



# THE BUSINESS LEADERSHIP ACADEMY

## Learning & Development Plan

Navn:

Position:

Date:

Manager:

## Contact Details

### The Business Leadership Academy

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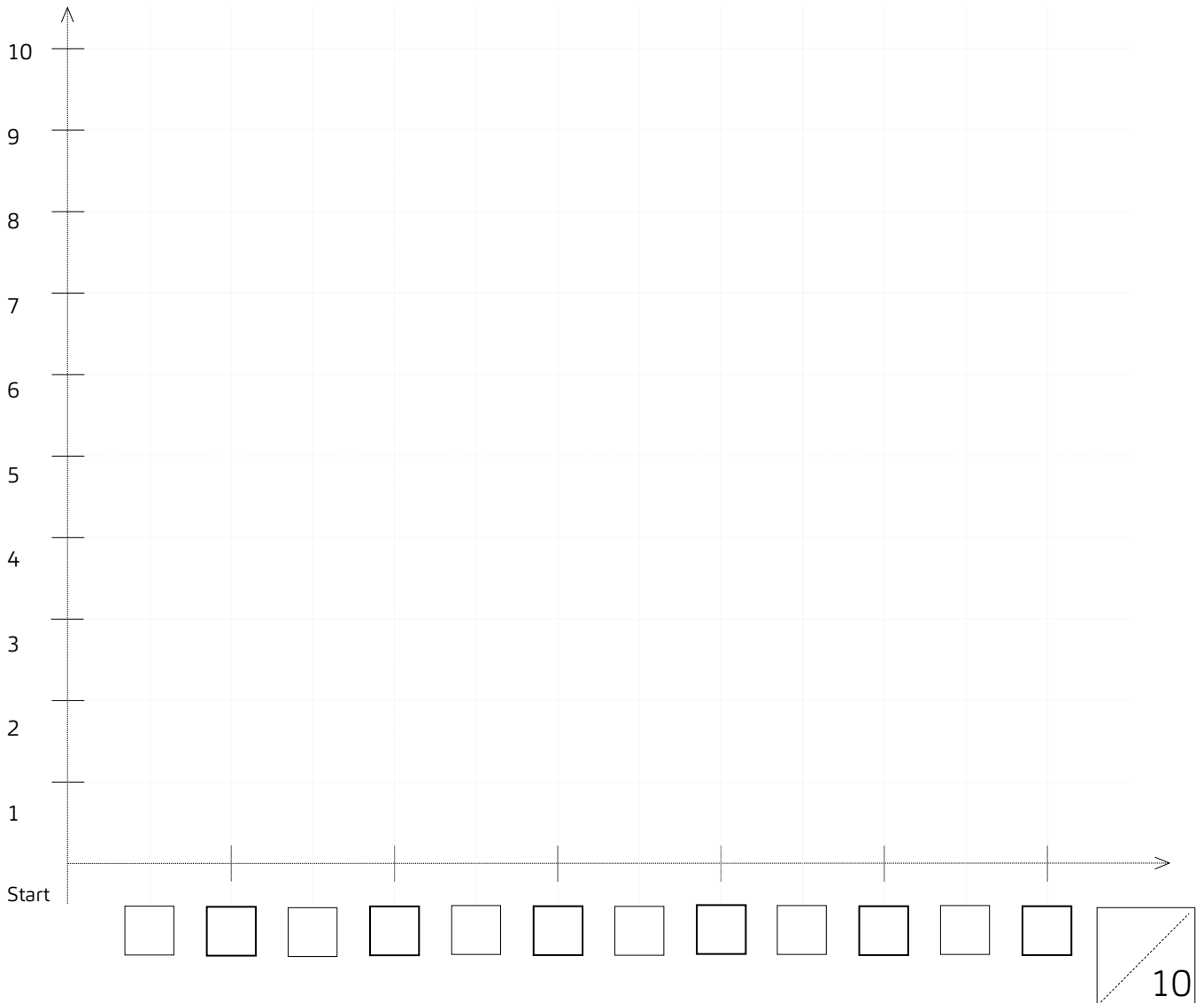
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## Table of Content – and Guide:

