Required to Do?" There is also a Basic Navigation Information Session PPT.

3. UT Southwestern constituents may be added to the listserv by emailing policyoffice@utsouthwestern.edu. Please note that emailing this office will generate a ServiceNow ticket.

Self-Assessments & Tools

ACE | Academy for Career Enrichment
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Percipio has a number of self-assessments for leaders incorporated into their leadership tracks and courses. The list below is designed to give you a quick reference guide for self-assessments you may find helpful.

Leadership Development Core Journey (For all leaders)

- Emotionally Intelligent Leadership (Track): Becoming an Emotionally Intelligent Leader (Course)
  - Needs for Emotional Competence Tool
  - Personal Domain Self-Assessment
  - Relational Domain Self-Assessment
- Developing the People You Lead (Track): Leading by Developing People (Course)
  - Components of People Development Self-Assessment
  - Engage, Empower, and Encourage Self-Assessment
  - Setting High Standards Self-Assessment
- Leading by Coaching (Track): Developing Successful Coaching Relationships (Course)
  - Coaching Skills Self-Assessment
  - Rapport and Relationship Self-Assessment
- Team Leadership (Track): Building and Leading Successful Teams (Course)
  - Team Formation Self-Assessment
  - Team Trust Self-Assessment
  - Team Characteristics Self-Assessment
- Accountability through Leadership (Track): Accountable Leadership (Course)
  - Your Organizations Accountability Tool
  - Supporting Accountable Self-Assessment
  - Leading Accountable Teams Self-Assessment
- Visionary Leadership (Track): Leading through Shared Vision (Course)
  - Visionary Leadership Self-Assessment
  - Vision Communication Self-Assessment
- Problem Solving and Decision Making through Leadership (Track): Leading through Problem Solving and Decision Making (Course)
  - Tool and Technique Review
- Enabling Execution through Leadership (Track): Creating a Successful Business Execution Culture (Course)
  - Positive Leadership Behaviors Self-Assessment
  - Strategy Definition Summary Tool
- Agility in Leadership (Track): The Agile Leader (Course)
  - Agility Obstacles Self-Assessment
  - Leveraging Agile Skills Self-Assessment
- Embracing Diversity through Leadership (Track): Leading Diversity (Course)
  - Personal Awareness Tool
  - Diversity Benefits Self-Assessment
  - Conditions for Learning and Effectiveness Self-Assessments

Self-Assessments & Tools

ACE Academy for Career Enrichment
UT Southwestern

Percipio has a number of self-assessments for leaders incorporated into their leadership tracks and courses. The list below is designed to give you a quick reference guide for self-assessments you may find helpful.

First Time Manager Journey (Supervisors)

- Becoming a Frontline Manager (Track): Leadership Transitions: Becoming a Frontline Manager (Course)
  - Transition to Leadership Self-Assessment
- Developing People (Track) : Leading by Developing People (Course)
  - Components of People Development Self-Assessment
  - Engage, Empower, and Encourage Self-Assessment
  - Setting High Standards Self-Assessment
- Accountability (Track): Accountable Leadership (Course)
  - Your Organizations Accountability Tool
  - Supporting Accountability Self-Assessment
  - Leading Accountable Teams
- Driving Execution (Track) : Creating a Successful Business Execution Culture (Course)
  - Positive Leadership Behaviors Self-Assessment
  - Strategy Definition Summary Tool
- Emotional Intelligence (Track): Becoming an Emotionally Intelligent Leader (Course)
  - Needs for Emotional Competence Tool
  - Personal Domain Self-Assessment
  - Relational Domain Self-Assessment

Mid Level Manager Journey (Managers)

- Moving into Middle Management (Track): Leadership Transitions: Moving into Middle Management (Course)
  - Middle Management Competencies Self Assessment
- Leading Innovation (Track): Leading Innovation (Course)
  - A Case for Innovation Tool
  - Innovation Culture Self-Assessment
- Influence and Persuasion (Track): Influencing and Persuading Others (Course)
  - Influence and Persuasion Opportunities Tool
  - Personal and Position Power Self-Assessment Tool
  - You and Your Audience Self-Assessment
- Collaboration (Track): The Collaborative Leader (Course)
  - Leading Collaboratively Self-Assessment
  - Collaborating Outside Your Team Self-Assessment
- Networking with Leader Peers (Track): Networking to Improve Leadership Effectiveness (Course)
  - Social Skills Self-Assessment
  - Network Identity Self-Assessment

Self-Assessments & Tools

ACE Academy for Career Enrichment
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Leader of Leader Journey (Director and Above)

- ❑ Moving into Senior Leadership (Track): Leadership Transitions: Moving into Senior Leadership (Course)
    - ❑ Leadership Maturity Self-Assessment
- ❑ Strategic Thinking (Track): Strategic Thinking: A Nine Step Approach to Strategy and Leadership for Managers and Marketers, 3rd Edition (Course)
- ❑ Shaping Culture (Track): Leading Across Cultures (Course)
    - ❑ Cultural Intelligence Self-Assessment
- ❑ Leading through Disruption (Track): Leading through Disruption (Course)
    - ❑ Agile Leader of Strategy Self-Assessment
- ❑ Leading Change (Track): Leading through the Challenge of Change (Course)
    - ❑ Your Perspectives on Change Self-Assessment
    - ❑ Change Leadership Self Assessment

percipio. Powered by Skillsoft.

Quick How To Guide:
1. You can click the hyper link for the "Track" which will allow you to choose any "Course" within the Training Session.
2. You can also just click the hyper link for the "Course" directly to start the training videos.
3. You can click the hyperlink directly to the Self-Assessments and tools. The diagram below illustrates how to download the Word Documents.

Click on hyperlink for Self -Assessment to download the Word document.

Leadership Competency Model

Go to: www.utsouthwestern.net/ace
You can also find the Academy of
Career Enrichment page by going to
www.utsouthwestern.net and going
to the Quick Links.

