

The PROFILOR[®]

The PROFILOR[®] for Business Unit Leaders

Business Unit Leader Sample

May 2019

Introduction

The PROFILOR® Feedback Report provides you with information about how others view you in your current role. Respondents provided feedback on the extent to which you demonstrate core competencies.

The feedback in this report provides valuable insights that are:

- Anonymous (with the exception of Manager ratings), which might encourage a greater degree of honesty and directness.
- Comprehensive, in that it comes from a range of people with whom you work. In this report, "Average" represents all respondents, except self.
- Specific and job-related, providing a clear understanding of strengths and development opportunities in relation to competency expectations in your current role.

Table of Contents

Participation Summary	3
Competency	4
Definitions	4
Overview	6
Perspective Comparison	7
Focus Areas	14
Highest and Lowest Summary	14
Largest Differences	15
Targeted Development Priorities	16
Item Detail	19
Comments	43
Planning Your Development	46

The PROFILOR® is an instrument developed to provide feedback and development focus and recommendations to individuals about their skill strengths and development needs. It should not be used as the sole source of information concerning selection, promotion, salary review and adjustment, de-hiring (firing) and/or deselection decisions.

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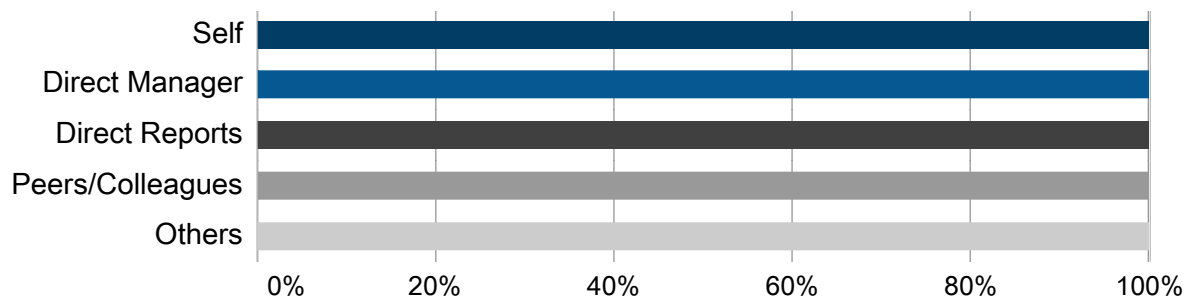
Participation Summary

Your feedback results are based on the survey ratings submitted by those you invited to respond. This page lists the names of those you invited, the number of responses received, and the respondent completion rate.

Respondent Status Table

Perspective	Invitations Sent	Surveys Completed	Invited to Respond
Self	1	1	Business Unit Leader Sample
Direct Manager	1	1	James Jorgeson
Direct Reports	2	2	Bradley Emerson, Naomi Wilson
Peers/Colleagues	3	3	Ralph Esteban, Kimberly Karson, Pat Paulson
Others	2	2	Ruth Hardy, Theresa Zimmerman

Respondent Completion Rate



Definitions

This section includes a short definition of each of the competencies measured by The PROFILOR®. The competencies are organized based on leadership factors important for your success.

THOUGHT LEADERSHIP

Use Insightful Judgment

Identifies and analyzes information to make decisions and solve problems.

Think Strategically

Applies appropriate strategic logic to decisions and initiatives in one's area.

Apply Financial Acumen

Applies financial knowledge and methods to address business issues; understands the company's business model and markets, and how the business makes money.

Innovate

Champions new ideas and initiatives and creates an environment that supports innovation.

Display Global Perspective

Establishes and promotes effective business operations across multiple countries and/or regions and coordinates appropriately with the broader global business.

PEOPLE LEADERSHIP

Influence Others

Presents a compelling case for ideas and initiatives via an appropriately chosen strategy.

Engage and Inspire

Articulates and inspires commitment to a plan of action aligned with organizational mission and goals.

Promote Collaboration

Fosters a sense of teamwork, leverages differences, and facilitates the effective interaction and contribution of others to achieve goals.

Build Talent

Ensures the availability and development of the talent needed to meet current and future organization goals.

Build Relationships

Develops and maintains constructive, open and honest relationships with others.

