



THE BUSINESS LEADERSHIP ACADEMY

Learning & Development Plan

Navn:

Position:

Date:

Manager:

Contact Details

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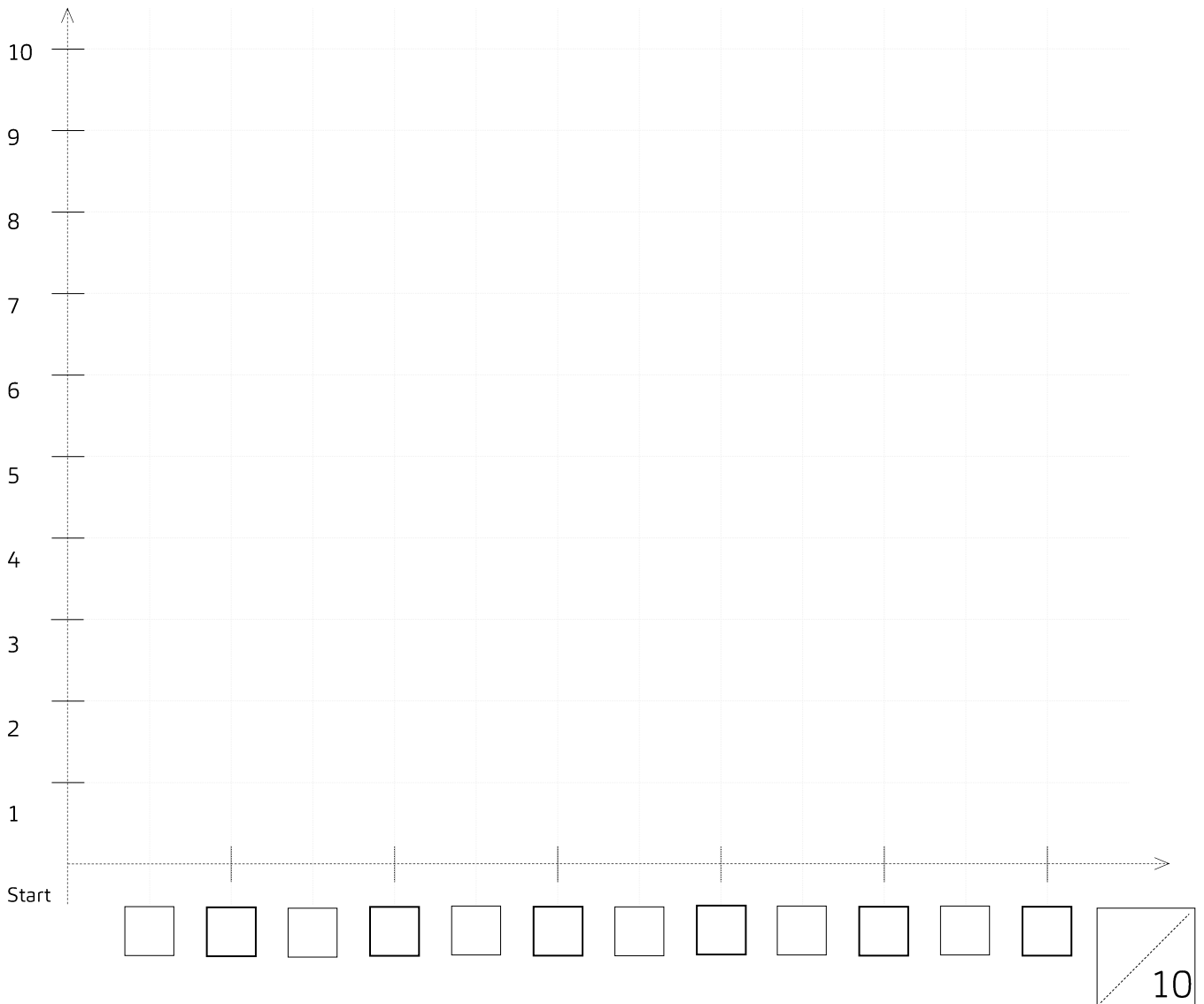
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Table of Content – and Guide:

