

Organizational Effectiveness & Staff Development

YALE UNIVERSITY:
EXPERIENTIAL LEARNING
OPPORTUNITIES GUIDE

Managers and Staff Interested in Using Experiential Learning Opportunities to Grow Their Careers

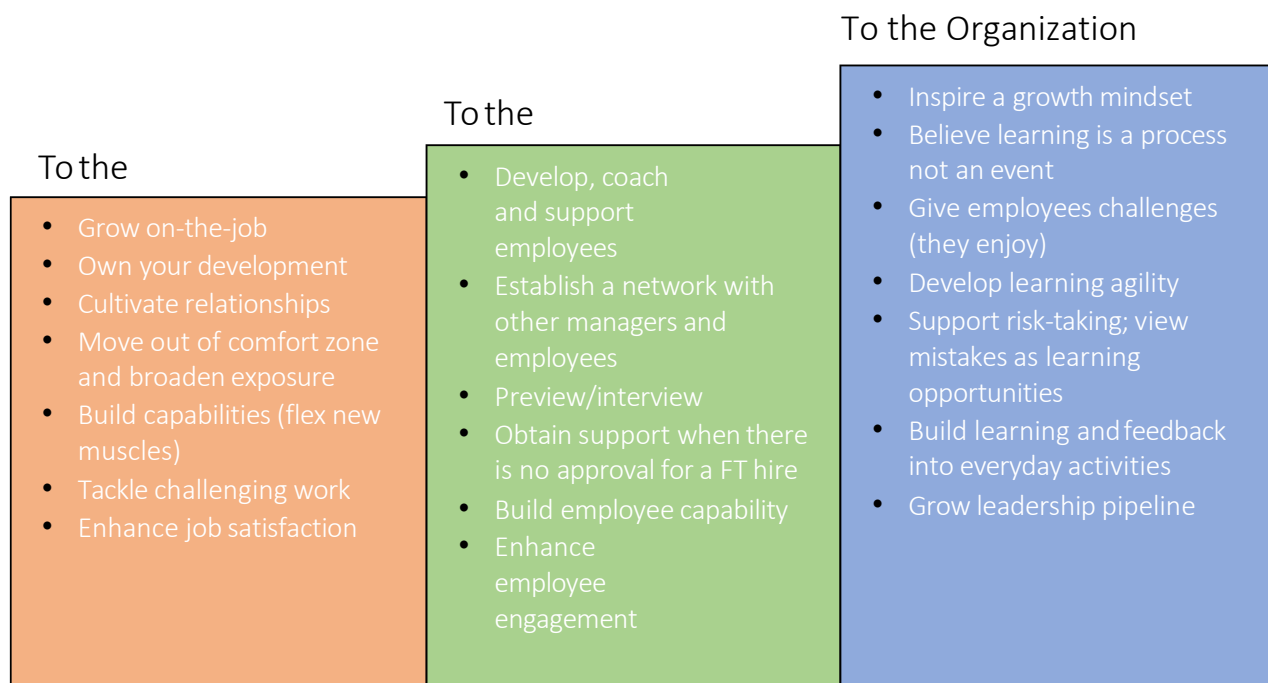
The experiential learning opportunities in this guide have been designed for Managerial and Professional staff. If you are a member of the bargaining unit or are supervising bargaining unit staff, please keep in mind that provisions of the L34 and L35 contracts may apply. Staff should speak with their managers before pursuing any experiential learning opportunities. The conversation with your manager will help determine how to proceed and the ways in which you can work together to grow your career at Yale. Managers who have questions may want to connect with their Human Resources Generalists.

Experiential Learning Opportunities (ELOs)

In support of Yale University's goals to create a culture of professional development and career mobility, this resource guide provides examples of Experiential Learning Opportunities (ELOs) for managers to work with their staff and for staff to develop their careers. ELOs are an important tool to maximize an individual's skill development. According to the 70/20/10 model (Michael M. Lombardo & Robert W. Eichinger), 70% of learning occurs on the job in challenging assignments outside of the routine. In order for development to happen, the element of risk and possible failure should be present. 20% of learning happens through developmental relationships like coaching and mentoring and 10% through other models such as classroom trainings, books or articles. ELOs are an effective way to tap into this 90% of learning outside of formal training and create a culture where experiences are part of the development process.