Definitions

RESULTS LEADERSHIP

Ensure Execution

Plans, executes and improves work processes to ensure achievement of business goals.

Drive for Results

Demonstrates and fosters a sense of urgency and strong commitment to achieving goals.

Focus on Customers

Ensures the delivery of exceptional customer service.

Lead Courageously

Takes personal and organizational risks to do what is right and achieve organizational success, and supports others who do so.

PERSONAL LEADERSHIP

Inspire Trust

Gains the confidence and trust of others through principled leadership and sound business ethics.

Adapt and Learn

Works to learn and develop from experience and from others, deals effectively with ambiguity and change, and adapts appropriately to new situations.

Overview

This is a high-level summary of your average rating for each competency. You can also see the competencies you selected as “Critically Important” compared to those selected by your Manager(s). These are indicated with a black star. The 25th and 75th percentiles are depicted with gray circles. The norm group is composed of participants who have previously completed The PROFILOR® survey.

Competency Average Ratings and Importance

By comparing your view with those of your Manager(s), you will be able to see similarities or differences that could be the source of a useful alignment conversation during your development discussion.

The remaining sections of your report will provide details for each of these ratings.

Competency	Average	Not At All	To Some Extent	To A Very Great Extent	Self	Direct Manager
Drive for Results	3.90					
Use Insightful Judgment	3.86					★
Engage and Inspire	3.86				★	★
Build Relationships	3.86				★	★
Build Talent	3.83					★
Adapt and Learn	3.82					★
Innovate	3.78				★	★
Inspire Trust	3.77				★	★
Ensure Execution	3.75				★	★
Influence Others	3.73				★	★
Lead Courageously	3.69				★	
Think Strategically	3.67				★	★
Apply Financial Acumen	3.67				★	
Display Global Perspective	3.67					
Focus on Customers	3.67				★	★
Promote Collaboration	3.62				★	

★ = Very Important

★ = Critically Important

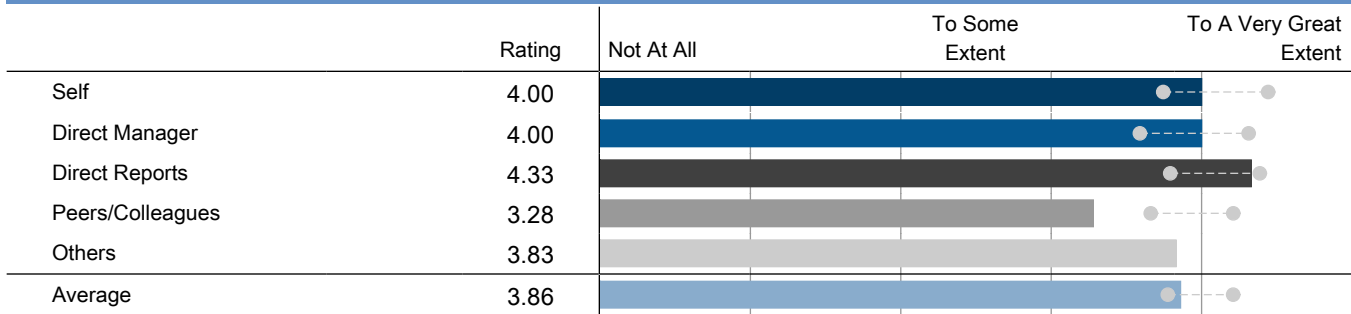
●● = 25th and 75th percentile of norm group: Business Unit Leader Global

Perspective Comparison

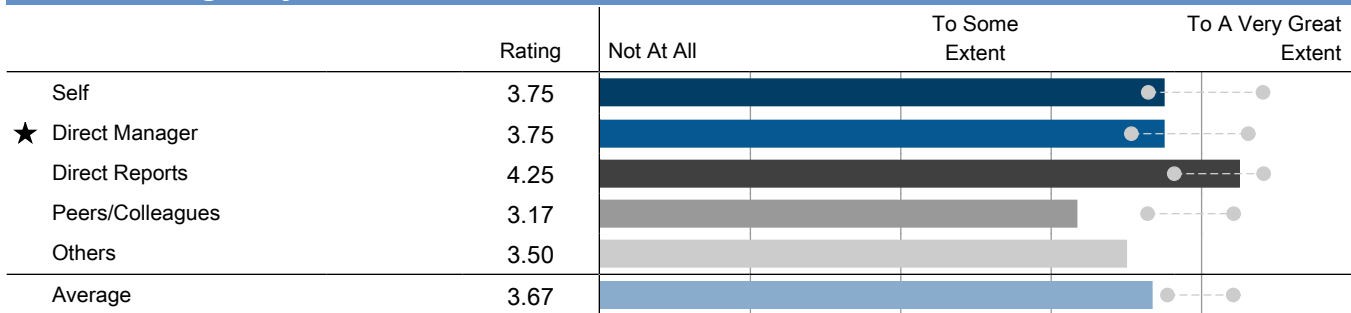
This section displays the average ratings you received from the different groups of respondents. You can also see how your results compare to the norm.

