

# Personal Development Plan for Leadership

My professional development plan for leadership will be based on the following: guidelines of path-goal leadership theory, guidelines of transformational leadership theory, and the practice acts included in The Leadership Challenge (Kouzes & Posner, 2006). I will also discuss how various Knowledge, Skills, and Attitudes relate to these three topics. The plan will be over an 18-month time frame (a total of 6 quarters).

The two theories chosen for this plan are path-goal leadership and transformational theory leadership. I wanted to choose one supervisory theory (path-goal) to help me attain the daily operational goals I have within the organization and for the employees in my department. I also wanted to choose one strategic leadership theory (transformational) to help me create a clear vision for the future and understand how our department can affect the organization as a whole.

For objectives related to path-goal leadership, I will note which behavior type I believe the objective relates to. According to Alanazi et al, 2013, the behavior types include directive, supportive, participative, and achievement-oriented. These leadership behaviors are applied to decisions or actions depending on what is needed for that specific task.

For objectives related to transformational leadership, I will note which component I believe the objective follows. This will be based on an article by Bass, 1997. The different components include charismatic influence (emphasizing trust, taking on big problems, emphasize commitment), intellectual stimulation (articulating an inspiring vision for the future), intellectual stimulation (question old ways of doing things and bring in new perspectives), and individualized considerations (leaders deal with constituents on an individual basis). Bass states that actions can be grouped into one or more of these four interrelated components.

To improve my skills related to the practice acts of The Leadership Challenge, I have decided to focus on around one practice per quarter. While I will be continuously developing these skills, I will focus

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specifically on certain areas during each quarter either via projects with the group or by re-reading resources available to me.

My plan will target specific outcomes to develop my skills in Path-Goal leadership (PG), Transformational leadership (TF), improve my knowledge, skills, and attitudes towards leadership (KSA), and learn more about the five practice acts from The Leadership Challenge (TLC). My objectives will help me improve my skills in these three areas by either focusing on specific tasks or projects or by being self-aware and researching into the concepts for development in a specific area.

In order to understand the personal development plan, I will first announce the time frame in which I plan to complete these objectives, then I will list the short summary of the goal with a denotation of what it is working towards (i.e. PG=path goal theory, TF= transformational theory, TLC= the leadership challenge objectives, and KSA= knowledge, skills, and abilities). Below all of the objectives, I will go in depth a bit more to describe how they relate to whichever category I assigned them to.

## Quarter 1: August 2018-October 2018

1. (PG) Advocating for work unit across organization: Promote PT Staff during October (PT MONTH)
  2. (PG) Team building activities to promote close and satisfying interaction: Set up Quarterly birthday month celebration & out of hospital activity with social events committee
  3. (TLC) Defining Department Core Values/Vision & Comparing with Hospital Core Values/Vision
    - a. (TF): Develop better understanding of COMHS Core Values
    - b. (TF): Discuss staff values and attempt to define purpose within our organization (OT, PT, and then OT/PT Combined)
    - c. (TF): Write a mission statement for therapy services and how we provide care within our hospital
  4. (KSA) Complete Northstar 360 Courses
    - a. Effective Supervisory Skills
    - b. Giving and Receiving Feedback
    - c. Conflict Resolution
    - d. Applying Supervisory Skills
    - e. Change Management
    - f. Priority Management
  5. (KSA) Complete TeamSTEPPS 2.0 Courses
    - a. Communication/Team Structure
    - b. Leading Teams/Situation Monitoring
    - c. Mutual Support/Summary
  6. (KSA) Complete Leadership Course Assignments
    - a. Discussions
    - b. Leadership Assignment
    - c. Environmental Scan
- ❖ **Objective 1 & 2: Development of Path-Goal Leadership:** (1) *Supportive*: It is important to promote staff and staff skills to other departments. Many departments do not know what services we can provide and who our permanent staff members are (in the past, we have had a lot of temporary and travel staff). (2) *Participative*: By facilitating team interaction through birthday celebrations and outside events, members of the department will become closer and have improved ability to interact with each other either during work events or outside of work events.
- ❖ **Objective 3: Development of Transformational Leadership:** *Inspirational Motivation*: By bringing awareness to the organization's value and vision, the department can determine what their personal values and visions are and how they contribute to the overall vision of the department. This aligns with **Leadership Vision**, which is leading with an appealing vision of a desirable future state (Podsakoff, MacKenzie, Moorman, & Fetter, 1990).
- ❖ **Objective 4, 5, & 6: Development of Knowledge, Skills, and abilities:** By completing the leadership course for this program and the leadership development courses available through my hospital, I plan on improving my basic knowledge of leadership, my skills of communication and time management, and my attitude towards change management and team structure.
- ❖ **Objective 3: Development of Leadership Practices:** Kouzes and Posner (2006)
- ❖ Model the Way Practice Action: Clarify Values
    - ❖ Identify values you use to guide choices and decisions
    - ❖ Help others articulate why they do what they want to do, do what they care about
    - ❖ Build a consensus around values, principles, and standards
  - ❖ Inspire a Shared Vision Practice Action: Envision the Future

