



Date Prepared: 01/05/06

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LEADERSHIP DEVELOPMENT PLAN – Part A

DIRECTIONS: If you need more space, attach CBP 810A Continuation Sheet. Within 30 days of **EACH** activity, assignment, or experience, complete CBP 810B and attach to CBP 810A.

Name: Doe, Chris T.				
Current Position and Post of Duty: First-Level Supervisor, Laredo Port			Targeted Key Position(s): Second-Level Supervisor or Program Manager at Field Office	
Learning Objective	Activities/Assignments/Experiences To Achieve Learning Objective	Cost		Demonstration of Learning (How will you know when the objective is met?)
		Travel	Training	
To enhance conflict management skills	Conflict Management & Confrontational Skills – Fred Pryor Seminars Start Date: 2/10/06 Completion Date 2/10/06	0.00	195.00	Interactions with problem peer will be less stressful and more productive
To improve interpersonal skills, especially listening to others	Hold weekly one-on-one meetings with each employee to assess status of work. Practice new listening skills (actively listen to words and feelings, avoid zoning out, ask questions, etc.) Use same methodology for managing cross-organizational work group looking at port Continuity Of Operations Plan (COOP). Start Date: 2/01/06 Completion Date 8/01/06	0.00	0.00	Employees will: - see me as being open to their viewpoints. - say I accurately state their viewpoints. - say I ask for feedback. I would see an increased willingness for employees to make suggestions.
Supervisor's Agreement: We jointly agree on the training and development activities and I will seek to provide the necessary resources for the employee to accomplish these objectives during this training and development period.			Supervisor's Mid-Point Review: I have reviewed the employee's progress on accomplishing the training and development activities. We have identified efforts and opportunities to transfer the learning (new knowledge, skills) to the job.	
Name:		Title:		Name:
Signature:		Date:		Signature:
				Date:



**LEADERSHIP DEVELOPMENT PLAN – Part A
Continuation Sheet**

Name: *Doe, Chris T.*

<i>To enhance conflict management skills</i>	<i>Address and coach underperforming employee</i> <i>Start Date: 3/01/06 Completion Date 8/01/06</i>	0.00	0.00	<i>Underperforming employee's performance improves.</i>
<i>To enhance conflict management skills and to improve interpersonal skills, especially listening to others</i>	<i>Coaching from supervisor</i> <i>Start Date: 3/01/06 Completion Date 8/01/06</i>	0.00	0.00	<i>Underperforming employee's performance improves. Employees would see me as being open to their viewpoints. I would accurately be able to state employees' viewpoints. I would ask for feedback from employees. I would see an increased willingness for employees to make suggestions.</i>



LEADERSHIP DEVELOPMENT PLAN – Part B

DIRECTIONS: Complete within 30 days after **EACH** activity, assignment, or experience.

Name: *Doe, Chris T.*

Activity, Assignment or Experience: <i>Hold weekly one-on-one meetings with each employee to assess status of work. Practice new listening skills (actively listen to words and feelings, avoid zoning out, ask questions, etc.)</i> <i>Use same methodology for managing cross-organizational work group looking at port Continuity Of Operations Plan (COOP).</i>	Actual Start Date: <i>02/15/06</i>	Actual Completion Date: <i>8/30/06</i>
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A Assignment Manager Assessment (if applicable)

Did the employee achieve the learning objective? Please mark your response and explain below. Please explain how the objective was achieved and demonstrated, or what needs to be done to complete it.

FULLY **INCOMPLETE**

Chris told the members of his COOP team that he was working on his ability to listen to others. He explained specifically what he would be trying to improve and asked the team members to provide immediate feedback, both positive and negative, when they observed the behavior. Through this feedback (more negative at the beginning than positive), I have seen significant improvement in Chris' listening skills. He is not as quick to jump to conclusions based on faulty information because he is taking the time to ensure he has heard all relevant information. I applaud Chris' openness to allow himself to be so vulnerable to the feedback of the team.

Are there other developmental needs identified as a result of this activity? Please be specific.

While his listening skills have improved dramatically, this will be an area that Chris will work on for the rest of his career. As long as he remains open to constructive feedback, Chris will only continue to get better at listening.

Name: *Sally Hayes*

Signature: */s/ Sally Hayes*

B Manager of Record Assessment

Has the employee demonstrated achievement of the learning objective? Please mark your response and explain below. If the objective was fully achieved, explain how it was demonstrated.

FULLY **INCOMPLETE**

I have noted that Chris takes more time to let others express their points of view in staff meetings. This may be a direct result of his efforts to be a more effective listener as a part of his personal development plan. I commend Chris for taking the initiative to ask for constructive feedback from his peers in the COOP team and from his employees. Chris will be able to utilize this improved skill in improving his conflict management skills as well (objective #1).

Are there other developmental needs identified as a result of this activity? Please be specific.

None – just continue to work on listening in the same manner.

Name: *Carlos Juarez*

Signature: */s/ Carlos Juarez*



C Employee Assessment

Did you achieve your personal learning objective? Mark your response and explain below. If the objective was fully achieved, explain how it was demonstrated.

X **FULLY** **INCOMPLETE**

I facilitated several meetings to address the COOP. As a result of my effort to improve my interpersonal skills, I was able to listen and paraphrase the concepts and ideas that were discussed at the meetings. I focused on having all the participants feel comfortable and valued in the meetings by setting up some acceptable ground rules and expectations for the meeting.

After the meetings, I contacted several participants to solicit their feedback on how the meetings went and how I practiced my listening skills. While a majority of the comments were positive, one recommended that I could improve on my ability to manage any monopolizing individuals during meetings. In other words, there is a balance between listening and managing a meeting. Subsequent feedback indicates that I am improving in this area but I need to continue with practicing this skill.

My weekly one-on-ones with my employees have proven to be more difficult because of my diverse workforce, but doable. I discovered that I need different listening skills for the individual team members, and that it is not one size fits all. I exercised my listening skills and restrained my tendency to be the problem solver. I received my employees' ideas and encouraged them to come up with possible solutions.

Are there other developmental needs identified as a result of this activity? Please be specific.

Continue practicing this skill.