

# 3

Essentials for

## SUCCESSFUL Personal Development



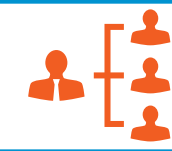
### LEARNING

(whether in a formal setting or on the job)  
can **FILL IN THE GAPS** when  
you don't know how to do something.

It is also helpful for building a common language with coworkers around how to get the work done. Yet, as you plot your personal development journey, remember that acquiring new skills and knowledge is not enough. There are three additional requirements to build into your plan: 1) feedback 2) coaching and 3) intrinsic motivation.

# 1

## FEEDBACK



Feedback provides the **focus** you need for **successful development**. Before you can craft a strategy, you need to know what you do well and where your role requires you to demonstrate an even higher level of effectiveness.

- ✓ Everyone has relative strengths and weaknesses. **Build on strengths** and address weaknesses that are performance issues or career liabilities.
- ✓ Ask your manager for specific examples of **where you excel** and **where you can improve**. Reach out to colleagues and even customers for specific feedback.
- ✓ Clarify the **organizational context** for your expanding portfolio of knowledge and skills: How does your role fit in with the bigger organizational picture? What capabilities matter most now and in the future?

# 2

## COACHING



Coaching provides the **support** you need for **successful development**. It's hard to make it on your own. Even the best-trained, most-focused employees require guidance and course corrections sometimes.

- ✓ **Start with your manager**. If your manager understands your development goals, he or she can deliver more strategic, effective, and efficient coaching—and look for projects that help you grow.
- ✓ **Take advantage of the expertise of colleagues**. In the 70/20/10 approach, 20% of learning results from coaching or mentoring. Who is the best in the skill you want to develop? Which colleague has expertise that complements your own?
- ✓ **Identify a success or accountability partner inside or outside your organization** (e.g., in a networking group or professional association). Agree to coach each other. You don't have to have similar expertise or interests.

# 3

## INTRINSIC MOTIVATION



You need to **provide the fuel** to stick to your development plan when other priorities on and off the job distract you. We all come to work each day with a unique blend of personal values and goals. When you are clear on what matters most to you, you'll be better able to **maintain momentum** when new skills aren't easy to apply or obstacles arise.

- ✓ **Take time to reflect** on your personal values and aspirations.
- ✓ Create a personal **"why"** statement, and post it where you can see it.
- ✓ Schedule **regular check-ins** with yourself to review your **"why"** statement and learning strategy.

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