New and Prospective Managers: Competency Development and Learning Plan
## Competency Assessment Summary

### Candidate:

### Position:

### Interviewer(s):

### Date:

<table>
<thead>
<tr>
<th>Competency</th>
<th>Target Level</th>
<th>Observed Level</th>
<th>Self-Assessment Level</th>
<th>Strengths</th>
<th>Opportunity for Development</th>
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<tbody>
<tr>
<td>Authentic Leadership</td>
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<tr>
<td>Systems Thinking</td>
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<tr>
<td>Engaging Others</td>
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<tr>
<td>Action Management</td>
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<tr>
<td>People Management</td>
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<tr>
<td>Sustainable Management</td>
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</table>
Management Challenges

Management challenges

In my current role, what are the greatest business challenge(s) I face?

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What are some of my major challenges as a leader in addressing these challenge(s)?

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What helps/hinders my ability to be effective as a leader?

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Management Challenges

What are the key competencies for me to focus on to enhance my effectiveness as a leader?

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How do I see my role evolving over time?

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How can I add more value as a leader and impact the business challenge(s) I identified?

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GNWT Competencies

GNWT Competencies

- **Authentic Leadership:** Acting with integrity in interpersonal and organizational practices, and treating everyone with respect regardless of background and which group they represent.

- **Systems Thinking:** Approaching all our work done within GNWT as being part of a larger system that is integrated and inter-related.

- **Engaging Others:** Proactively building networks, connecting with others, understanding, and building relationships with many stakeholders across GNWT and beyond, in order to achieve the goals and priorities that are important.

- **Action Management:** Knowing which initiatives and results are important, and working with current resources to achieve results that are aligned with the goals of the organization.

- **People Management:** Creating conditions and environments that allow people to work collaboratively and productively to achieve results.

- **Sustainable Management:** Delivering results by maximizing organizational effectiveness and sustainability of our human, financial, and environmental resources.

Based on my Competency Assessment, what are my dominant competencies? Where am I the strongest?

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________________________________________________________________________________________
Based on my Competency Assessment, what are the key competency areas I need to focus my development on?

What specific areas of strength do I want to/need to leverage to maximize my success in developing these areas?
What is the potential impact on my performance? What would the “payoff” be to me? For the GNWT?
Goal setting and learning plan

Use this section of the Development Plan to set SMART (Specific, Measurable, Achievable, Relevant, Time-Based) development goals. You should set 1 to 3 goals. These goals should be results based and have a set timeline. To determine effective goals consider:

- Key priorities for your position. What are the most critical results you need to achieve this year?
- What can you build on from the feedback you received?

<table>
<thead>
<tr>
<th>S</th>
<th>Specific</th>
<th>Single result that is precise and observable</th>
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<tbody>
<tr>
<td>M</td>
<td>Measurable</td>
<td>Do we have the means to know when it has been achieved?</td>
</tr>
<tr>
<td>A</td>
<td>Achievable</td>
<td>Realistic and attainable; appropriate level of challenge</td>
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<tr>
<td>R</td>
<td>Relevant</td>
<td>Directly related to responsibilities within the employee’s control</td>
</tr>
<tr>
<td>T</td>
<td>Time-Based</td>
<td>Is the time for achieving it specified?</td>
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</table>

**Goal(s)**

1. 

2. 

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Goal setting and learning plan

3. 

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>If yes, give evidence</th>
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</thead>
<tbody>
<tr>
<td>Is the goal <em>specific</em>?</td>
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<td></td>
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<tr>
<td>Is the goal <em>measurable</em>?</td>
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<tr>
<td>Is the goal <em>achievable</em>?</td>
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<tr>
<td>Is the goal <em>relevant</em>?</td>
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<td></td>
</tr>
<tr>
<td>Is the goal <em>time-based</em>?</td>
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*Is your goal specific?*
Measure of success

How will I know when I have reached my goal(s)? What will it look like?

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How will others recognize that I have reached my goal(s)? What will it look like?

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Obstacles

Obstacles

What obstacles, if any, in me or my environment may hinder my attempt to reach my goal(s)?

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Network of support

Who or what can be a source of help to me in reaching my goal(s) or overcoming possible obstacles?

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Who can support me in my practice and give me feedback about my progress?

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