Click on the Leadership & Career
Development link
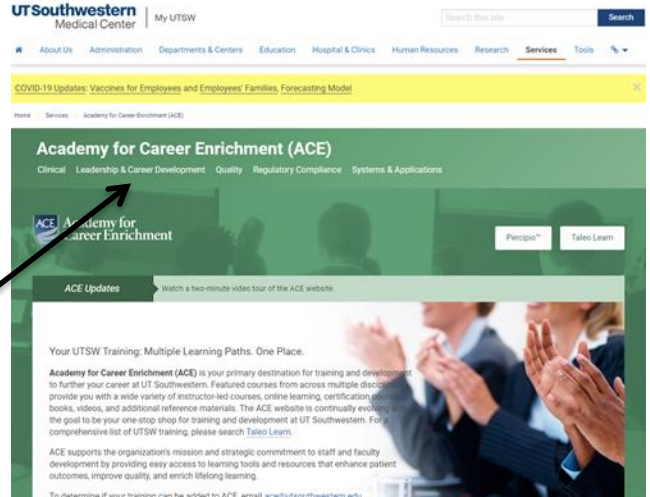
Click on **UTSW
Leadership Model**

- Individual Contributor
- Mid-Level Leader
- Executive Leader

Leadership		
Leadership	- Building a Successful Team - Coaching and Developing - Embracing Change - Managing Conflict	
Interpersonal	- Building Trust - Communicating - Exhibiting Emotional Intelligence - Leveraging Diversity	
Business and Management	- Applying Business & Financial Acumen - Creating a Culture of Service - Driving Excellence - Innovating	

INDIVIDUAL CONTRIBUTOR

LEADERSHIP

Building a Successful Team	• Collaborates with others on the team and across the organization • Using PACT standards with peers • Puts the team goals ahead of individual goals
Coaching and Developing	• Demonstrates zeal for new information and knowledge • Quickly assimilates and applies new information • Regularly seeks and capitalizes on learning opportunities • Seeks awareness of own strengths/opportunities, and acts upon feedback
Embracing Change	• Remains effective when experiencing major changes in work responsibilities or environment • Adjusts effectively to work within new structures, processes, requirements, or cultures
Managing Conflict	• Deals directly with conflict rather than involving others • Seeks to understand others point of view • Addresses concerns appropriately and professionally

INTERPERSONAL

Building Trust	• Acts in an honest, consistent, and authentic manner • Admits mistakes • Operates with integrity in every interaction
Communicating	• Communicates clearly with customers, staff, and management in a timely manner • Uses appropriate verbal and written communication skills
Exhibiting Emotional Intelligence	• Conveys composure, even in stressful situations • Uses facts and data to support ideas
Leveraging Diversity	• Seeks to understand differences • Respects all customers and staff • Adapts to others' communication styles • Seeks to break down language and cultural barriers

BUSINESS/MANAGEMENT

Applying Business & Financial Acumen	• Utilizes available resources efficiently and effectively • Maintains confidentiality of all sensitive business information • Educates self and complies with relevant policies/procedures
Creating a Culture of Service	• Effectively meets customer needs • Builds productive customer relationships • Takes responsibility for customer satisfaction and loyalty • Diffuses upset customers by using PACT standards
Driving Performance Excellence	• Sets high standards of performance for self • Assumes responsibility and accountability for successful completion of assignments or tasks • Self-imposes standards of excellence
Innovating	• Demonstrates willingness to try out new ideas • Comes up with new ways of looking at problems, processes, or solutions

INDIVIDUAL CONTRIBUTOR

LEADERSHIP

Building a Successful Team	• Collaborates with others on the team and across the organization • Using PACT standards with peers • Puts the team goals ahead of individual goals
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Driving Performance Excellence	• Sets high standards of performance for self • Assumes responsibility and accountability for successful completion of assignments or tasks • Self-imposes standards of excellence
Innovating	• Demonstrates willingness to try out new ideas • Comes up with new ways of looking at problems, processes, or solutions • Identifies and communicates ideas to improve processes.

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MID-LEVEL LEADER
PROFESSIONAL INDEPENDENT CONTRIBUTOR

LEADERSHIP

Building a Successful Team	• Works to attract, develop, engage, and retain talented individuals • Creates an environment where people can realize full potential • Ensures the team meets all current and future clinical and business challenges by having a fully developed staff
Coaching and Developing	• Provides timely feedback, instruction, and development guidance to help others excel in their current or future job • Plans and supports the development of individual skills and abilities
Embracing Change	• Adjusts effectively to work within new structures, processes, requirements, or cultures • Encourages others to seek different and innovative approaches • Facilitates the implementation/acceptance of workplace change
Managing Conflict	• Seeks to clarify each person's point of view • Keeps self and others focused on resolution • Remains open to all ideas and perspectives • Clearly summarizes next steps

INTERPERSONAL

Building Trust	• Shares thoughts, feelings, and rationale and keeps confidences • Operates with the highest level of integrity, and admits mistakes • Listens to others ideas/opinions, promotes two-way communication • Ensures safe environment for staff to escalate issues of concern
Communicating	• Clearly communicates with staff on all issues • Models appropriate communication skills, especially in conflict • Uses appropriate verbal and written communication skills • Holds courageous conversations when necessary
Exhibiting Emotional Intelligence	• Exhibits confidence and composure even in stressful situations • Gains insight into key stakeholder needs to effectively manage one's own responses and reactions • Uses facts & motivation techniques to influence peers/stakeholders
Leveraging Diversity	• Works effectively with individuals of diverse cultures, interpersonal styles, abilities, motivations, or backgrounds • Makes the most effective use of the capabilities, insights, and ideas of all individuals