Page	Content
2	Contact Details
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>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>
6	<p>Evaluation of This Period's + Looking Ahead – Skills &amp; Soft Skills</p> <p>At the beginning of the period define skills needed to conduct the function and evaluate afterwards, including a trajectory of the how a particular skill will need to develop during coming years. You may want to detail further under Business Results, Management, Leadership, People Development, Stakeholder and CSR – all labels from the "Performance Pipeline". Similar, insert your company's values and leadership characteristics and evaluate the past period as well as look ahead for development trajectory.</p>
7	<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>
8	<p>Evaluation of this Period's - Strengths/ Talents and Learning</p> <p>You may want to highlight particular strengths/ talents or learning which during the past period have been exhibited excellently, as expected or gone mission.</p>
9	<p>Looking Ahead – Learnings; Strategic, Tactical or Operational</p> <p>Design specific learning requirements on a strategic, tactical or operational level.</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>Looking Ahead – Status of Development, Career Expectations, Score and Comments</p> <p>Use the S-curve to detail stage of development, above expectations. State career ambitions including own and managers commitment to assist. In one score express your satisfaction with the past periods performance, use of talent and maturing.</p>

# Performance Development in one Glance 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 leaning			
Curiosity for more			
Energy to keep going			
...			
...			
Ability to mature throughout the process			

## Evaluation of This Period's - Objectives & Key Results + Learnings

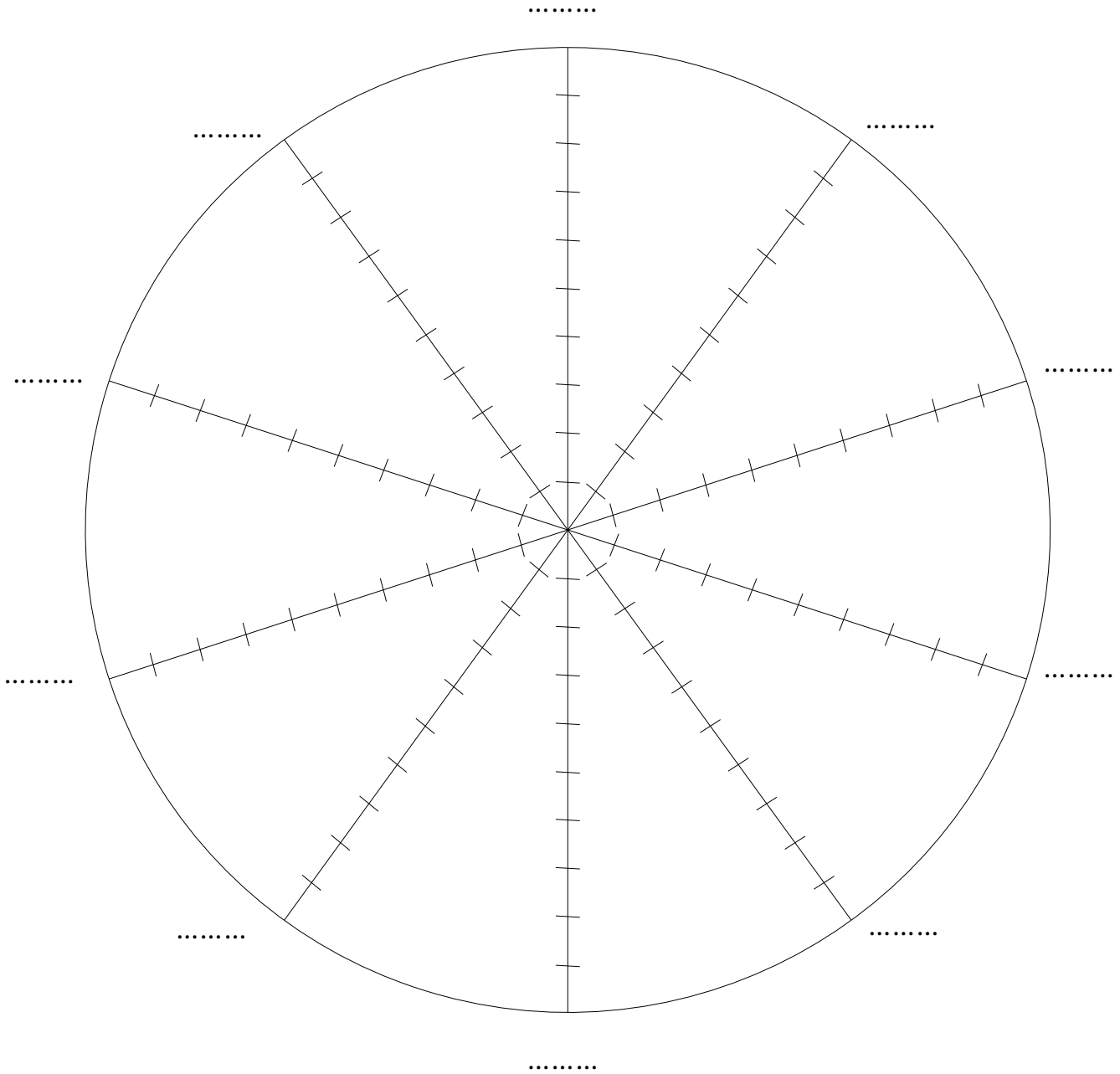
#	Objectives	Intended Key Results	Learning +/-	Evaluation Score - 1-10
1	...	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<p>...</p> <p>...</p> <p>...</p> <p>...</p>	
2	...	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<p>...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