THOUGHT LEADERSHIP

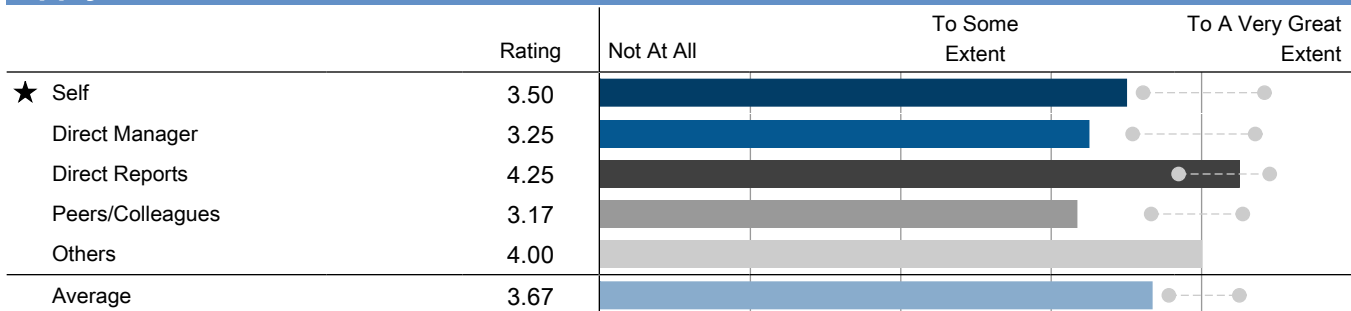
Use Insightful Judgment



Think Strategically



Apply Financial Acumen

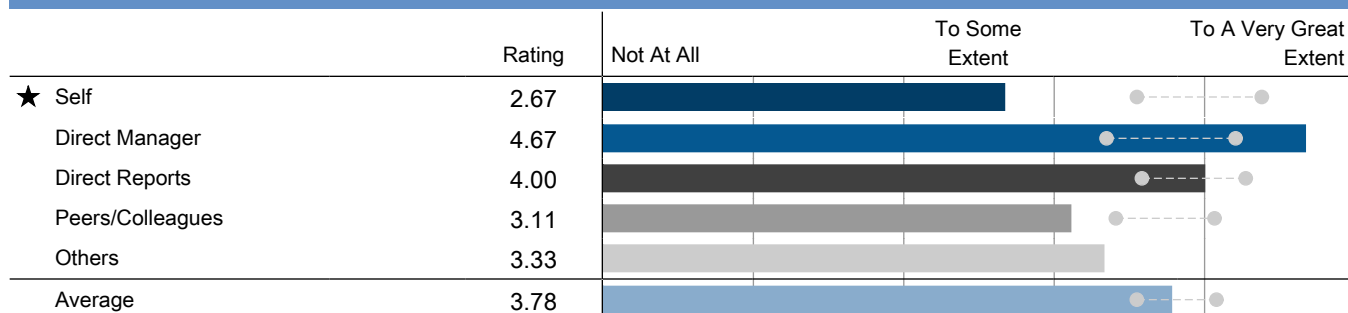


★ = Critically Important

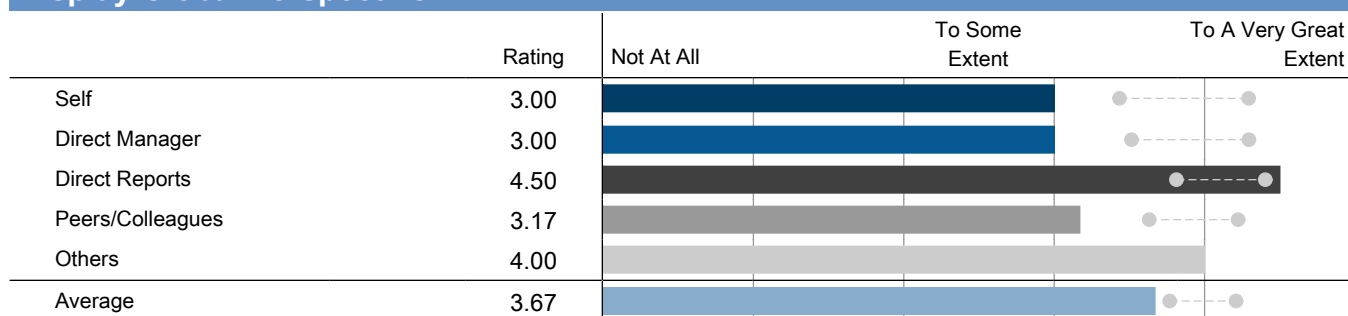
●—● = 25th and 75th percentile of norm group: Business Unit Leader Global

Perspective Comparison

Innovate



Display Global Perspective



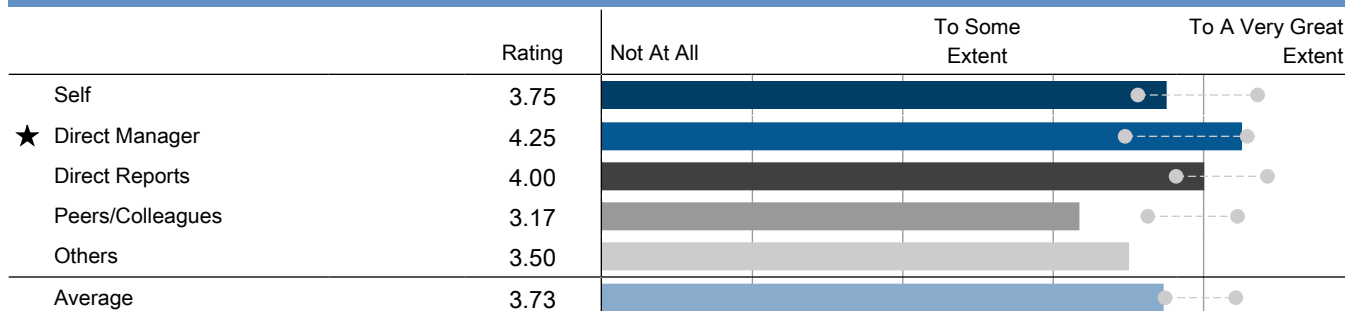
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Business Unit Leader Global