BUSINESS/MANAGEMENT

Using Business Acumen	• Uses financial, economic, and industry data to make decisions • Understands the organization's goals and objectives • Leverages appropriate budgetary resources to maintain productivity
Creating a Culture of Service	• Resolves escalated customer service issues • Uses service recovery tools as needed • Holds staff accountable for building customer loyalty • Provides excellent service to internal and external customers
Driving Performance Excellence	• Sets high goals for personal and group accomplishments • Uses measurement methods to monitor progress toward goal achievement, and continuously improves • Tenaciously works to meet or exceed goals
Innovating	• Encourages open discussion of new ways to look at problems, processes, and solutions • Generates new, breakthrough perspectives/ideas that create value • Promotes/supports continuous improvement and quality outcomes

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EXECUTIVE LEADER

LEADERSHIP

Building a Successful Team
- Establishes systems and processes to attract, develop, engage, and retain talented individuals
- Uses appropriate methods and interpersonal styles to develop, motivate, and ensure the organization meets its objectives

Coaching and Developing
- Sets department performance goals, participates in talent review
- Identifies and develops bench strength
- Employs and values development as a business imperative
- Provides timely feedback, instruction, and guidance to others

Embracing Change
- Identifies/drives organizational and cultural changes needed to adapt strategically to changing demands, technology, & initiatives
- Engages new approaches to transform culture, systems, and services

Managing Conflict
- Promotes an open environment for people to discuss issues
- Empowers individuals to solve their own issues by providing guidance and resources

INTERPERSONAL

Building Trust
- Admits mistake & gains trust by demonstrating openness/honesty
- Behaves consistently and acts in accordance with moral, ethical, professional, and organizational guidelines
- Ensures safe environment for staff to escalate issues of concern

Communicating
- Communicates the vision and strategy for the department
- Models the ability to communicate effectively with all levels
- Holds courageous conversations when necessary

Exhibiting Emotional Intelligence
- Always exhibits confidence, composure, and executive presence
- Understands and diplomatically navigates the complexity of multiple stakeholder needs and motivations
- Uses facts and effective motivation technique to influence

Leveraging Diversity
- Makes decisions and initiates action to ensure organizational systems and policies leverage the capabilities and insights of individuals with diverse backgrounds, styles and abilities

BUSINESS/MANAGEMENT

Using Business Acumen
- Understands and follows federal, state, and system guidelines
- Looks at future trends to build strategic plans
- Sets financial levers for use by management and staff

Creating a Culture of Service
- Ensures the customer perspective is a driving force behind business decisions and activities
- Crafts and implements service standards that meet customers' and own organization's needs

Driving Performance Excellence
- Drives high standards for individual, team, and organizational accomplishment
- Tenaciously works to meet or exceed challenging goals
- Continuously improves

Innovating
- Creates an environment that encourages open discussion and imaginative thinking to effective problem solving in new ways
- Generates fresh perspectives and breakthrough ideas
- Fosters, promotes & rewards continuous improvement & results

Leader Reading List

ACE Academy for Career Enrichment
UT Southwestern

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Building a Successful Team - Self

Type	Title	Description
Book **Book Summary**	**How Full is Your Bucket?: Positive Strategies for Work and Life** by Tom Rath, Donald O Clifton	Organized around a simple metaphor of a dipper and a bucket, and grounded in 50 years of research, this book will show you how to greatly increase the positive moments in your work and your life -- while reducing the negative.
Audio Book **Book Summary**	**Leaders Eat Last: Why Some Teams Pull Together and Others Don't** by Simon Sinek	Sinek watched as the most junior Marines ate first, while the most senior Marines took their place at the back of the line. What's symbolic in the chow hall is deadly serious on the battlefield: great leaders sacrifice their own comfort—even their own survival—for the good of those in their care.
Audio Book **Book Summary**	**The Leader You Want to Be: Five Essential Principles for Bringing out Your Best Self** by Amy Jen Su	How can you be the leader you want to be, every day? The answer is more than a time-management system or a silver-bullet solution for changing your routines. Leadership expert and coach Amy Jen Su's powerful new book helps readers discover that the answer lies within. By focusing in specific ways on five key leadership elements--Purpose, Process, People, Presence, and Peace--you can increase your time, capacity, energy, and ultimately your impact, with less stress and more equanimity.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Building a Successful Team - Self

Type	Title	Description
Book **Audio Book**	**Love 'Em or Lose 'Em: Getting Good People To Stay, Sixth Edition** by Sharon-Jordan Evans, Beverly Kaye	This new edition will ensure that *Love 'Em or Lose 'Em* will continue to help managers all over the world create a supportive workplace culture so they can fight burnout and keep the people they can least afford to lose.

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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Building a Successful Team - Lead Others

Type	Title	Description
Audio Book **Book Summary**	**The Five Dysfunctions of a Team: A Leadership Fable** by Patrick Lencioni	The Five Dysfunctions of a Team provides a fresh take on teamwork and pinpoints the main dysfunctions in teams while offering advice on how to resolve them. In this Review, we discuss the salient points of the book based on our interpretation of its contents.
Book **Audio Book**	**Overcoming the Five Dysfunctions of a Team: A Field Guide For Leaders, Managers, and Facilitators** by Patrick Lencioni	Overcoming the Five Dysfunctions of a Team, Lencioni offers more specific, practical guidance for overcoming the Five Dysfunctions—using tools, exercises, assessments, and real-world examples.
Book	**Virtual Teams: Mastering Communication and Collaboration in the Digital Age** by Terri R. Kurtzberg	To advance in today's workplace requires virtual team skills. Most individuals assume their face-to-face skills will translate, but competency with virtual communication and teamwork requires an entirely new set of skills. This book guides readers down the path to success.

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Building a Successful Team - Lead Others

Type	Title	Description
Book **Audio Book** **Book Summary**	**The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation** By: Amy C. Edmondson	*The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* offers practical guidance for teams and organizations who are serious about success in the modern economy.
Book **Audio Book** **Book Summary**	**Virtual Leadership: Practical Strategies for Getting the Best Out of Virtual Work and Virtual Teams** by Penny Pullan	The future of work is virtual, with dispersed teams, telecommuting, remote working and virtual meetings becoming the norm in many sectors and industries around the world. At its best, virtual working can be productive and creative, tapping into the best people wherever they are and bringing skills and experience together efficiently and at low cost. But it can also lead to isolated and disengaged workers, ineffective communication, and uncoordinated and even counter-productive activity. *Virtual Leadership* discusses how leading a virtual team in our fast-paced world requires a new set of skills and a facilitative leadership approach.