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- ❖ Stop, look, and listen- important trends, major topics of conversation
- ❖ Listen to what is important to others
- ❖ Involve others in creating a shared vision of the future
- ❖ Inspire a shared Vision Practice Action: Enlist Others
  - ❖ Show constituents how enlisting in a common vision serves their long term interest
  - ❖ Let your passion show in a manner genuinely expressive of who you are

## Quarter 2: November 2018-January 2019

1. (PG) Team building activities to promote close and satisfying interaction: Set up Quarterly birthday month celebration & out of hospital activity with social events committee
2. (PG) Improvement in Supportive behavior
3. (TF) Leadership Communication- find resources that assist with development of communication of team goals.
4. (KSA)- Take one leadership/advocacy course on medbridge
5. (TLC) Focus on how to set an example for employees- re-read chapter in TLC and emphasize exemplary behaviors of others

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- ❖ **Objective 1 & 2: Development of Path-Goal Leadership:** (1) *Participative*: By facilitating team interaction through birthday celebrations and outside events, members of the department will become closer and have improved ability to interact with each other either during work events or outside of work events. (2) *Supportive*: I can improve my supportive behavior by expressing concern about the welfare of my employees, creating a friendly work environment, and listening to complaints (House, 1996).
  - ❖ **Objective 3: Development of Transformational Leadership:** *Individualized consideration*: I plan on finding tasks that will help with my communication of goals with staff. This will have to be unique to each individual on my staff. This will help to keep my communication about goals positive and motivating (Podsakoff et al., 1990).
  - ❖ **Objective 4: Development of Knowledge, Skills, and abilities:** Find a course on medbridge that will enhance my understanding of leadership.
  - ❖ **Objective 5: Development of Leadership Practices:** Kouzes and Posner (2006)
    - ❖ Model the Way Practice Action: Set the Example
      - ❖ Ask purposeful questions to keep people focused on values
      - ❖ Broadcast examples of exemplary behaviors
      - ❖ Publicly ask for feedback from others & make changes as needed

## Quarter 3: February 2019-April 2019

1. (PG) Advocating for work unit across organization: Promote OT Staff and WOCN Nurses during April (OT MONTH & WOCN MONTH)
2. (PG) Team building activities to promote close and satisfying interaction: Set up Quarterly birthday month celebration & out of hospital activity with social events committee
3. (PG) Improvement in Participative Behavior; develop peer interviewing structure for department
4. (TF) Find tasks to improve Leadership Enactment.
5. (KSA) Look for leadership development CE- possibly AOTA?
6. (Determine how best to give/get feedback with employees, determine systematic way of recognition within the department, celebrate department victories (from vision created 6 months ago)

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- ❖ **Objective 1, 2, & 3: Development of Path-Goal Leadership:** (1) *Supportive:* It is important to promote staff and staff skills to other departments. Many departments do not know what services we can provide and who our permanent staff members are (in the past, we have had a lot of temporary and travel staff). (2) *Participative:* By facilitating team interaction through birthday celebrations and outside events, members of the department will become closer and have improved ability to interact with each other either during work events or outside of work events. (3) *Participative:* I can improve my participative behavior by being mindful in meetings and asking how to best proceed and by including employees in the decision making process for big changes or interviews-set up peer interview structure for next set of interviews (House, 1996).
  - ❖ **Objective 4: Development of Transformational Leadership:** *Charismatic Leadership:* Find resources to improve the extent in which I act as a role model for the department (Podsakoff et al., 1990).
  - ❖ **Objective 5: Development of Knowledge, Skills, and abilities:** When reviewing the short courses, seminars, and discussions for AOTA, look into leadership development courses to continue OT specific knowledge of leadership.
  - ❖ **Objective 5: Development of Leadership Practices:** Kouzes and Posner (2006)
    - ❖ (5) Encourage the Heart Practice Action: Recognize Contributions
      - ❖ Communicate positive expectations clearly and regularly
      - ❖ Create an environment that makes it comfortable to receive and give feedback
      - ❖ Be creative when it comes to recognition
      - ❖ Find out types of encouragement that make the most difference- ask
    - ❖ (5) Encourage the Heart Practice Action: Celebrate Values and Victories
      - ❖ Create occasions to bring people together to celebrate
      - ❖ Calendar celebrations

## Quarter 4: May 2019-July 2019

1. (PG) Team building activities to promote close and satisfying interaction: Set up Quarterly birthday month celebration & out of hospital activity with social events committee
2. (PG/TLC) improve achievement oriented leader behavior
3. (TF) Find resourced to develop and improve intellectual stimulation within the department: possibly start a journal club or way to keep all employees updated with new information.
4. (KSA) Look for additional leadership opportunities through Studer (new fiscal year-more CE funds)
5. (TLC) Re-read chapter on Challenge the process in LPI and determine how it can be applied to department.

