



## Identify Skills Gaps & Solicit Peer Feedback

### Stage 2

#### Why it's important

After Stage 1, you have some clarity on the career experience you want and a spreadsheet that outlines the skills you'll need now and in the future. Stage 2 will help make this list a little more manageable. You'll assess your current capabilities against these new skills, and prioritize them using feedback from your manager and peers. They will be helpful in identifying the skills/knowledge to work on first.

#### Instructions

For this stage, you'll need the spreadsheet you started in Stage 1. Be sure to follow all of these steps. Don't skip a step just because it's hard. This is hard work, and it should be. Be real with yourself about where you are today and where you want to be. This will take some dedicated calendar time in order to reflect and assess yourself in the truest light possible. If there's any doubt on how well your skills show up in an area, keep them on the list. It never hurts to re-learn a skill again.

#### Step 1: Get Focused

After listing all of these new skills, there are bound to be some duplicates. Take time to condense your list into a meaningful, short, targeted list of skills you'll need in the future.

#### Step 2: Using self-awareness to assess your knowledge & skills

*"Self-awareness is a **SUPER POWER** that most people ignore."*

In the next columns of that spreadsheet, you will rate your skills as either Excelling, Established, Practicing or No Skill. Be honest. Starting your plan with an accurate assessment is critical to help you create the career experience you want. Use strong, descriptive words based on factual evidence from the past. Check out these examples:

- **Written communication skills (Established):** *I've been doing this non-stop in my last three jobs and have measurably improved over the last three years. Today, I get compliments about how direct, concise and thorough my emails and letters are. I haven't received any negative feedback, and my team regularly leans on me in this area.*
- **Delegation (Practicing):** *I've delegated many times over the last few years. On my new team, I'm finding that when I delegate something, it doesn't get done how I asked without repeated follow-up by*

me and who I delegated the item to. The last project I delegated, I had to take it back from the person because it wasn't getting done at all. I thought I was good here, but lately I've realized I still need to improve.

- **Presentation skills (Established):** Most of the presentations I've done have been highly technical and teach people how to use technology better. Now that I'm targeting a leadership role, I need to be comfortable presenting deeper material that covers a lot of different topics. I need to join the local Toastmasters club and ask my leader where else I can grow in this area, and then get feedback from my peers.

### **Step 3: Seek peer/manager feedback**

It would be amazing if you could see yourself in a true light, but many times, your self-assessment can be biased. Getting peer feedback, even just to reinforce your perspective, can help build trust, teach us to lean on each other for our strengths, and teach you the value of outside perspectives. Seek feedback from your peers and manager on how your skills show up every day. Ask them to be 100% honest with you, and include their perspectives in the Feedback tab of the spreadsheet. Here's an example of how to ask a peer for feedback (tip: be specific):

*"I'm doing a deep dive on my development plan and I want just a recommendation or two of things I can improve on in these areas: strategic guidance, delegation, and presentation skills. I'd appreciate your input because I trust your perspective. You can have a few days to think about it, and then we can schedule some time to go over your thoughts. Would you be able to provide that feedback?"*

Once they respond, remember to stay off of the defensive and truly prepare yourself for honest feedback. Never try to explain, rationalize or blame others for the behaviors they share with you. Always say thank you and ask clarifying questions.

### **Step 4: Integrating performance feedback from your leader and using your resources**

Your leader's assessment of your performance each year includes several inputs to their decision. Include any feedback gathered through that process, such as:

1. Your ability to deliver the responsibilities of your role consistently and reliably
2. How you show up in your behaviors every day as a part of the larger community at your organization especially in any areas Leadership behaviors they highlight
3. Your ability to continually develop, grow and utilize new strategies that help you adapt quickly to the increasingly complex problems you face every day (Learn more about the Learning Agility Components in Stage 3)

### **Step 5: Focus on building key skills, The Top 3**

There are several skills you will have assessed as Expert in your skills list, this means that you have many experiences and examples of how you have performed this skill in the past. Move these off of this list (possibly to another sheet). It's important to focus on the most critical for you to improve today, versus those that can wait until later. Focusing on three skills at a time is the best recommendation to keep your action plans simple and concise. Skills that directly impact your work today and need evaluation should be the ones that make the top of your list.

# emPOWER Your Path

Once you've prioritized them, in Stage 3, it's time to create your action plan for your top three skills.

## **Examples**

Use the videos on the [Holistic Team Wellness Consulting](#) site to help you see real life examples of how this has worked for others in the past.

***NEXT: emPOWER My Path, Stage 3 to create an action plan to build your skills and close the gaps in ways that will be focused on retaining the skills over time***

***You are ready to move on to the next stage when you:***

- ✓ Clean up the skills list
- ✓ Assess your current capability across all skills
- ✓ Solicit feedback
- ✓ Prioritize the skills list to establish the Top 3