ACE **Academy for Career Enrichment**
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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Building a Successful Team - Lead Business

Type	Title	Description
Book	**Teaming: How Organizations Learn, Innovate, and Compete in the Knowledge Economy by** Amy C. Edmondson	New breakthrough thinking in organizational learning, leadership, and change
Book	**Behind the Scenes Health Care: Motivation and Commitment of Health Care Employees** by Dr. Hesston L. Johnson	Behind the Scenes of Health Care presents an extensive review of motivation and commitment among health care workers in support and bedside care roles.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Coaching and Developing - Lead Self

Type	Title	Description
Audio Book	**Women of Influence: A Leadership Guide for Business Professionals** by Dawn Jones	With more women moving into advanced leadership roles, there are subtle do's and don'ts that will help or hinder your leadership journey. This audio program shows you how to effectively navigate your path to success as a leader..
Book	**The Most Powerful You: 7 Bravery-Boosting Paths to Career Bliss** by Kathy Caprino	Kathy Caprino guides women to take the reins in their careers by identifying and overcoming the 7 most damaging power gaps holding them back and accessing new levels of internal and external power to propel you forward to the success you want and deserve.
Book	**Make Your Own Map: Career Success Strategy for Women by** Kathryn Bishop	Based on material from the popular Women Transforming Leadership course from Saïd Business School, University of Oxford, *Make Your Own Map* will help you develop a resilient and aspirational strategy for your career - whatever your starting point.

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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Coaching and Developing - Lead Self

Type	Title	Description
Book	**Digital You: Real Personal Branding in the Virtual Age** by William Arruda	In *Digital You: Real Personal Branding in the Virtual Age*, branding authority William Arruda describes the 21st century world of personal branding and guides you to define, express, and expand your personal brand for the virtual world.
Book	**Getting to Like: How to Boost Your Personal and Professional Brand to Expand Opportunities, Grow Your Business, and Achieve Financial Success** by Jeremy Goldman, Ali B. Zagat	In order to connect with new employers and clients and transform your potential into success, you need to establish your unique digital identity, build strong relationships with your audience(s), and gain visibility for all the right reasons.

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Coaching and Developing - Lead Others

Type	Title	Description
Book	**Anytime Coaching: Unleashing Employee Performance, Second Edition** by Teresa Wedding Kloster, Wendy Sherwin Swire	Real-life stories, practical tips and techniques, and the *Anytime Coaching* model equip managers with a set of coaching tools they can use immediately to transform the way they work with employees and colleagues.
Book **Audio Book**	**Coaching for Performance, 5th Edition: The Principles and Practice of Coaching and Leadership** by John Whitmore	An international best-seller, featuring the influential GROW model, this book explains why enabling people to bring the best out of themselves is the key to driving productivity, growth, and engagement..

ACE Academy for Career Enrichment
UT Southwestern

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Coaching and Developing - Lead Others

Type	Title	Description
Book	**The Manager's Employee Engagement Toolbox** by Peter R. Garber	Everyone knows engaged employees are happier and improve the workforce. But engaged employees improve their managers' lives, too! Employee engagement has gotten the rap of being something "nice" to do, not something that can produce results. You need to reverse that perception in your organization by becoming an engaged leader yourself.
Book	**Career Conversations: How to Get the best from Your Talent Pool** by Greg Smith	*Career Conversations* is your guide to developing the skills needed for effective career discussions with your staff, providing step-by-step instructions on how to incorporate this capability into your leadership routine.
Book **Audio Book**	**Co-Active Coaching: Changing Business, Transforming Lives, Third Edition** by Henry Kimsey-House, Karen Kimsey-House, Phillip Sandahl	Published in more than ten languages now, this book has been used as the definitive resource in dozens of corporate, professional development and university-based coaching programs as well as by thousands of individuals looking to elevate their communication, relationship and coaching skills.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Coaching and Developing - Lead Business

Type	Title	Description
Book	**Employee Experience by Design: How to Create an Effective EX for Competitive Advantage** by Emma Bridger	A motivated, engaged and productive workforce is essential for a company to achieve its goals. *Employee Experience by Design* is a practical guide for HR professionals on how they can create exceptional employee experience that drives staff to perform to the best of their abilities.

Leader Reading List

Embracing Change - Lead Self

Type	Title	Description
Book	**Love Your Job: the New Rules of Career Happiness** by Kerry Hannon	*Love Your Job* is all about the routines, habits, and thought patterns that, over the years, may have turned a dream job into a drudge or, worse, a nightmare. Changing these habits and attitudes is simple, and this book shows you how to identify the little things that make work enjoyable and engaging.
Audio Book	**The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter, Updated and Expanded** by Michael Watkins	*The First 90 Days*, Michael D. Watkins offers proven strategies for conquering the challenges of transitions - no matter where you are in your career. Watkins, a noted expert on leadership transitions and adviser to senior leaders in all types of organizations, also addresses today's increasingly demanding professional landscape, where managers face not only more frequent transitions but also steeper expectations once they step into their new jobs.
Book	**The 7 Habits of Highly Effective People, Snapshot Edition** by Stephen R. Covey	Dr. Covey's *7 Habits* book is one of the most inspiring and impactful books ever written. Now you can enjoy and learn critical lessons about the habits of successful people that will enrich your life's experience. And it's in a Snapshots, time-saving format that makes it easy for you to learn and apply Dr. Covey's habits of successful people.