The process of using ELOs starts with a discussion between a staff member and his or her manager. The goal of this conversation is to promote open dialogue around how the employee can develop to grow his or her career at Yale. The staff member will then engage in the process of reflecting, setting goals, planning, and taking action. There should be regular check-ins with updates on progress and development.

Benefits of Experiential Learning Opportunities

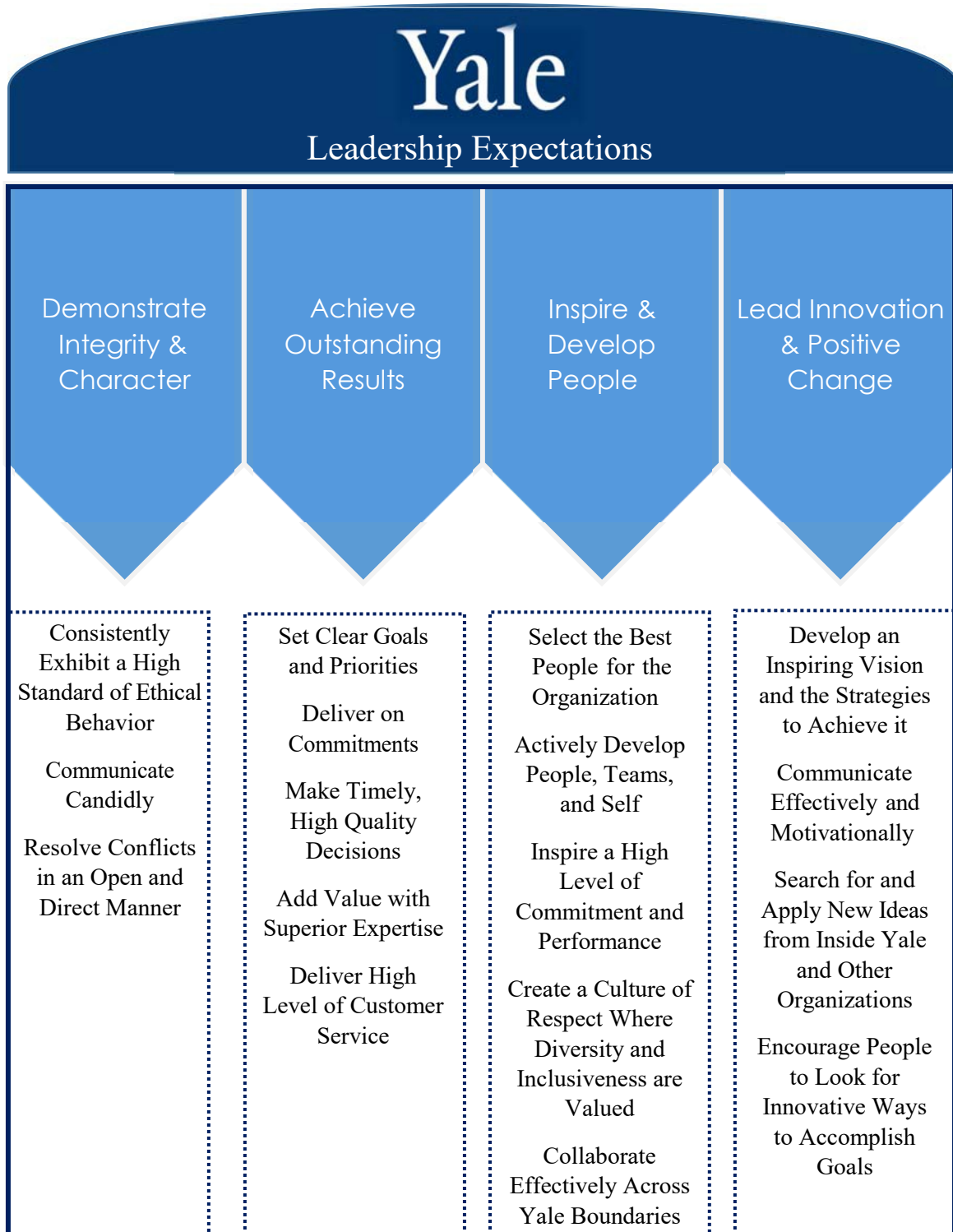


Manager/Staff Roles

Staff members are responsible for owning their careers; however, managers play a key role in supporting the employee’s development. The table below describes the role of the manager and the role of the employee.

Manager	Staff
<ol style="list-style-type: none"> 1. Encourage your employees to think about their developmental needs in relation to their career goals and possible ELOs that can support these goals. 2. Make yourself available to meet with your employees to have this discussion. 3. Prior to the conversation, reflect on each employee. What are his or her strengths? Where could he or she improve? 4. Brainstorm possible ELOs and share how you can be supportive. 5. Be open to hearing their career goals and where they think they can improve. 6. Share your honest feedback on what you see as their strengths and areas for development. 7. Keep departmental and organizational goals in mind when exploring ELOs. 8. Encourage the employee to document the discussion and incorporate the agreed upon ELO into their Individual Development Plan (IDP). 9. Schedule a follow-up meeting with the employee to check in on progress and give feedback. 	<ol style="list-style-type: none"> 1. Reflect on your career goals. Where you would like to be and how you will get there? 2. Reflect on your own skills, interests, and values prior to the conversation. What are your strengths and what are some areas that you could develop? 3. Initiate the conversation with your manager. 4. Be open and honest in your conversation with your manager. 5. Be open to receiving feedback; your managers’ ideas of your strengths and areas for development may differ from your own. 6. Understand that your own developmental goals should align with organizational goals and the mission. 7. Once ELOs are agreed upon by you and your manager, incorporate the ELOs into your Individual Development Plan (IDP). 8. Schedule a follow-up meeting to update your manager on your progress. 9. Thank your manager for taking the time to collaborate with you.