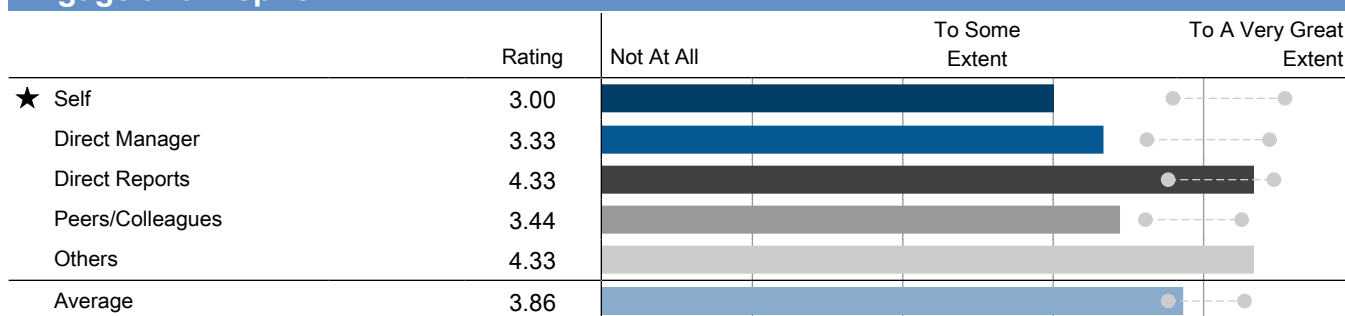
Perspective Comparison

PEOPLE LEADERSHIP

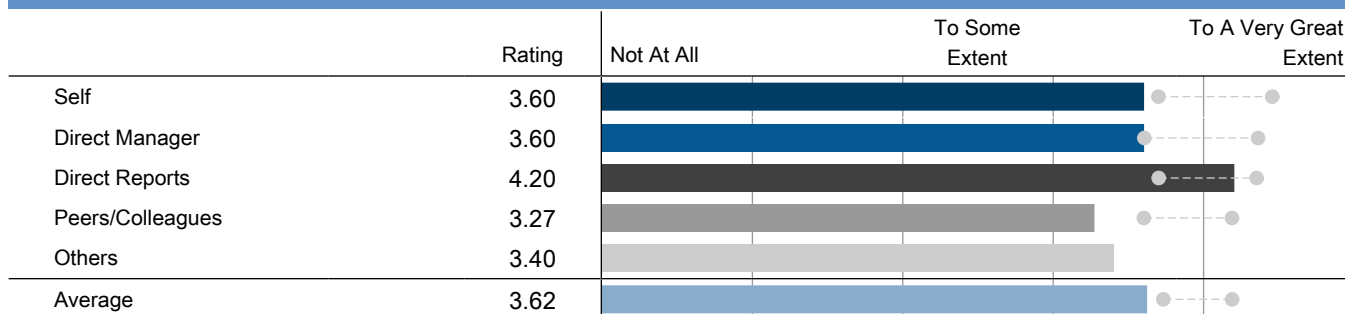
Influence Others



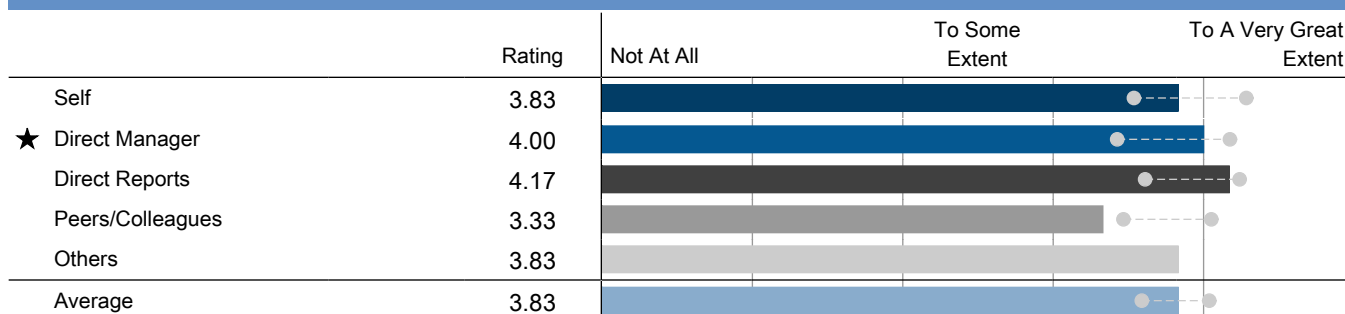
Engage and Inspire



Promote Collaboration



Build Talent

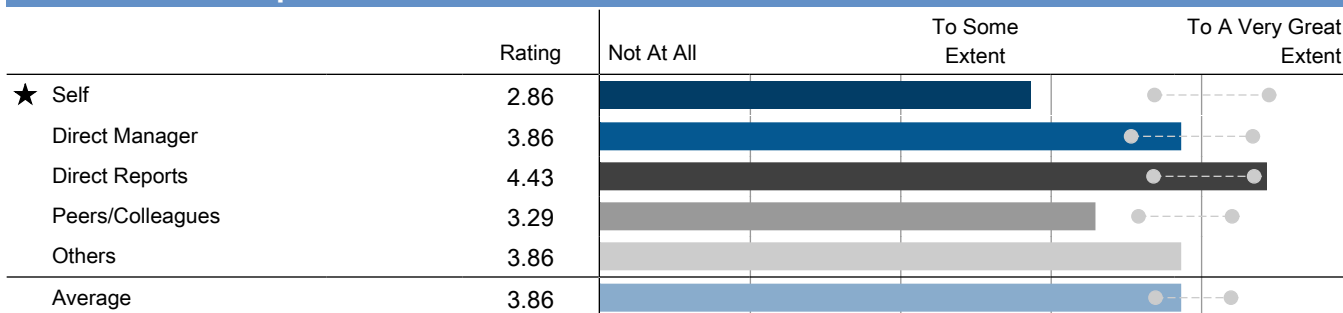