## Evaluation of This Period's + Looking Ahead – Skills & Soft Skills

Skills/ Development	1-3	4-7	8-10	Yr +1	Yr +2	Yr +3	Soft Skills	1-3	4-7	8-10	Yr +1	Yr +2	Yr +3
Business Results							Company Values						
.							.						
.							.						
.							.						
.							.						
Management							.						
.							.						
.							.						
.							.						
.							.						
People Development							Leadership Character.						
.							Display Honesty and Integrity						
.							Exhibit Professional Expertise						
.							Solve Problems and Analyse Issues						
.							Innovates						
Leadership							Practices Self-Development						
.							Focuses on Results						
.							Establishes Stretch Goals						
.							Take Initiatives						
.							Communicates Broadly and Powerfully						
Relationships							Inspires and Motivates Others						
.							Builds Relationships						
.							Develops Others						
.							Collaborate and Fosters Teamwork						
.							Develops Strategic Perspective						
Social Responsibility							Champions Change						
.							Connects and Groups to the Outside World						
.													
.													

**Optional:**

Competence Mapping:



## Evaluation of this Period's - Strengths/ Talents and Learning:

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



## Looking Ahead – Learnings; Strategic, Tactical or Operational

	1-2 Months	3-4 Months	5-6 Months	Explanation
Strategic Learning	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<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>
Tactical Learning	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<p>Think/learn forward, which topics should this leader be familiar with? For instance,</p> <ul style="list-style-type: none"> <li>- Understand/develop company values/ leadership codex</li> <li>- Design your talent training process,</li> <li>- Suggest upgrades to your performance review process</li> </ul>
Operational Learning	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	<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"> <li>- Which traits from the personality test may be beneficial to discuss?</li> <li>- Can new routines be implemented, say 1:1 performance review with employees?</li> <li>- Is a implementation process of company values/ leadership codex relevant?</li> <li>- Can "People Learning &amp; Development Plans" be discussed with employees?</li> <li>- Is annual performance review an upcoming topic to be trained?</li> </ul>
Self-Learning	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<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"> <li>- Views on new technology, AI, etc</li> <li>- Understanding of mega-trends</li> <li>- Etc.</li> </ul> <p>These topics may be of vital future need for the company.</p>

## Looking Ahead - Your Long-Term Contribution

In the coming 12, 24 and 36 months – how do you intend to add value/ contribute to yourself, to your team and company?

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

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

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How do you intend to become an even better follower?