The Experiential Learning Opportunities are based on our leadership expectation framework. Everyone at Yale is a leader and you do not have to manage people in order to lead and follow these expectations. For example, the leadership expectation, “Selecting the Best People for the Organization,” is something in which all levels of staff can play a role. Whether we are the one to make the hiring decision, participate in an interview, or greet a candidate and welcome him/her to Yale, we can all demonstrate these leadership expectations.



Leadership 'Cluster'



Quick Reference Guide

Select the Best People for the Organization

- Sets high standards and expectations
- Is a good judge of talent
- Hires the best people available from inside and outside with a bias towards creating a diverse team
- Is not afraid of selecting strong candidates
- Hires with an eye toward balancing staff capabilities
- Assembles talented staff

Leadership Expectation and Description

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Represent Yale and your department by participating in job fairs
- Lead or participate on a selection committee for new staff member
- Bring together a diverse pool of candidates for a new project or team

The ways in which employees utilize opportunities to customize their current jobs by actively changing their tasks/interactions with others at work.

Enrichment Outside Your Role at Yale

- Create a job shadowing or job rotation program for your department
- Actively seek to recruit employees to the University
- Create an internship position in your department to bring in diverse students from the community
- Set-up a department-wide interviewing process that will ensure consistency across all candidates
- Volunteer to speak at a New Haven Works orientation for new recruits about your experience at Yale

This involves getting experience at Yale in areas that are different than the responsibilities of your current role.

Development Outside of Yale


- Serve on a committee to select members for a community initiative
- Volunteer to interview candidates for roles in a community group you belong to

These are experiences that you can participate in outside of Yale.