★ = Critically Important

●● = 25th and 75th percentile of norm group: Business Unit Leader Global

Perspective Comparison

Build Relationships



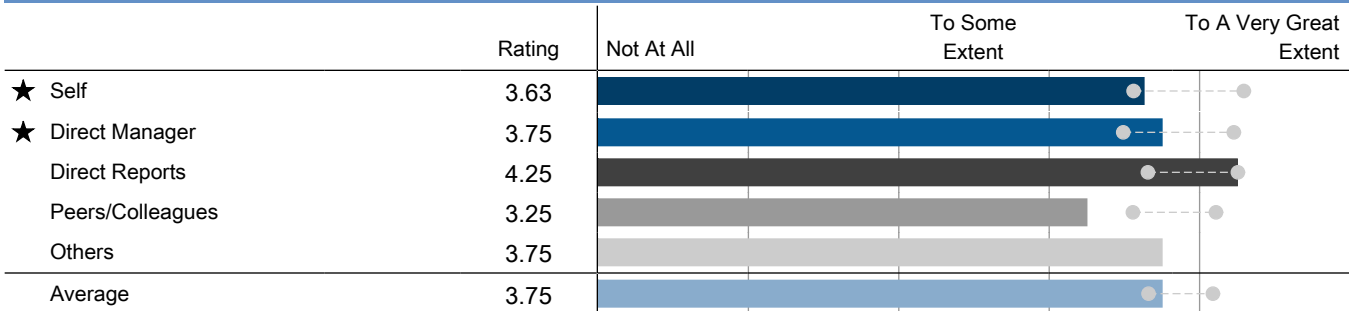
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Business Unit Leader Global

