

# DEVELOPMENT GUIDE

*for participants*

“THE WAY OF SUCCESS IS THE WAY OF CONTINUOUS PURSUIT  
OF KNOWLEDGE.”

*- Napoleon Hill*



INCLUDED IN THIS GUIDE

## LEAD YOUR OWN SUCCESS

Your engagement in your training is important in ensuring you apply the knowledge received in your training to the workplace.

## TRAINING OVERVIEW

Understand the training that you will be pursuing and why. Include this information in your guide for reference.

## ENGAGEMENT STEPS

Use these steps before, during, and after training to set you, your department, and the university up for success.

## SUPPORTING YOUR OWN DEVELOPMENT

*Talent Development, Human Resources*

Involving your supervisor is key in ensuring sustainable results from your training. The support, encouragement, and coaching they provide will have a tremendous impact on your development and performance. This guide provides you with a few strategic and well-timed activities that will help reinforce your learning to transfer the benefits back to the workplace.

*Using this guide with your supervisor will help increase the effectiveness of the training by 65%, according to a 2001 study by Robert Brinkerhoff and Anne Apking on high-impact learning.*





# ENGAGEMENT STEPS

## Step 1: Involve

This will help you and your supervisor prepare for the training by having a conversation and outlining expectations.

### Define your learning objectives:

As you think about what you'd like to get from this training, consider the following questions:

- What do you currently do well? Identify at least two strengths.
- What do you think you could improve in? Identify at least two developmental opportunities.
- Which of your strengths are most important for continued success in your area?
- Which of your developmental opportunities are most important for continued success in your area?
- Which of your capabilities (neither a strength nor a developmental opportunity) are most important for continued success in your area?

### Consider the following approaches in selecting your learning objectives:

- Identify an interpersonal strength or skill to capitalize on
- Choose a capability to make it into a strength
- Identify a developmental opportunity to transform it into at least a capability
- Or, own the developmental opportunity and adopt strategies to work around it

### Create a specific goal that:

- Motivates and energizes you
- Will help you be more effective in your current or future position
- Links the university, organizational, or departmental goals with your personal goals

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*Learning is an ongoing process, not an event.*

- Leadership Studies, Inc.

# TRAINING OVERVIEW AND EXPECTATIONS

*Complete within one to two weeks prior*

- Review the training overview and learning objectives prior to meeting with your supervisor.
- Discuss what specific development opportunities you hope to gain from the training.
- Agree upon two to three training-related objectives and write them below. You will refer to these in each subsequent step.

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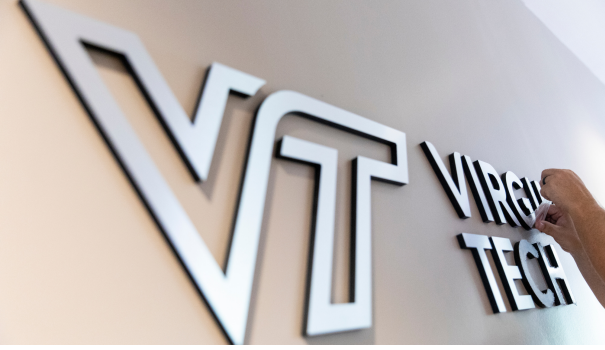
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# LEARNING SUMMARY

*Complete immediately after training*

List the three most important things you learned during training:

## ENGAGEMENT STEPS

### DURING TRAINING

#### *Step 2: Engage*

As you engage in the training, there are several ways you can maximize your development.

#### *Ways you can maximize:*

- Include your developmental guide while completing the training so you can complete the learning summary at the end of the training.
- Actively participate in the training. Engage to the best of your ability and take personal responsibility to make this training a positive investment.
- At the end of the training, complete the learning summary to document what you learned and how you plan to apply it on the job. You will refer to these in the next step.
- Be prepared to discuss how your supervisor can support your developmental efforts and your progress in the training.
- Be open to sharing your development with your team.