How to Use This Resource Guide

This guide is not intended to be read cover-to-cover. It is meant to be a reference guide. After deciding which leadership expectation(s) you or your staff member would like to develop, go to the corresponding page below to find ideas for experiential learning opportunities. After reviewing the suggestions in this guide and thinking about a development plan, managers and staff should have a conversation to refine the ideas and discuss appropriate next steps.

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Demonstrate
Integrity &
Character

Consistently Exhibit a High Standard of Ethical Behavior

- Adheres to an appropriate/effective set of core values and beliefs during both good and bad times
- Rewards the right behaviors and disapproves of others
- Walks the talk
- Is widely trusted by direct reports, superiors, peers and others
- Keeps confidences and promises
- Doesn't blame others for his/her own mistakes or misrepresent themselves for personal gain or protection

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale


- Work to improve your relationship with a difficult colleague
- Mediate a conflict between colleagues
- Bring a group together to create a departmental code of conduct and review with entire department
- Onboard a new employee sharing both policies/procedures and cultural norms
- Handle a tough negotiation with an internal or external customer
- Track commitments you have made to people to ensure that none are unintentionally forgotten
- Accept personal responsibility for issues that involve your group

Enrichment Outside Your Role at Yale

- Represent concerns of employees to higher management
- Advocate for a new project that you feel has merit
- Coach a colleague on how to handle a difficult situation

Development Outside of Yale

- Represent the University's interest out in the community
- Join a board of a non-profit organization
- Sit on a review board for ethical conduct for a community agency
- Work with staff of a non-profit to develop a mission and values



Demonstrate
Integrity &
Character

Communicate Candidly

- Able to clearly and succinctly convey messages in a respectful and direct manner
- Is seen as a truthful individual who can present unvarnished truth in an appropriate and helpful way
- Provides timely, direct complete, and actionable positive and corrective feedback to others
- Has the courage to speak what is on his/her mind when appropriate
- Always lets people know where they stand

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale


- Coach a colleague providing respectful feedback
- Become the point of contact for any questions/comments regarding a function/service your department performs
- Take on a communication role on a project ensuring that information is disseminated appropriately
- Volunteer to write important emails to division head

Enrichment Outside Your Role at Yale

- Mentor a junior colleague and provide regular feedback
- Present to your department on a topic of interest
- Advocate for your department's interest on a committee
- Create a communication template to be used throughout your division
- Write a newsletter working with contacts throughout the division to source information

Development Outside of Yale

- Represent Yale on a community initiative and report back to senior leaders
- Advocate for Yale's interests on a community project
- Represent the University at a conference



Demonstrate
Integrity &
Character

Resolve Conflicts in an Open and Direct Manner

- Steps up to conflicts, seeing them as opportunities for improvement
- Can hammer out tough agreements and settle disputes equitably
- Good at focused listening; understands others quickly
- Can find common ground and get cooperation
- Faces up to people problems quickly and directly
- Makes difficult decisions when appropriate

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale


- Resolve conflict on your team ensuring that all voices are heard
- Represent concerns of employees to higher management
- Bring individuals together to share concerns and problem solve
- Mediate a conflict with a colleague or between colleagues
- Initiate dialogue on difficult topics and model appropriate behavior

Enrichment Outside Your Role at Yale

- Volunteer to take over a project that is not meeting goals
- Coach an employee with a behavioral performance issue
- Provide feedback on a difficult situation in a respectful manner
- Teach conflict management skills to colleagues
- Check to ensure that any recent conflicts you have been involved in have been settled from the other party's point of view

Development Outside of Yale

- Volunteer to work on a community initiative that is controversial, ensuring that all opinions are heard



Achieve
Outstanding
Results

Set Clear Goals and Priorities

- Sets meaningful goals for self and others
- Translates Yale's mission into challenging goals for others
- Focuses time of self/others on what is important
- Can sense what will help or hinder a goal
- Eliminates roadblocks

