

## Macro Leadership Goal Planner

Goal	
<ul style="list-style-type: none"> <li>• Building a leadership behaviour for your current or a future role</li> <li>• Strengthening an existing skill</li> <li>• Closing a skill, competency or performance gap</li> <li>• Completing or accomplishing specific activities</li> </ul>	
Action Step	
<ul style="list-style-type: none"> <li>• Reading a book – on own, discuss with your boss/team, book club format</li> <li>• Attending training that incorporates leadership behaviour</li> <li>• Tapping into a subject matter expert or behavioural role model</li> <li>• Partnering or mentoring with someone who is building reciprocal behaviours (e.g. Person A is high strategic and low innovative, Person B is the opposite)</li> <li>• Leading or becoming a member of a special taskforce or project</li> <li>• Being part of implementing a new organization initiative</li> <li>• Working in another unit for a short period of time</li> <li>• Attending specific meetings as an observer where exposure to people and subject matter will help you develop that skill or behaviour</li> <li>• Teaching a training class</li> <li>• Supervising an individual who possesses a skill/behaviour you want to improve on</li> <li>• Getting involved with a committee/network (internally or externally)</li> </ul>	
Potential Challenges	Strategies/Resources
<ul style="list-style-type: none"> <li>• Time</li> <li>• Commitment level to goal</li> <li>• Distractions</li> <li>• Changes in current work priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Peer group</li> <li>• Internal support structures</li> <li>• Boss expectations</li> <li>• Personal support systems</li> <li>• Accountability methods</li> </ul>
Goal Evaluation Method	Dates
<ul style="list-style-type: none"> <li>• Feedback from specific individuals</li> <li>• Performance appraisal</li> <li>• Self-assessment</li> <li>• Action steps completed on time</li> </ul>	

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## Macro Action Plan Template

Goal	
Action Step	Completed by
Potential Challenges	Strategies/Resources
Goal Evaluation Method	Dates

## Feedforward Primer

The best way to engage others in your behaviour change is to solicit FeedForward from your stakeholder group. FeedForward was popularized by Marshall Goldsmith, author of *What Got You Here, Won't Get You There* and is a positive, motivating way to get clarity on specific actions that matter to your stakeholders.

### Why FeedForward?

1. You will get specific examples of what good looks like for both macro and micro behaviours.
2. You are resetting the framework that people use to view you, they will start looking for your behaviour change.
3. Demonstrating vulnerability and being open to the insights of others is critical to personal growth and development.

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## The Roundtable™ Approach to FeedForward

FeedForward Step	Notes and Guidance
<b>1. Identify Your Stakeholders</b>	<ul style="list-style-type: none"><li>• Make a list of people whose opinions regarding your behaviour are crucial (peers, boss, team).</li><li>• Select individuals who you've worked with for at least 3 months. Remember you're building a coalition of supporters who will see the change and whose opinion matters!</li></ul>
<b>2. Share Your Big Bang for the Buck Behaviour Goal™</b>	<ul style="list-style-type: none"><li>• Let the individual know what behaviour you are working on in clear and simple terms.</li></ul> <p>(E.g.: "I would like to improve my listening skills.")</p>
<b>3. Ask for 1 or 2 Suggestions</b>	<ul style="list-style-type: none"><li>• Ask for actions that you can take to demonstrate the specific behaviour. Suggestions should be VERY specific and VERY tactical.</li><li>• Ask for 1 or 2 ideas maximum per person.</li><li>• Write down the suggestions.</li></ul> <p><b>Confused? Here's a sample conversation:</b></p> <ul style="list-style-type: none"><li>• "Hi, (insert name), I'm doing some work on my own leadership style and I'd like to get your thoughts. I'm planning to work on how I can be a better listener."</li><li>• "What's one thing that I could SAY that would demonstrate this behaviour?"</li><li>• "What's one thing that I could DO MORE of that would demonstrate this behaviour?"</li><li>• "What can I START doing that would demonstrate this behaviour?"</li></ul>
<b>4. Say "Thank-You" without comments</b>	<ul style="list-style-type: none"><li>• Thank the person and write down the idea for further reflection.</li><li>• Do not comment on the suggestions received.</li></ul> <p>Why no comments? Because this is about being open and receiving comments without judgement. Receive the comments, reflect and use it for your action plan.</p>
<b>5. Repeat</b>	<ul style="list-style-type: none"><li>• Complete steps 2-4 with one stakeholder, move to the next person on the list and repeat the FeedForward process.</li></ul>
<b>6. Consolidate</b>	<ul style="list-style-type: none"><li>• Review the suggestions and identify which ones you would like to add to the action plan.</li></ul>