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3	Table of Content – and Guide
4	<p>Performance Development During Period</p> <p>Use for (bi-)monthly evaluation of performance. In the graphic map scores for the past 1 (or 2) months. Will help you to keep track of developments. Conclude on a single score for all achievements, learnings and developments during the period. Use your own scale, or a scale of Scale of 1-10; 1-3 unsatisfactory, 4-7 satisfactory, - 8-10 above expectations (an 8 must be very difficult to achieve)</p>
5	<p>Strengths/ Talents and Learning</p> <p>Record the strengths/ talents & learnings which have been exhibited very well, satisfactory, or under-utilized/ not displayed.</p>
6	<p>This Period's <u>Objectives and Key Results</u> – Evaluation and Learnings</p> <p>At the beginning of the period, define objectives/ targets each with key results. At the end of the period highlight learnings from pursuing the objectives and as a manager evaluate efforts, passion and accomplishments.</p>
7	<p>Specific <u>Learning</u> for the Specific Periods</p> <p>Design specific learning requirements on a strategic, tactical or operational level.</p>
8	<p>Company Values</p> <p>Insert your company values and evaluate levels of compliance 12 months ago, today, and detail an expected trajectory for the coming 12, 24 and 36 months.</p>
9	<p>Leadership Characteristics</p> <p>Insert the company's leadership characteristics or codex and evaluate levels of compliance 12 months ago, today, and detail an expected trajectory for the coming 12, 24 and 36 months.</p>
10-11	<p>Your Long-Term Contribution</p> <p>Design the expected long-term contribution for the employee, to his/ her team and the company. Let key-words from strategy of the team/ company guide. Define how the employee can improve the ability to lead in any aspect of work and to be a great follower. Probe for what the employee intend to do extraordinary (for others).</p>
12	<p>Future Expectations to Development/ Maturing</p> <p>Detail – be exact about- requirements for potential future personal development and maturing to become a candidate for a/ the next assignment, job function, career move – horizontal or vertical. This offers no guarantees. Describe also the 'glass ceiling' to overcome. Details the employee's ambitions for the coming months/ years.</p>
13	<p>Optional – Competence Mapping</p> <p>Use the 'wheel' for mapping of competencies you require from a particular function/ job and evaluate the employees capabilities against your expectations.</p>

Performance Development During the Period

(Scale of 1-10, 10 being highest)



Criteria's for Evaluation:	Not Satisfactory 1-3	Satisfactory 4-7	Impressive! 8-10
Explicit eagerness to share			
Constantly striving to implement learning			
Curiosity for more			
Energy to keep going			
...			
...			
Ability to mature throughout the process			

Strengths/ Talents and Learning:

<p>Which Strengths/ Talents Have Been <u>Very</u> Apparent?</p> <ul style="list-style-type: none"> • • • • • 	<p>Which Learnings Have Been Implemented <u>Very</u> Well?</p> <ul style="list-style-type: none"> • • • • •
<p>Which Strengths/ Talents Have Been Used <u>as Expected</u>?</p> <ul style="list-style-type: none"> • • • • • 	<p>Which Learnings Have Been Implemented <u>as Expected</u>?</p> <ul style="list-style-type: none"> • • • • •
<p>Which Strengths/ Talents Have Been <u>Under-utilized</u>?</p> <ul style="list-style-type: none"> • • • 	<p>Which Learnings Have Not Been Implemented as Intended?</p> <ul style="list-style-type: none"> • • •

This Period's Objectives & Key Results – Evaluation and Learnings

#	Objectives	Intended Key Results:	Learnings +/-	Score 1-10
1	...	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> 	
2	...	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> 	
3	...	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> 	
4	...	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> 	
5	...	<ul style="list-style-type: none"> • • • • 	<ul style="list-style-type: none"> 	
6	...	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> 	

		•	...	
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Specific Learning for the Specific Periods

	1-2 Months	3-4 Months	5-6 Months	Explanation
Strategic Learning	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	<p>Strategically, a marketing team leader responsible for social medias must understand other MKT topics to be more complete in role, hence topics as CRM, business analysis, channel strategies, PR etc can be explored. Design as per requirement of job or future responsibilities</p> <p>Think/ learn forward, which topics should this leader be familiar with? For instance;</p> <ul style="list-style-type: none"> - Understand/ develop company values/ leadership codex - Design your talent training process, - Suggest upgrades to your performance review process
Tactical Learning	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	<p>How may the leader's current behaviors, routines, way of doing things be upgraded or improved? Focus on:</p> <ul style="list-style-type: none"> - Which traits from the personality test may be beneficial to discuss? - Can new routines be implemented, say 1:1 performance review with employees? - Is a implementation process of company values/ leadership codex relevant? - Can "People Learning & Development Plans" be discussed with employees? - Is annual performance review an upcoming topic to be trained?
Operational Learning	<ul style="list-style-type: none"> • • • • • • 	<ul style="list-style-type: none"> • • • • • • 	<ul style="list-style-type: none"> • • • • • • 	<p>This involves topics which rests outside the participant's normal sphere of responsibility yet being brought to the table. For instance:</p> <ul style="list-style-type: none"> - Views on new technology, AI, etc - Understanding of mega-trends - Etc. <p>These topics may be of vital future need for the company.</p>
Self-Learning	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • • 	<p>This involves topics which rests outside the participant's normal sphere of responsibility yet being brought to the table. For instance:</p> <ul style="list-style-type: none"> - Views on new technology, AI, etc - Understanding of mega-trends - Etc. <p>These topics may be of vital future need for the company.</p>

Company Values

Insert your company values and measure your past, present compliance and set targets for future trajectory.