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale


- Volunteer to lead or assist with strategic planning for your department
- Collaborate with team members to set goals for the year
- Represent your department on a committee to review organizational priorities
- Mentor new or junior colleagues on how to write annual performance goals
- Bring a group together to review department policies/procedures and to align with organizational priorities
- Mentor a staff member providing clear goals/direction
- Develop a business case or strategic plan for a project of importance to your unit
- Relaunch a product/service that is underperforming
- Assign a project to a group with a tight deadline
- Develop career goals and share them with your manager asking for feedback; set up regular check-ins
- Complete your Individual Development Plan (IDP)

Enrichment Outside Your Role at Yale

- Plan and manage an organizational event or department retreat
- Plan and lead a conference or event
- Research and develop a presentation on a trend of interest to your department

Development Outside of Yale

- Develop a business plan for a non-profit agency
- Lead a new initiative for a community or professional organization



Achieve
Outstanding
Results

Deliver on Commitments

- Pushes self and others for results
- Consistently one of the top performers
- Determined and persistent in pursuing objectives
- Bottom-line oriented

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale


- Volunteer for a project that would normally go to a more experienced staff member
- Develop a process to monitor department metrics
- Coach teammates to ensure they achieve department goals
- Create a development plan for yourself and monitor your progress

Enrichment Outside Your Role at Yale

- Collaborate on a responsibility with a colleague and serve as each other's peer coach
- Offer to manage a University initiative.
- Volunteer to manage the budget for a project or program; track savings and present to leadership

Development Outside of Yale

- Create a strategic plan for community or professional organization
- Manage the budget for a non-profit organization or a volunteer event



Achieve
Outstanding
Results

Make Timely, High Quality Decisions

- Makes good decisions based upon a mixture of analysis, wisdom, experience and judgement
- Knows when to seek more information and when to act
- Most of his/her solutions and suggestions prove to be correct and accurate when judged over time
- Makes decisions appropriate for his or her role
- Delegates decision making and escalates it to the appropriate level in the organization
- Sought out by others for advice and solutions
- Successfully moves initiatives forward in a timely fashion

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale


- Present a solution to a perplexing problem to your department
- Develop a new service or product offered by your unit and present your idea to department leadership
- Work with a team to review and reorganize responsibilities to better align with organizational priorities
- Investigate and decide whether to continue resourcing a project that is underperforming
- Improve the metrics used to assess your groups effectiveness
- Set deadlines for key decisions that need to be made by yourself or others

Enrichment Outside Your Role at Yale

- Collaborate with colleagues to redesign a work process and present recommendations to your manager
- Serve on a task force to solve an organizational problem

Development Outside of Yale

- Create a business plan for a non-profit organization
- Sell an idea for a new service to a professional organization that is looking to expand membership



Achieve
Outstanding
Results

Add Value with Superior Expertise

- Brings depth and breadth of knowledge to bear on issues
- Is sought out by others for advice and counsel
- Uses knowledge to help others troubleshoot problems
- Has credibility because of her/his in-depth knowledge of problems

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale


- Become a mentor to a more junior colleague
- Create a cross-functional team to work on an organizational problem
- Become the point of contact for any questions or problems on a product/service your department offers; market yourself as the go-to resource
- Troubleshoot departmental problems as they arise

Enrichment Outside Your Role at Yale

- Turn around a project that is underperforming
- Serve on a task force to solve an organizational problem
- Hold a 'lunch and learn' workshop to teach other employees a skill you know well
- Give a lecture/presentation on your subject area of expertise

Development Outside of Yale

- Share your business acumen with a professional or non-profit organization
- Teach a course outside of Yale
- Head a new initiative for a community or professional organization
- Present your research at a conference



Achieve
Outstanding
Results

Deliver High Level of Customer Service

- Is dedicated to meeting the expectations and requirements of all clients and customers
- Gathers first-hand customer feedback and preferences and uses it for improvements in products and services
- Thinks and behaves with customers in mind
- Establishes and maintains relationships with customers and gains their trust and respect

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Develop a new product or service to be offered by your unit
- Partner with a client to assess service levels and make recommendations to improve where necessary
- Hold weekly meetings to review service levels with the team
- Develop and teach a customer service course to your team
- Create/implement a survey to clients or customers you are working with on a project or initiative
- Create a customer satisfaction survey for a developmental need