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- ❖ **Objective 1 & 2: Development of Path-Goal Leadership:** (1) *Participative*: By facilitating team interaction through birthday celebrations and outside events, members of the department will become closer and have improved ability to interact with each other either during work events or outside of work events. (2) *Achievement-Oriented*: Improve achievement oriented behavior by setting up goals for the department, displaying confidence in employees to reach those goals and recognizing employees for excellence in those areas (House, 1996).
  - ❖ **Objective 3: Development of Transformational Leadership:** *Intellectual Stimulation*: Encourage staff to assess how we are doing things now and think of better ways to get things done, encourage staff to educate each other on their own areas of expertise. Develop a way to spread information to all staff when new developments in the field occur (Podsakoff et al., 1990).
  - ❖ **Objective 4: Development of Knowledge, Skills, and abilities:** Determine a webinar or seminar from Studer Group that will help with continued KSA for leadership development.
  - ❖ **Objective 2 & 5: Development of Leadership Practices:** Kouzes and Posner (2006)
    - ❖ (5) Challenge the Process Practice Action: Search for Opportunities
      - ❖ Ask the group- What's new? What's better
      - ❖ Seek first hand experiences outside your comfort zone
    - ❖ (2) Challenge the Process Practice Action: Experience and Take Risks
      - ❖ Set incremental goals and milestones
      - ❖ Create opportunities for small wins

## Quarter 5: August 2019- October 2019

1. Re-evaluate current status and determine if different leadership theory needs to be applied
  - (TF): Retake Transformational Leadership Skills Self-Assessment and compare to 2018
  - (PG): Retake Path-Goal Leadership Skills Self-Assessment and compare to 2018
2. (KSA) Complete 360 assessment
  - [Leadership-tools.com](http://Leadership-tools.com)
  - Free PDF Files of a 360 leadership assessment
  - Or possibly have department purchase the Leadership Inventory
3. (TF): Re-evaluate staff's vision and compare to 2018 vision; assess department as a group
  - How did we do?
4. (PG) Team building activities to promote close and satisfying interaction: Set up Quarterly birthday month celebration & out of hospital activity with social events committee
5. (TLC) Re-read chapter on Enable others to act and determine ways to nurture collaboration and strengthen colleagues.

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- ❖ **Objective 1 & 4: Development of Path-Goal Leadership:** (1) *Achievement Oriented:* It is important to reassess my path-goal leadership skills to determine if I am at least at the same level or if my objectives improved my scores at all. (4) *Participative:* By facilitating team interaction through birthday celebrations and outside events, members of the department will become closer and have improved ability to interact with each other either during work events or outside of work events (House, 1996).
  - ❖ **Objective 1 & 3: Development of Transformational Leadership:** (1) It is important to reassess my transformational leadership skills to determine if I am at least at the same level or if my objectives improved my scores at all. (3) *Inspirational Motivation:* Revisit staff vision and values on an annual basis to see if we have made improvements towards our vision. Celebrate victories.
  - ❖ **Objective 2: Development of Knowledge, Skills, and abilities:** (2) Continued development of my own leadership skills will help with my understanding of where I stand now and compare to 2018 assessments and self-assessments.
  - ❖ **Objective 5: Development of Leadership Practices:** Kouzes and Posner (2006)
    - ❖ (5) Enable Others to Act Practice Action: Foster Collaboration
      - ❖ Extend trust to others
      - ❖ Look, listen and listen some more
      - ❖ Show concerns for the problem and aspirations that others have
    - ❖ (5) Enable Others to Act Practice Action: Strengthen Others
      - ❖ Structure jobs so that people have opportunities to use their judgement
      - ❖ Ask Questions, stop giving answers
      - ❖ Demonstrate your confidence in the capabilities of constituents and colleagues



## Quarter 6: November 2019-January 2020

1. (PG) Team building activities to promote close and satisfying interaction: Set up Quarterly birthday month celebration & out of hospital activity with social events committee
2. (TF) Empower employees in the department to develop programming for fall prevention, development of foot ulcers, and health prevention/promotion. Encourage to seek out community event centers to disseminate information.
3. (KSA) Become a leader for an OTD practitioner- develop syllabus for 4-month internship on how to learn leadership skills in acute care setting. Develop research questions and define how OTD student can assist
4. (TLC) Review TLC Practice Acts and compare with self-assessment. Ask yourself: What do I need to improve on?
5. (KSA): Begin planning for next 18 months of leadership development. Create a new 18-month plan. What can I do to improve?

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- ❖ **Objective 1: Development of Path-Goal Leadership:** *Participative:* By facilitating team interaction through birthday celebrations and outside events, members of the department will become closer and have improved ability to interact with each other either during work events or outside of work events (House, 1996).
  - ❖ **Objective 2: Development of Transformational Leadership:** *Intellectual Stimulation:* Begin by assessing needs for programming in our area and develop necessary programs, create a vision for future to prevent hospitalizations for older adults in area.
  - ❖ **Objective 3 & 5: Development of Knowledge, Skills, and abilities:** **(3)** Develop my KSA as an internship coordinator for entry level OTD candidate. Define roles in the hospital setting for myself and intern, define quality structure to internship. **(2)** Continuously reflect on how to improve leadership skills in this setting. Create structured plan for leadership development for the next 18 months.
  - ❖ **Objective 4: Development of Leadership Practices:** Reflect on Leadership Development over last 18 months

## References

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