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Embracing Change - Lead Others

Type	Title	Description
Book **Audio Book** **Book Summary**	**Influencer: The New Science of Leading Change, Second Edition** by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, David Maxfield	From the bestselling authors who taught the world how to have *Crucial Conversations* comes the new edition of *Influencer*, a thought-provoking book that combines the remarkable insights of behavioral scientists and business leaders with the astonishing stories of high-powered influencers from all walks of life.
Audio Book	**That's Not How We Do It Here! A Story About How Organizations Rise and Fall – and Can Rise Again** by John Kotter, Holger Rathgeber	In their iconic best seller *Our Iceberg Is Melting*, John Kotter and Holger Rathgeber used a simple fable about penguins to explain the process of leading people through major changes. Now, 10 years later, they're back with another must-listen story that will help any team or organization cope with their biggest challenges and turn them into exciting opportunities.

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Embracing Change - Lead Business

Type	Title	Description
Audio Book	**Our Iceberg is Melting: Changing and Succeeding Under Any Conditions** by John Kotter, Holger Rathgeber	Most of the denizens of the Antarctic penguin colony sneer at Fred, the quiet but observant scout who detects worrying signs that their home, an iceberg, is melting. Fred must cleverly convince and enlist key players, such as Louis, the head penguin; Alice, the number two bird; the intractable No-no the weather expert; and a passle of school-age penguins if he is to save the colony. Their delightfully told journey illuminates in an unforgettable way how to manage the necessary change that surrounds us all. Simple explanatory material following the fable enhances the lasting value of these lessons.
Audio Book	**Accelerate: Building Strategic Agility for a Faster-Moving World** by John Kotter	In the groundbreaking new book *Accelerate* (XLR8), leadership, change-management expert, and best-selling author John Kotter provides a fascinating answer - and a powerful new framework for competing and winning in a world of constant turbulence and disruption.

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Managing Conflict - Lead Others

Type	Title	Description
Book **Audio Book** **Book Summary**	**Crucial Conversations: Tools for Talking When Stakes Are High, Second Edition** by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler	The first edition of *Crucial Conversations* exploded onto the scene and revolutionized the way millions of people communicate when stakes are high. This new edition gives you the tools to: -Prepare for high-stakes situations -Transform anger and hurt feelings into powerful dialogue -Make it safe to talk about almost anything -Be persuasive, not abrasive
Book **Audio Book** **Book Summary**	**Crucial Accountability, Tools for Resolving Violated Expectations, Broken Commitments and Bad Behavior, Second Edition** by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler, David Maxfield	*Crucial Accountability* teaches you how to deal with violated expectations in a way that solves the problem at hand without harming the relationship--and, in fact, even strengthens it.

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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Building Trust - Lead Self

Type	Title	Description
Book	**Build Your Reputation: Grow Your Personal Brand for Career and Business Success** by Rob Brown	*Build Your Reputation* will show you how to master the skills of brand-building to develop a powerful profile and a formidable name. You'll learn how to identify your brand and where it fits into the big picture, and then you'll learn how to become the obvious choice for whatever it is you do.
Audio Book **Book Summary**	**The Speed of Trust: The One Thing That Changes Everything** by Stephen M.R. Covey	Nothing is as fast as the Speed of Trust

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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Communicating - Lead Self

Type	Title	Description
Book **Book Summary**	**Speak Up, Show Up, and Stand Out: The 9 Communication Rules You Need to Succeed**	This lean and effective guide isn't just about choosing the right words; it's a whole new way of communicating to achieve unparalleled success. It offers the tools and skills readers need to build influence, deliver results, and significantly increase their communication effectiveness.
Book **Audio Book**	**Make Your Moment: The Savvy Woman's Communication Playbook for Getting the Success You Want** by Dion Lim	In a fast-paced world where opportunities appear—and shift—at a moment's notice, how you communicate can, quite simply, make or break your career. Your work environment today includes a diverse array of people and personalities. The ability to interact with all of them, think on your feet, and grab a good opportunity when it's facing you is the special sauce that will help you achieve your goals.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Communicating - Lead Others

Type	Title	Description
Audio Book	**Own the Room: Discover Your Signature Voice to Master Your Leadership Presence** by Amy Jen Su	People are drawn to and influenced by leaders who communicate authentically, connect easily with people, and have immediate impact. So how do you become one of them? How can you learn to "own the room"? This audio book will help you develop your leadership presence.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Exhibiting Emotional Intelligence - Lead Self

Type	Title	Description
Audio Book **Book Summary**	**Emotional Intelligence 2.0** by Jean Greaves, Travis Bradberry	*Emotional Intelligence 2.0* delivers a step-by-step program for increasing your emotional intelligence using the four core EQ skills — self-awareness, self-management, social awareness, and relationship management — to exceed your goals and achieve your fullest potential.
Book **Audio Book** **Book Summary**	**From Bud to Boss: Secrets to a Successful Transition to Remarkable Leadership** by Kevin Eikenberry, Guy Harris	This much-needed book can help new leaders get beyond the stress and fear to focus on becoming the most effective leader they can be-starting right now.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Exhibiting Emotional Intelligence - Lead Others

Audio Book	**The Emotionally Intelligent Leader** by Daniel Goleman	In "What Makes a Leader?" Goleman explores research that found that truly effective leaders are distinguished by high levels of self-awareness and sharp social skills. In "The Focused Leader", Goleman explains neuroscience research that proves that "being focused" is more than filtering out distractions while concentrating on one thing. In "Leadership That Gets Results", Goleman draws on research to outline six distinct leadership styles, each one springing from different components of emotional intelligence.