Enrichment Outside Your Role at Yale

- Meet with a client to discuss their needs and develop a proposal
- Lead a team consisting of external clients and internal providers to work on customer service issues
- Conduct focus groups with clients to assess service levels and create service level agreements

Development Outside of Yale

- Work with a non-profit to assess their clients' satisfaction and develop a proposal to improve satisfaction
- Conduct a customer service training program for a non-profit organization



Inspire & Develop
People

Select the Best People for the Organization

- Sets high standards and expectations
- Is a good judge of talent
- Hires the best people available with a bias towards creating a diverse team
- Hires with an eye toward balancing staff capabilities
- Assembles talented staff
- Mindful of the of the provisions of the Local 34 and 35 contracts and works closely with the recruiter when hiring for Clerical and Technical or Service and Maintenance positions.

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Represent Yale and your department by participating in job fairs
- Lead or participate on a selection committee for new staff member
- Bring together a diverse pool of candidates for a new project or team

Enrichment Outside Your Role at Yale

- Create a job shadowing or job rotation program for your department
- Actively seek to recruit employees to the University
- Create an internship position in your department to bring in diverse students from the community
- Set-up a department-wide interviewing process that will ensure consistency across all candidates
- Volunteer to speak to the New Haven community about your experience at Yale

Development Outside of Yale

- Serve on a committee to select members for a community initiative
- Volunteer to interview candidates for roles in a community group you belong to



Actively Develop People, Teams, and Self

- Dedicates time to self-reflect and grow own skills
- Is a model of continuous learning
- Provides challenging and stretch assignments for staff
- Creates compelling development plans and executes them
- Holds frequent development and coaching discussions
- Is aware of employee's career goals and assists in plans for their execution
- Encourages subordinates to accept developmental moves
- Coaches to grow capability for teamwork

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Offer to help a colleague with a project
- Create an on-boarding program for your department
- Coach a staff member on a skill you excel at
- Become a mentor to a more junior colleague
- Have a career conversation with your manager and/or with your direct reports
- Broadly seek feedback not just from your manager but your colleagues as well

Enrichment Outside Your Role at Yale

- Volunteer to take on part of your colleague's job while he/she is on leave
- Seek out a mentor either within or outside your department
- Shadow an experienced colleague on an assignment of interest
- Plan and manage a development event, training, or speaker
- Present research, an analysis, or recommendations to a leadership group
- Lead or join a project team focusing on an area you would like to develop
- Join an Affinity group/lead a sub-committee
- Encourage everyone on your team to fill out an Individual Development Plan (IDP) and set aside times to discuss their plans

Development Outside of Yale

- Pursue an advanced degree or certification in your field
- Volunteer to serve on a non-profit board in a different capacity than your current one
- Coach a youth sports team
- Participate in industry conferences and networking events



Inspire a High Level of Commitment and Performance

- Energizes people to go the extra mile
- Raises the bar by consciously and overtly setting high expectations
- Celebrates and creatively rewards high level achievement
- Expresses confidence in staff's capabilities
- Conveys optimism about the team's ability to handle difficulties
- Models high levels of commitment and performance
- Has the ability to get people to stretch and reach goals beyond what they originally thought possible

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Ask your manager for a stretch assignment and set up recurring meetings to ask for feedback on how you are doing
- Delegate one of your job responsibilities to a direct report and have check-ins
- Streamline a process for greater departmental efficiencies
- Become a mentor to a new employee and have regular check-ins with them
- Coach a staff member on a new procedure
- Praise colleagues in a staff meeting
- Use various methods to recognize stellar performance including hand-written notes
- Onboard a new staff member to your department
- Include time for a review of successes and positive news at all your staff meetings
- Have each member of your team propose at least one stretch goal he or she would like to see your group pursue

Enrichment Outside Your Role at Yale

- Lead or serve on a committee to solve an organizational problem or influence change
- Lead a team (cross-functional, diverse, volunteers, etc.)
- Research and write a proposal for a new project/initiative and present to senior leadership