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

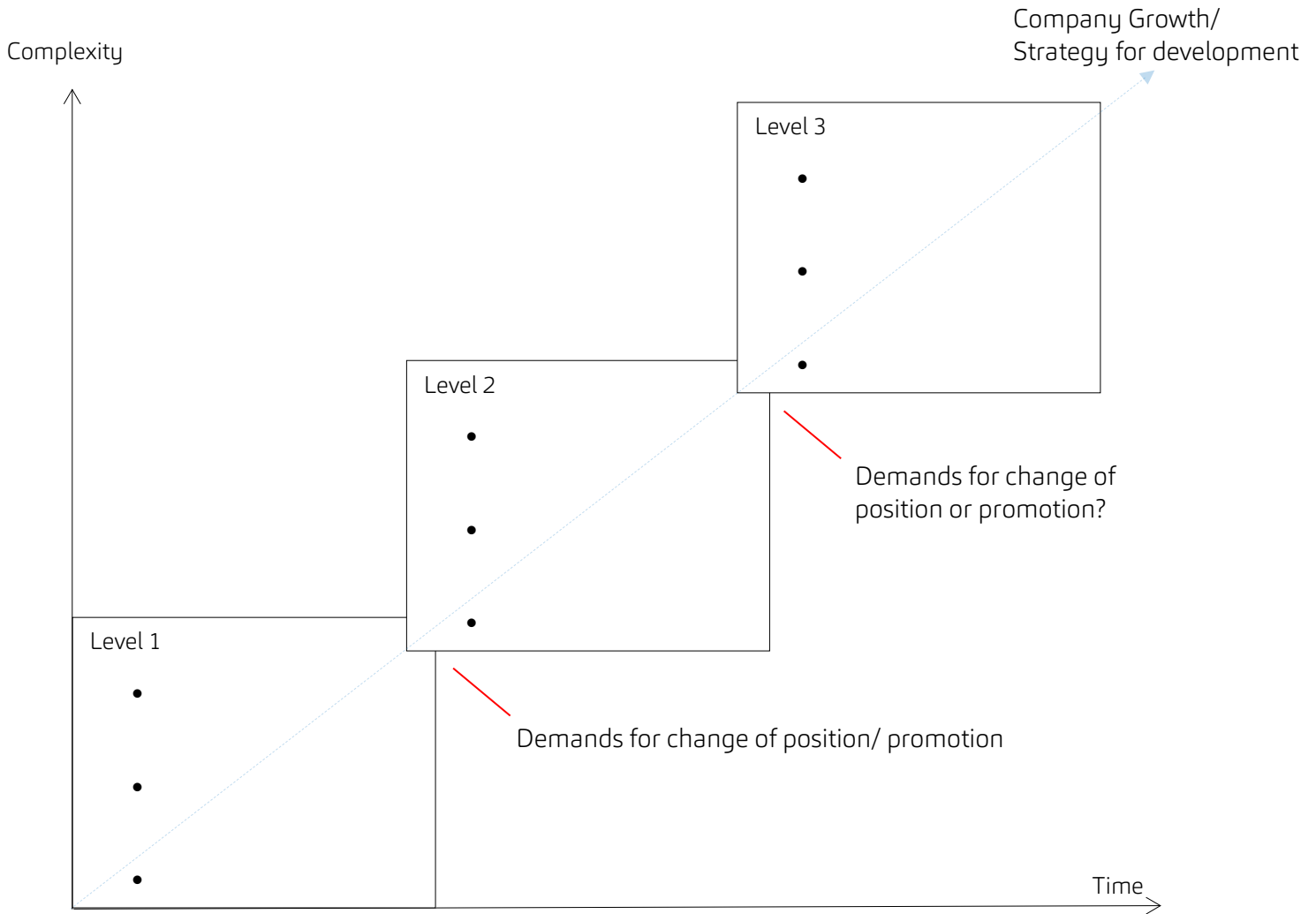
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# Looking Ahead - Expectations to Development/ Maturing



Notes:

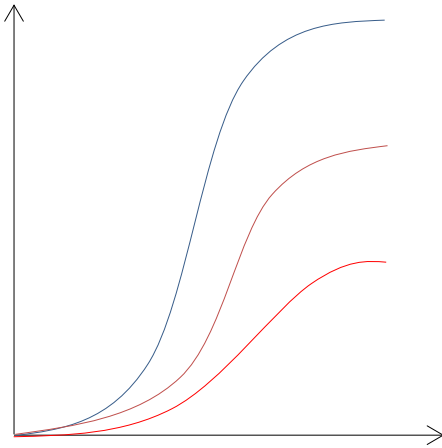
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# Looking Ahead – Status of Development, Career Expectations, Score and Comments

Current stage of development



Personal Career Expectations:

Today + 12 months	13-48 months
<p>How You Intend to Take Responsibility Yourself</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<p>How You Intend to Take Responsibility Yourself</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>
<p>How Your Manager Can Help</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	<p>How Your Manager Can Help</p> <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>

Overall Score:

To which extend should performance, personal development and use of talent be evaluated? Scoring 1-10

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