Academy for Career Enrichment
UTSouthwestern

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Leveraging Diversity - Lead Self

Book **Audio Book** **Book Summary**	**Subtle Acts of Exclusion: How to Understand, Identify, and Stop Microaggressions** by Tiffany Jana, Michael Baran	In this book, Tiffany Jana and Michael Baran offer a clearer, more accessible term, subtle acts of exclusion, or SAEs, to emphasize the purpose and effects of these actions. After all, people generally aren't trying to be aggressive—usually they're trying to say something nice, learn more about a person, be funny, or build closeness. But whether in the form of exaggerated stereotypes, backhanded compliments, unfounded assumptions, or objectification, SAE are damaging to our coworkers, friends, and acquaintances.
Book **Book Summary**	**Demanding More: Why Diversity and Inclusion Don't Happen and What You Can Do About It** by Sheree Atcheson	In *Demanding More*, Sheree calls out the lack of awareness around privilege, unchecked and unconscious biases and details what intersectionality does to feelings of discrimination and disadvantage.
Book **Audio Book**	**Inclusive Conversations: Fostering Equity, Empathy, and Belonging Across Differences** by Mary-Frances Winters	Mary-Frances Winters has been leading workshops on what she calls Bold, Inclusive Conversations for years. In this book she offers specific dialogue strategies to foster greater understanding on the following topics: -Recognizing the importance of creating equity and sharing power -Dealing with the "fragility" of dominant groups--their discomfort in engaging with historically subordinated groups -Addressing the exhaustion historically marginalized groups feel from constantly explaining their different lived experience -Exploring how to build trust and create psychologically safe spaces for dialogue

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Leveraging Diversity - Lead Others

Type	Title	Description
Book **Audio Book** **Book Summary**	**How to Be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone can Thrive** by Jennifer Brown	Brown lays out simple steps to help you understand your role, boost your self-awareness, take action, and become a better version of yourself in the process. This book will meet you where you are and provide a road map to create a workplace of greater mutual understanding where everyone's talents can shine.

ACE **Academy for Career Enrichment**
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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Leveraging Diversity - Lead Business

Type	Title	Description
Book **Audio Book** **Book Summary**	**The Inclusion Dividend: Why Investing in Diversity & Inclusion Pays Off** by Mark Kaplan, Mason Donovan	*The Inclusion Dividend* provides a framework to tap the bottom-line impact that results from an inclusive culture. Most leaders have the intent to be inclusive but translating that into a truly inclusive outcome with employees, customers and other stakeholders requires a focused change effort. The authors provide straightforward advice on how to achieve the kind of meritocracy that will result in a tangible dividend and move companies ahead of the competition.
Book **Audio Book**	**SET for Inclusion: An Underlying Methodology for Achieving Your Inclusion Dividend** by Mark Kaplan, Mason Donovan	*SET for Inclusion* follows the stories of three diverse characters in a large modern organization, a top executive, a middle manager, and an individual contributor. Each of these characters is working to make inclusiveness real, to provide tangible benefits for them as individuals and for the organization.

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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Applying Business and Financial Acumen - Lead Self

Type	Title	Description
Book **Audio Book**	**Up is Not the Only Way: Rethinking Career Mobility** by Beverly Kaye, Lindy Williams, Lynn Cowart	This book encourages readers to take a "kaleidoscope" view—to be open to ever-shifting patterns of opportunities and possibilities—so they can create a unique, personalized path to a truly rewarding career.
Book	**A Guide to the Project Management Body of Knowledge (PMBOK® Guide), sixth edition** by Project Management Institute	PMI's flagship publication has been updated to reflect the latest good practices in project management. New to the Sixth Edition, each knowledge area will contain a section entitled Approaches for Agile, Iterative and Adaptive Environments, describing how these practices integrate in project settings. It will also contain more emphasis on strategic and business knowledge—including discussion of project management business documents—and information on the PMI Talent Triangle™ and the essential skills for success in today's market.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Applying Business and Financial Acumen - Lead Others

Book **Book Summary**	**Learning to Think Strategically** by Julia Sloan	*Learning to Think Strategically* asserts that learning is the critical link to strategic thinking. Learning is a "conversion tool" that can transform thinking strategically into a sustainable competitive advantage.

Academy for Career Enrichment
UT Southwestern

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Applying Business and Financial Acumen - Lead Business

Book	**MIT Sloan Management Review on Thinking Strategically** by MIT Sloan Management Review	What are your organization's strategies and priorities? Are the employees aware of strategic goals and are they working toward them? Are you communicating these priorities effectively?

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Creating a Culture of Service – Lead Others

Type	Title	Description
Audio Book **Book Summary**	**The Culture Code: The Secrets of Highly Successful Groups**	In The Culture Code, Daniel Coyle goes inside some of the world's most successful organizations - including the US Navy's SEAL Team Six, IDEO, and the San Antonio Spurs - and reveals what makes them tick. He demystifies the culture-building process by identifying three key skills that generate cohesion and cooperation and explains how diverse groups learn to function with a single mind.

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Driving Excellence - Lead Self

Type	Title	Description
Book **Book Summary**	**The Career Catapult: Shake Up the Status Quo and Boost Your Professional Trajectory** by Roopa Unnikrishnan	In *The Career Catapult,* innovative career consultant Roopa Unnikrishnan shows you how to gaze into this uncertain future and shape it to your advantage—regardless of your current position in the job hierarchy.
Audio Book	**Promote Yourself: The New Rules for Career Success** by Dan Schawbel	Drawing on proprietary research and countless interviews with the most dynamic professionals in business today, career guru and founder of Millennial Branding Dan Schawbel takes listeners through his step-by-step process of creating unique personal brands and leveraging them to maximum advantage.