#### *Learning summary guidance:*

- As you complete the learning summary, review it to see if it aligns with the original learning objectives.
- Consider three things you learned, at least two things you will apply, and one thing you will struggle with.
- Discuss with your supervisor potential barriers and ask for, and be open to, feedback throughout this process.

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*I hear and I forget.  
I see and I  
remember. I do and  
I understand.*

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Describe your plan to apply what you've learned. List at least one thing you will start doing, one thing you still stop doing, and one thing you will continue to do:

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ENGAGEMENT STEPS

## AFTER TRAINING

### *Step 3: Reinforce*

As you apply your knowledge, you will make mistakes and learn from them. And that's okay. This, more than any other time, is when your supervisor will have the most impact on your success by coaching you through your learning curve. Your supervisor has coaching tools to help guide you through this process. You are encouraged to meet with them as often as you need for feedback as you practice your new skills, knowledge, and abilities.

*Ideas on how to reach your goals:*

According to the Center for Creative Leadership, those who commit to pursuing goals immediately following a developmental experience are much more likely to set a productive path for growth. There are three strategies that should be intentionally utilized for developmental opportunities:

- Seek varied challenging assignments that matter to practice your new skills, knowledge, and abilities. You are more likely to value and be able to find these opportunities in your current role or new assignments you seek out to create experiences.
- Seek training for specific skills you'd like to have more practice with. You can always benefit from formal continual learning in areas you feel you need to gain more strength in or to challenge yourself. In fact, as you and your supervisor are focused on your development right now, this is one of the best times to further your training as you will be more motivated as it will bring you closer to completing your action plan.
- Seek developmental relationships to help you learn, grow, and change. You increase your chances of reaching your goals if you don't try to do it alone. You will need to identify people whom you can learn with and from and enlist their help. Your supervisor can help provide suggestions and provide feedback.

*Action plan guidance:*

- Refer to your original learning objectives identified in Step 1, your learning summaries identified in the previous step, and any relevant training materials to help you develop goals and action steps to apply what was learned.
- Discuss and agree with your supervisor upon two to three goals that consist of work-related opportunities to implement the skills learned.

## ACTION PLAN

*Complete within two weeks of the training*

List your goals and describe your action steps to reach the goals. State how you will assess your progress and measure the impact. Answer how you will communicate your progress.

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# ONGOING TRAINING

## *Step 4: Coach*

It has been a couple of months since you have completed your training and outlined your goals to apply your training. By this point, you should have implemented your action plan. This is the time to review your progress and amend the action plan as necessary. As you go through your plan and review, your supervisor should provide ongoing coaching, feedback, and support.

*Consider the following questions in preparing for your discussion with your supervisor:*

- What am I doing well?
- What do I consider are my current strengths?
- What have I accomplished?
- What am I struggling with?
- What do I consider as a current developmental opportunity?
- Who can I reach out to for help?
- What is my team's reaction to my progress?
- What is my supervisor's feedback along the way?

*To facilitate open and effective feedback:*

- Encourage the person to be as specific as possible, to offer examples, and to offer alternative solutions
- When you receive the feedback, do not explain your behavior, defend yourself, or interrupt
- Paraphrase and summarize the feedback to be sure you clearly understand its intention
- Be sure to say "Thank you"
- Respect the decision of the individuals who choose not to give you feedback
- Follow up with those who provide feedback as a way of reinforcing your commitment for greater effectiveness

*Ongoing coaching guidance:*

- Review your action plan to assess progress for each goal and meet with your supervisor to discuss any achievements and challenges, and ask for, and be receptive to, feedback for continuous improvement.
- Update your action plan as necessary. Establish next steps to continue your development.

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*If everyone is moving forward together, then success takes care of itself.*

*- Henry Ford*

If you also choose a role model or mentor to provide continuous feedback and coaching, choose someone who demonstrates the strengths you are looking to improve particularly well. Watch them in action, interview them and ask about successes and mistakes, and find opportunities to coach others in the skill to learn by teaching.

Adapted from the Center for Creative Leadership, Leadership Studies, Inc., and Sara Canaday.