Development Outside of Yale

- Lead an initiative for a community or professional organization
- Share your expertise with a non-profit organization by joining the board or leading a committee



Create a Culture of Respect Where Diversity and Inclusiveness are Valued

- Manages all kinds and classes of diversity equitably
- Hires variety and diversity without regard
- Supports equal and fair treatment and opportunity for all
- Openly appreciates and encourages different approaches to goals, tasks, and problems
- Focuses on results and achievements more than styles and work methods

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Request a diverse applicant pool when filling staff positions
- Advertise open positions to organizations that align with the diversity demographic you aim to hire
- Bring a diverse group together to brainstorm how to resolve a departmental issue
- Use inclusive language when crafting communications that will be sent to team members

Enrichment Outside Your Role at Yale

- Attend training and talks on diversity and inclusion topics
- Participate on a selection panel for a diversity hire
- Attend an Affinity group event and share your learnings with your team
- Join an Affinity group and actively participate
- Be a champion and speak up on topics of diversity and inclusion

Development Outside of Yale

- Volunteer in an organization that works with individuals different than yourself
- Volunteer to work on an inner city community action team
- Host visitors from other countries/host a foreign exchange student



Collaborate Effectively Across Yale Boundaries

- Develops cooperative working relationships with others at Yale
- Promotes spirit of cooperation with others
- Initiates conversation on cross-functional, broad University initiatives
- Involves self and staff in University-wide projects
- Ensures that his/her staff works well with other units within Yale

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Meet regularly with colleagues from other parts of Yale to share information and provide updates
- Co-lead a cross-functional project with someone from another area of the University
- Create a partnership with an external organization or vendor
- Invite a colleague from another department to attend your staff meeting to learn more about what your department does

Enrichment Outside Your Role at Yale

- Shadow an employee from another department
- Talk to your manager about doing a temporary assignment in another department
- Coach/mentor a colleague from another area of the University
- Co-lead or participate in an Affinity group committee
- Attend a staff meeting in another department to learn more about what they do, report your findings back to your team
- Participate in community service events sponsored by Yale

Development Outside of Yale

- Volunteer to represent Yale at a conference or professional event
- Participate in networking events



Lead Innovation &
Positive Change

Develop an Inspiring Vision and the Strategies to Achieve it

- Creates/communicates a compelling/inspired vision, sees beyond today
- Sees possibilities, is optimistic
- Creates mileposts and symbols to rally support behind the vision
- Can inspire and motivate entire units or organizations, is charismatic
- Knows how work relates to the University's business strategies/mission
- Translates the University's vision into meaningful goals for others
- Engages everyone in realizing the vision

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Work with your team to create a vision, mission, and values
- Coach a colleague on how to communicate their vision in a compelling way
- Develop short and long-term goals. Regularly go back to these goals to check and record your progress
- Identify and adopt stretch goals for your team to work on
- Keep everyone on track by periodically reminding your team what the highest priorities are and strategies necessary to achieve these
- Develop strategic plan for your department/team and present to division lead

Enrichment Outside Your Role at Yale

- Volunteer to help another department with strategic planning
- Research best practices and develop a proposal for a process improvement
- Research a new technology that could be beneficial to your department then teach your colleagues how to use it
- Volunteer to lead a new program or service your department is implementing
- Develop a business plan for a new project and present to senior leadership

Development Outside of Yale

- Develop a strategic plan for a community or non-profit organization
- Take on the communication role for a non-profit or professional organization



Lead Innovation &
Positive Change

Communicate Effectively and Motivationally

- Creates and communicates compelling messages which inspire action
- Can assess the interests/needs of individuals and elicit buy-in
- Invites input from each person and shares ownership and visibility
- Empowers others, lets each individual know their work is important
- Is recognized as someone people like working for and with