ACE Academy for Career Enrichment
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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Driving Excellence - Lead Self

Type	Title	Description
Book **Book Summary**	**StrengthFinder 2.0** by Tom Rath	In its latest national bestseller, *StrengthsFinder 2.0*, Gallup unveils the new and improved version of its popular assessment, language of 34 themes, and much more . While you can read this book in one sitting, you'll use it as a reference for decades. Loaded with hundreds of strategies for applying your strengths, this new book and accompanying website will change the way you look at yourself--and the world around you--forever.
Book **Book Summary**	**Strengths-Based Leadership: Great Leaders, Teams, and Why People Follow** by Tom Rath, Barry Conchie	Using Gallup's discoveries, authors Tom Rath and Barry Conchie identify three keys to being an effective leader and use firsthand accounts from highly successful leaders — including the founder of Teach for America and the president of The Ritz-Carlton — to show how each person's unique talents can drive their success. Loaded with novel research, inspiring stories, and actionable ideas, *Strengths-Based Leadership* offers a new roadmap for leading people toward a better future.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Driving Excellence - Lead Others

Type	Title	Description
Audio Book **Book Summary**	**Drive: The Surprising Truth About What Motivates Us** by Daniel H. Pink	From Daniel H. Pink, the author of the groundbreaking bestseller *A Whole New Mind*, comes his next big idea book: a paradigm-changing examination of what truly motivates us and how to harness that knowledge to find greater satisfaction in our lives and our work.
Audio Book **Book Summary**	**To Sell is Human: The Surprising Truth About Moving Others** by Daniel H. Pink	Whether we're employees pitching colleagues on a new idea, entrepreneurs enticing funders to invest, or parents and teachers cajoling children to study, we spend our days trying to move others. Like it or not, we're all in sales now.

Leader Reading List

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Innovating - Lead Self

Type	Title	Description
Audio Book	**Career Advantage: Real World Applications from Great Work, Great Career** by Stephen R. Covey, Jennifer Colosimo	*Career Advantage* teaches you how to create your ultimate job and make an extraordinary contribution
Book **Book Summary**	**Great Work Great Career: How to Create Your Ultimate Job and Make an Extraordinary Contribution** by Stephen R. Covey, Jennifer Colosimo	Covey argues there is a positive side to these tumultuous times, provided one is willing to take a chance and go with it. Welcome this wild and demanding new world and embrace the opportunities it presents.

ACE Academy for Career Enrichment
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Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Innovating - Lead Others

Type	Title	Description
Book **Audio Book**	**Work Made Fun Gets Done!: Easy Ways to Boost Energy, Morale, and Results** by Bob Nelson, Mario Tamayo	Fun is the secret sauce every business needs to better engage and motivate its employees today. Work Made Fun Gets Done! gives readers simple, practical ideas for instantly bringing fun into their work and workplace.
Book **Audio Book** **Book Summary**	**The Creativity Leap: Unleash Curiosity, Improvisation, and Intuition at Work** by Natalie Nixon	Combining creativity tools and techniques with real-world stories of innovative people and businesses, this book is a provocation, an inspiration, and an invitation to unleash the innate creativity that lies within each of us. It offers a more dynamic and integrative way to adapt and innovate, one that allows us the freedom to access our full human selves.

Percipio has a number of books, audio books and book summaries that align with our leadership competencies. These are aligned in the examples below.

Innovating - Lead Business

| Type	Title	Description
Book **Audio Book**	**Unlocking Creativity: How to Solve Any Problem and Make the Best Decisions by Shifting Creative Mindsets** by Michael A Roberto	*Unlocking Creativity* is an exploration of the creative process and how organizations can clear the way for innovation. *Creativity* offers effective methods and real-world examples of how the most successful organizations create cultures of innovation and experimentation.

Individual Development Plans

A thoughtful and reflective process used to aid employees in developing their skills and capabilities. IDPs are usually developed for a period of one year and are meant to provide focus on one or two key areas in which the individual would like to grow.

Go to: www.utsouthwestern.net/ace

You can also find the Academy of

Career Enrichment page by going to

www.utsouthwestern.net and going

to the Quick Links.

Click on the Leadership & Career Development link
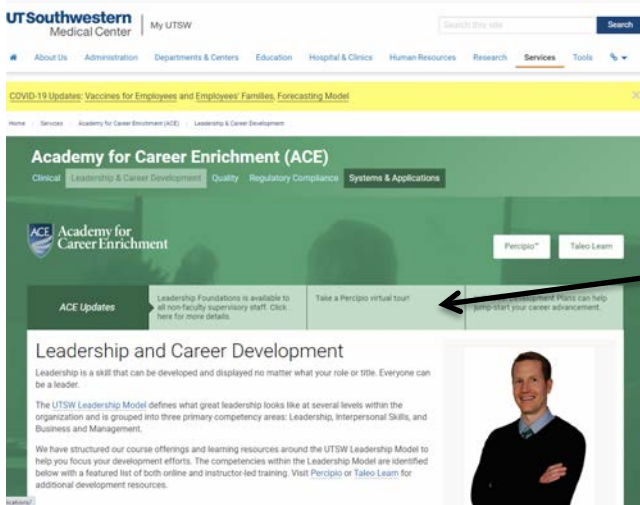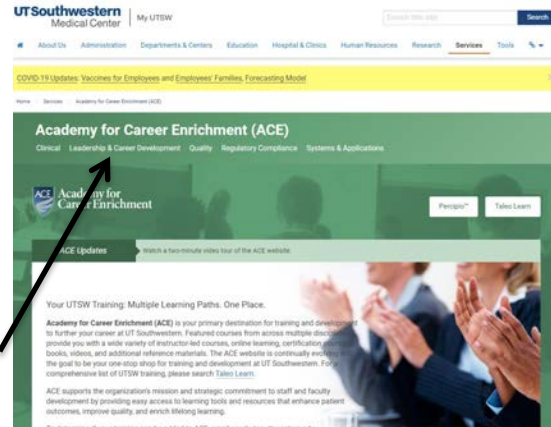
Click on **Individual Development Plans** (also listed at the bottom of the page)

The Individual Development Plan toolkit provides the necessary steps for creating an IDP.
1. An employee starts with self-insight and gains insight from others.
2. The individual looks at their extrinsic and intrinsic motivators, and what development opportunities excite them.
3. Consider one's current capabilities and how that will impact current and future/desired roles in the organization.
4. Look at real-world opportunities one can get to develop the area(s) of focus chosen.
5. It is important to develop some measurements for success. This will help with staying focused and accountable for your own development.