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## Organize Your FeedForward Suggestions

Use this template to organize your FeedForward input and to brainstorm words that come to mind as you think of this behaviour. (Below are a couple of examples for what someone could say and do to demonstrate better listening).

SAY MORE	DO MORE
<i>E.g.: "I'd really like to hear your ideas on this."</i>	<i>E.g.: Remove my phone from meetings to stay focussed on what's being said.</i>

Knowing what to do is the first part. Actually putting these ideas into action is the harder part. Check out our Daily Top 5 Resource for tips on moving from ideas to action.

## Micro-behaviour Worksheet

### Best practices for using your Daily Top 5 Tracker:

- Your Daily Top 5 must be actionable – What can I SAY or DO to demonstrate this behaviour?
- Spend time on the vocabulary – what words will you use to highlight the behaviour? It may seem obvious but if you are upping your feedback, then your stakeholders should be hearing “feedback” often.
- Check your agenda every morning and set an intent about where you will demonstrate your behaviour. For example, “Today I have 2 one-on-ones where I can give feedback.”
- It may be uncomfortable to start, but with daily practice comes increased confidence and competence
- You will likely derail back to your old behaviours on occasion. Be forgiving and persist.
- Bring your Top 5 to life - post your list of questions somewhere visible. Some examples - on your desktop, the front of your agenda, add a question a day to your calendar on repeat, use an app that sends you reminders
- Check in with your stakeholders every 2 months (FeedForward) and adjust your questions as necessary

### Daily Top 5™ - SAMPLE

**Behaviours I am tracking:** *Be more collaborative*

**Words that I will say:** *work together, understand your needs, collaborate, cooperate, team up, working in partnership, harmonize, pool resources, mutual effort, build consensus*

**Did I try my best to...**

Question	Day 1	Day 2	Day 3	Day 4	Day 5
<i>Tell a colleague that I am looking for opportunities to collaborate.</i>					
<i>Accommodate someone else's needs and, did I communicate this to them?</i>					
<i>Ask for input, advice or an opinion from someone on my team, my peers or my boss.</i>					
<i>Acknowledge input, advice or an opinion from someone on my team, my peers or my boss.</i>					
<i>Ask someone to work in partnership with myself or my team.</i>					

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Behaviours I am tracking:

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Words that I will say:

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Tip: Make copies and complete weekly

Did I do my best to...	Insert a Yes or No for each day				
	Monday	Tuesday	Wednesday	Thursday	Friday

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## Progress Check-In

Reflect on your progress since your peer coaching session...

Based on my previous commitments, I completed or made progress on...	
What I'm most proud of:	What I've learned from my actions:
Things I need to do next to make progress against my goals:	What I want to get out of this session:

### My Commitments

Before the next session, I will:

Activity	Initiated	Completed
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

## PLAYBOOK: GOAL SETTING SESSION

**Session Length: 75 – 90 minutes**

### ***5 minutes***

- Leader welcomes group.

### ***10 minutes***

- Group provides updates on one success and one learning since the last meeting.

### ***40-60 minutes, Individual Goal Share – 15 minutes per person***

- 5 minutes: Recap BHAC Vision.
- 5 minutes: Share top 3 goals.

### ***10 minutes, Reflection***

- What did you notice about the goals that the group shared?
- Were there commonalities or differences?
- How would you like the group to support you in your goals?
- What is one thing you would like to accomplish around your goals between now and your next group session?

### ***5 minutes, Wrap up***

- Discuss next session pre-work.
- Each person shares one key commitment to be completed by next session.