(Scale of 1-10, 10 being highest)

		-12 mts	To-day	+12 mts	+12 mts	+12 mts
1....	a....					
	b....					
2....	a....					
	b....					
3....	a....					
	b....					
4....	a....					
	b....					
5....	a....					
	b....					
6....	a....					
	b....					

Comments?

Leadership Characteristics

Insert your company values and measure your past, present compliance and set targets for future trajectory.

(Scale of 1-10, 10 being highest)

		-12 mts	To-day	+12 mts	+12 mts	+12 mts
1....	a....					
	b....					
2....	a....					
	b....					
3....	a....					
	b....					
4....	a....					
	b....					
5....	a....					
	b....					
6....	a....					
	b....					

Comments?

Your Long-Term Contribution:

- How do you intend to add value to yourself in the coming 12, 24 and 36 months?
- How do you intend to add value to your team, and company, in the coming periods of 12, 24, 36 months?

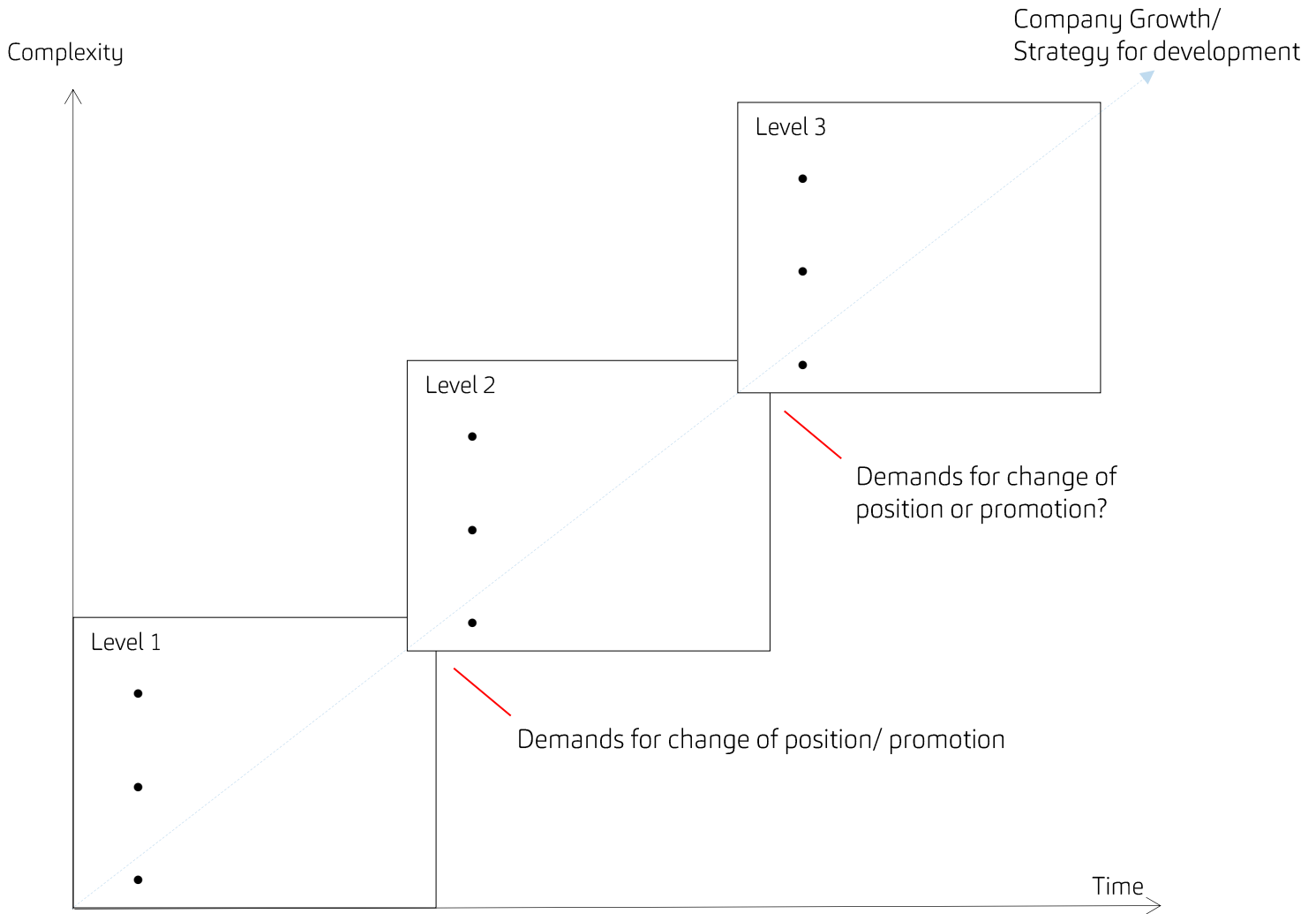
	Year 1	Year 2	Year 3
Company Strategy	Full Year	Full Year	Full Year
Contribution: Yourself/ Team/ Company	Q1	1 st Half	Full Year
	Q2		
	Q3	2 nd Half	
	Q4		

How do you intend to lead more in the coming period?