Creating an Individual Development Plan

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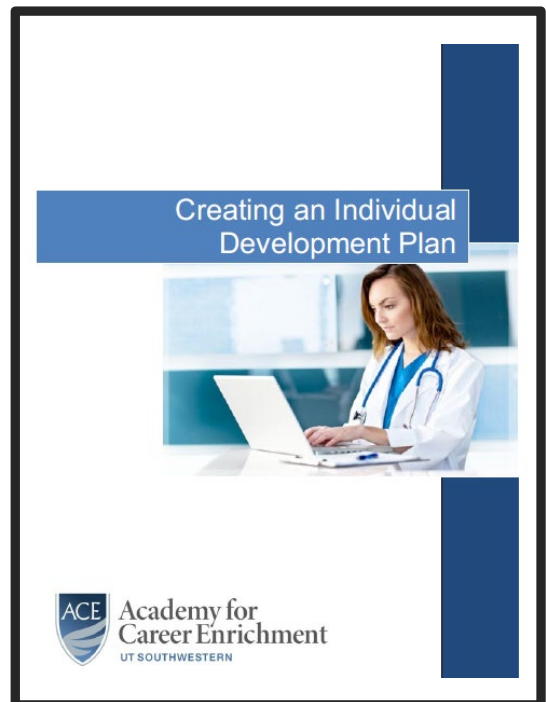
Creating an Individual Development Plan

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Contents

Introduction

Creating an Individual Development Plan (IDP) can be a daunting task. Knowing where to start, or even what to look at in terms of development can be confusing. To assist you with your creation of an IDP we have developed this toolkit. There are two main benefits of using this document:

1. It will give you a step-by-step process for building an IDP
2. It will simplify what can be overwhelming

Developing Insight

The first step in developing an Individual Development Plan (IDP) is to gain insight about your current strengths and areas of development. There are several sources from which you can gain insight: the UT Southwestern Leadership Model, peers, stakeholders, and your direct supervisor. Additionally, you will want to think about your current role versus future role. What skills or behaviors will need to be developed in order to meet the needs of your desired future role?

UT Southwestern Leadership Model

A place to begin your IDP is to consider the UT Southwestern Leadership Model. If you are unfamiliar with the model, please take a few minutes now and review it. The UT Southwestern Leadership Model is divided into twelve leadership competencies specific to levels of the organization, which are Individual Contributor, Mid-Level Leader/Professional Individual Contributor, and Executive Leader. You are encouraged to review the model as a whole, and then focus in on the key actions expected of your level and your desired level within the organization.

Leadership
- Building a Successful Team
- Coaching and Developing
- Embracing Change
- Managing Conflict

Interpersonal
- Building Trust
- Communicating
- Exhibiting Emotional Intelligence
- Leveraging Diversity

Business and Management
- Applying Business & Financial Acumen
- Creating a Culture of Service
- Driving Excellence
- Innovating

Current Versus Future Role

In addition to looking at the UT Southwestern Leadership Model, you may also want to consider what behaviors and skills will be required to remain successful in your current role as well as any future role(s) to which you aspire. You may want to gain insight from those in roles you aspire to discover what behaviors and skill sets are required. If your goal is to remain in your current role, you will want to consider what skills and behaviors may be needed to remain relevant and up-to-date.

Current Role Needs:	Future Role Needs:

Insight From Others

Another excellent place to look for insight is to talk to your peers, your stakeholders, and your direct manager. Knowing what it is they think you do well, and where you could develop or improve, is very important for focusing on what you may want to develop.

My peers say my strengths are:	My peers say I could develop in:

My stakeholders say my strengths are:	My stakeholders say I could develop in:

My boss says my strengths are:	My boss says I could develop in:

Insight From Others

Motivation

To devote the time and effort required to make progress on a developmental area, you must WANT it! You cannot be lukewarm on a development activity and give it the time and attention it deserves. We encourage you to consider the strengths and areas you are considering for development, and then realistically rate your level of motivation about each one.

On a scale of 1 to 5 with 1 being not at all interested in developing, and 5 being enthusiastic about developing, rate your excitement level about your areas of development.

Developmental Area	Rating

Capability

Earlier we asked you to think about the future role you aspire to attain in the organization. We then asked you to think about both your current responsibilities and the future responsibilities of the desired role. Based on the differences, what areas will you need to strengthen and develop to be able to do those new responsibilities? Here is a place to capture those thoughts.

Current Responsibilities	Areas of Strength and Development Needed to Meet Future Goals	Future Responsibilities

Real-World Practice

Now that you have gained insight, looked at your motivation and your capabilities, you will want to begin considering various activities you can use for development. As you begin thinking about these, you will want to keep the 70/20/10 model in mind. This means that 70% of your activities will be on-the-job experiences; 20% will be exposure to key individuals, leaders, and teams as well as through feedback, coaching, and being mentored; 10% will be formal training, which could include attending training courses or reading books, articles, work-related blogs, and other literature that will create learning. For access to books, articles, and online training visit https://utsw.percipio.com.

The real-world experience will be driven by the areas you select to place on your IDP. You may want to list activities in each of the categories below.

Experience (70%)	
Exposure (20%)	
Education (10%)	

Accountability

Once you have selected the activities you want to include in your IDP, you will want to consider the accountability measures you will put in place to keep you on track. Think of this like a walking buddy who helps keep you motivated and accountable. This can include information such as when it will be completed, quality standards, or any other measurement components you feel are necessary. To prepare your IDP, you can record your activities and ideas for measurement below. Remember, this is a development plan, not a performance plan, so you want to put activities in here that will stretch you, but that are also attainable. Nothing kills motivation to develop quicker than an unrealistic goal or activity.

Development Activity	Measurement

Bringing It All Together

Now that you've gained insight as to your strengths and opportunities, looked at your motivations and capabilities, thought about real world practice and measurement, it is now time to bring it all together into an Individual Development Plan. Taking all of the data you've collected, please fill out the template on the next page, which you will want to use in your discussion with your immediate manager.

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Individual Development Plan

Name:		Date:	

Professional Goals (1-2 years)	Professional Goals (3-5 years)

Strength To Use More	Area Of Development

Development Activity	Measurement	Results