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Take on a communication role for your department
- Provide change management to a project team
- Create a newsletter for your department/division
- Write a blog on a topic of interest
- Develop a departmental recognition program
- Meet bi-weekly with staff to learn about their interests and how to best support them
- Research and report on trends occurring in the external environment to your team and how the University could be impacted

Enrichment Outside Your Role at Yale

- Bring a task force together to solve an organizational problem
- Create a training program for your department
- Represent Yale at a conference
- Present your research on an issue of importance to your manager
- Volunteer to teach someone something you know well
- Serve as the communication lead for an Affinity Group

Development Outside of Yale

- Serve as a spokesperson for a community or professional organization
- Represent the University's interest on a community initiative
- Participate in professional networking events put on by Yale
- Write for a website, LinkedIn, or local newspaper
- Advocate for a social or environmental cause



Lead Innovation &
Positive Change

Search for and Apply New Ideas from Inside Yale and Other Organizations

- Consistently looks for new/creative ways to get things done
- Is a systems thinker
- Researches more productive and engaging ways to accomplish tasks
- Seeks new and more effective and efficient methods, processes, activities, incentives or rewards
- Does not settle for the status quo

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Create a partnership with another organization to share ideas
- Develop a process for tracking progress towards long-term goals
- Research trends and how they will impact Yale University in your line of work
- Streamline department procedures
- Convene a meeting specifically designated as a brainstorming session

Enrichment Outside Your Role at Yale

- Serve on a cross-functional task force or project
- Represent department on a committee that reviews policies and procedures
- Improve metrics used to assess your group's effectiveness
- Research other Ivy's and other organizations to look for new ways to improve processes at Yale
- Read articles that apply to your field and share learnings with your department
- Conduct brainstorming session across the division to surface new ideas

Development Outside of Yale

- Share your expertise with a community or non-profit organization
- Join a professional organization
- Sign up for a newsletter from a professional organization



Lead Innovation &
Positive Change

Encourage People to Look for Innovative Ways to Accomplish Goals

- Encourages alternative approaches and new ideas
- Consistently generates creative, resourceful solutions to problems
- Constructively challenges the usual approach of doing things and inspires others to find new and better ways to do the job
- Works to improve and mold new ideas and suggestions rather than discourage them

Experiential Learning Opportunities:

Job Crafting Within Your Role at Yale

- Create a team that brings diverse thinkers together to discuss current trends in your field
- Manage a departmental change initiative
- Volunteer to lead a sub-committee that is streamlining processes and looking for efficiencies
- Brainstorm with colleagues on new ways to resolve issues

Enrichment Outside Your Role at Yale

- Consult with a project that is not meeting goals
- Join a University-wide initiative that will bring major change to your division
- Research and write a proposal for a new initiative and present to senior leadership
- Participate in an innovation team that serves as a pipeline for new initiatives

Development Outside of Yale

- Lead a new initiative for a community or professional organization
- Consult with a non-profit organization that needs an influx of new ideas

This planning tool can be utilized while reviewing the ELO resource guide. It is recommended to fill the first two sections out before talking to your manager and use the third section to record what was agreed upon at the conclusion of the conversation.

Experiential Learning Opportunity Planning Tool	
NAME:	
DATE:	
Potential Areas of Development	
Use this section to reflect and record what you would like to further develop about yourself. This can be something you are currently involved in and want to improve upon, or a completely new skill/area you would like to get into. Once you have decided where you would like to develop, refer to the ELO resource guide and match the Leadership Expectations that would relate to this development.	
Potential ELOs	
Now that you have matched what you would like to develop with the Leadership Expectation, take a closer look at the specific ELOs that are suggested within that Expectation. Pick up to 3 ELOs you would like to develop and record them below. Be prepared to explain to your manager why you would like to develop these ELOs and how you plan to achieve them. This is the time to collaborate with your manager on how he/she can assist you in achieving your goal.	
Next Steps	
Use this section to record what goals you will work towards achieving in the next month, next 6 months, etc. What do you need to accomplish by your next meeting with your manager?	
NEXT REVIEW MEETING DATE:	