How do you intend to become an even better follower?

What do you intend to do for (others) extraordinary?

Future Expectations to Development/ Maturing



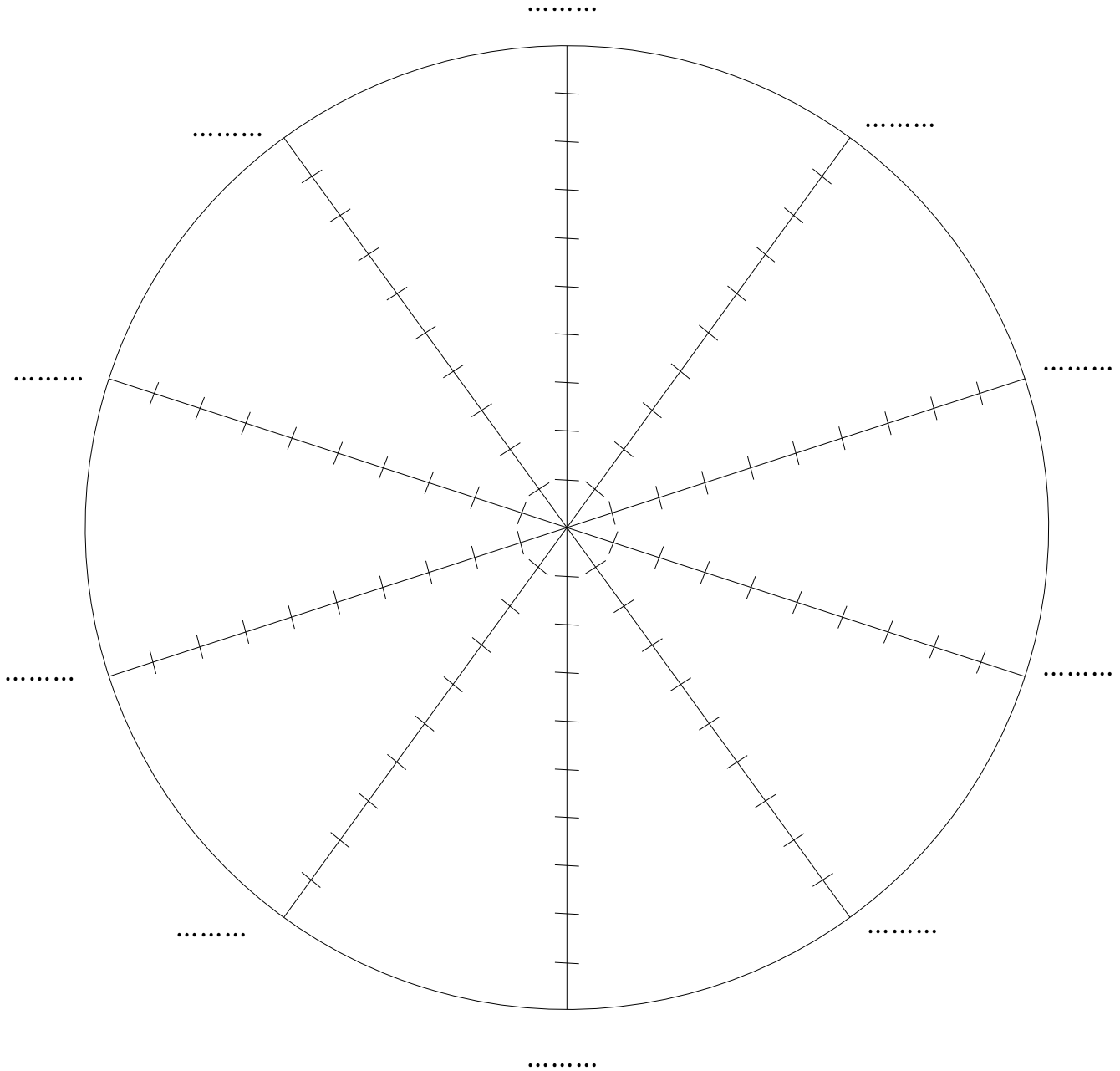
Personal Career Expectations:

Today + 12 months	13-48 months	49+ months

Comments:

Optional:

Competence Mapping:





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