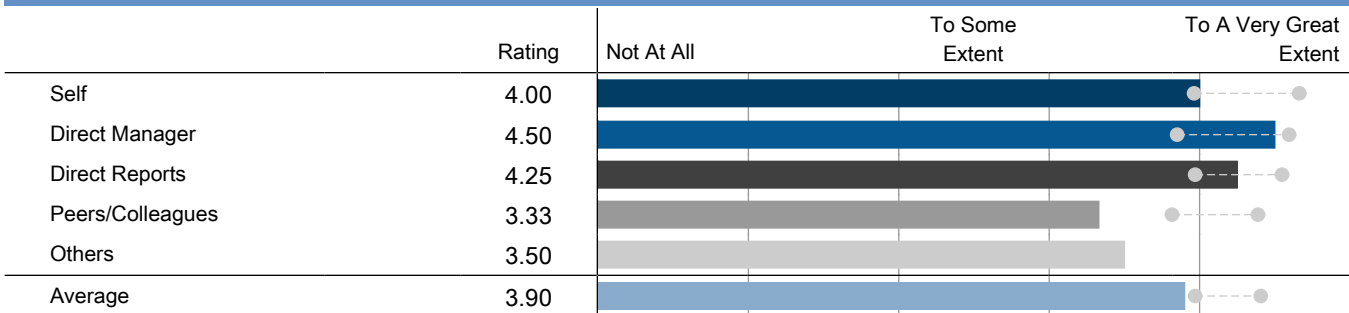
Perspective Comparison

RESULTS LEADERSHIP

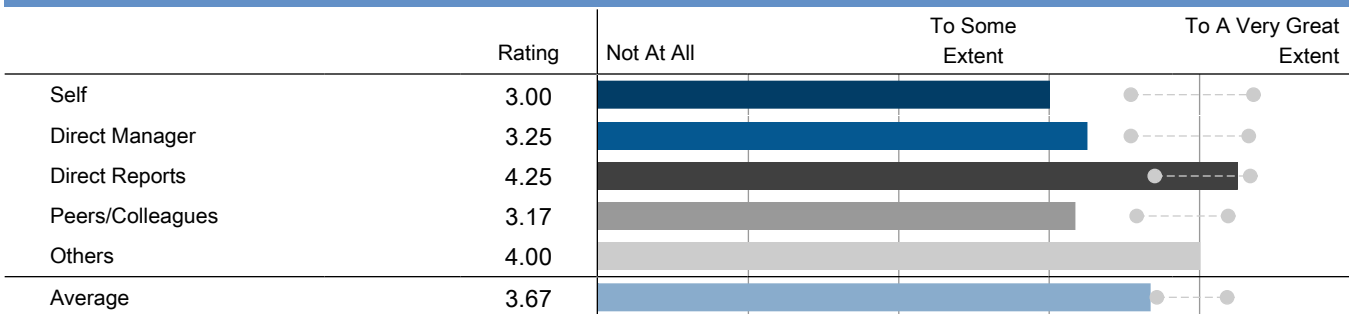
Ensure Execution



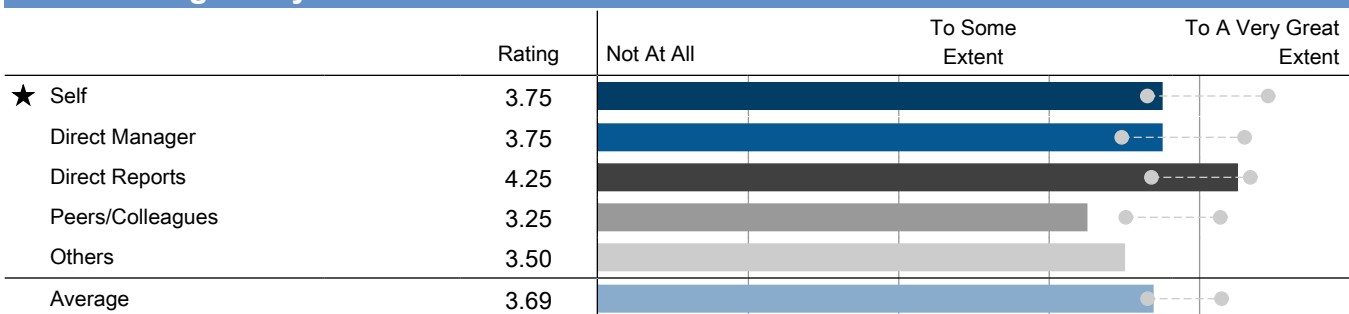
Drive for Results



Focus on Customers



Lead Courageously



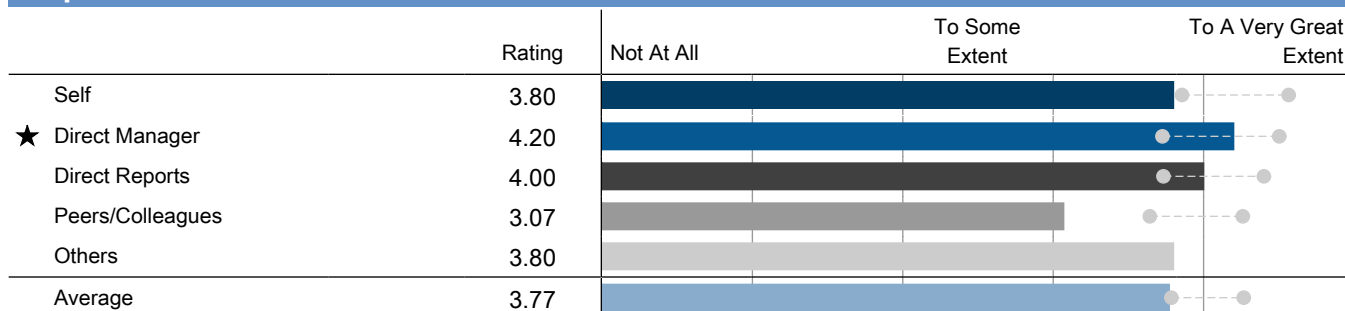
★ = Critically Important

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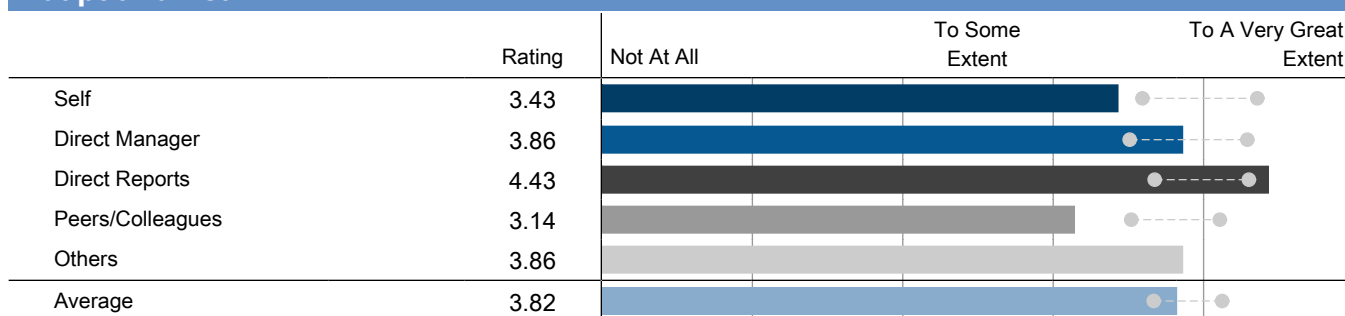
Perspective Comparison

PERSONAL LEADERSHIP

Inspire Trust



Adapt and Learn



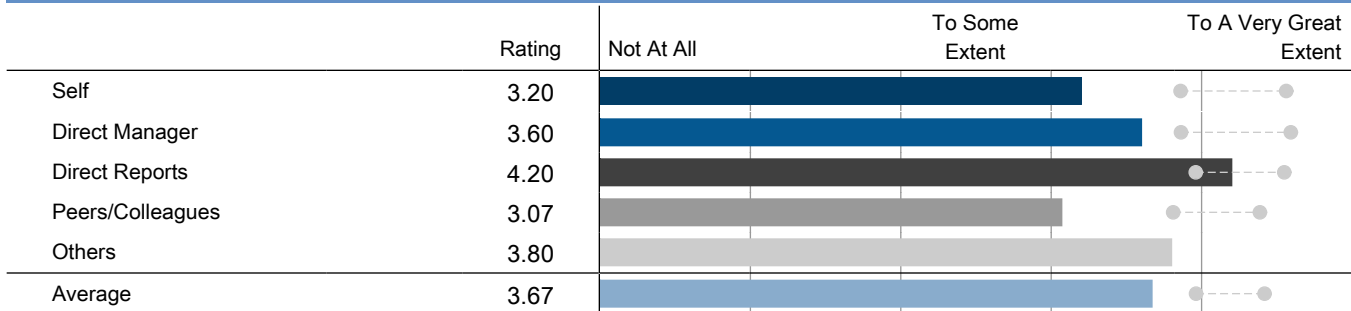
★ = Critically Important

●—● = 25th and 75th percentile of norm group: Business Unit Leader Global

Perspective Comparison

COMPOSITE

Overall Performance



★ = Critically Important

●—● = 25th and 75th percentile of norm group: Business Unit Leader Global

Highest and Lowest Summary

This section displays your highest- and lowest-rated items respectively, averaged across all respondent groups except self. Additionally, the competency name for the item is provided. Consider the highest-rated items as your strengths and the lowest-rated items opportunities; you can focus on both in a development plan.

Highest Items

Item	Average	Competency
10. Creates strategies to balance short-term requirements with long-range business plans	4.42	Think Strategically
42. Addresses conflict openly and constructively, focusing on issues rather than people	4.42	Build Relationships
50. Delegates assignments to the lowest appropriate level	4.42	Ensure Execution
56. Persists in the face of obstacles	4.33	Drive for Results
2. Focuses on important information without getting bogged down in unnecessary detail	4.25	Use Insightful Judgment

* additional items have tied with last item on the list

Lowest Items

Item	Average	Competency
7. Considers industry, market, and other external business factors when making decisions	3.00	Think Strategically
39. Creates a climate in which mistakes are viewed as opportunities for learning	3.00	Build Talent
79. Gets the job done	3.00	Overall Performance
31. Builds team cohesiveness by establishing, communicating, and reinforcing shared values and norms	3.08	Promote Collaboration
47. Translates business strategies into clear objectives and tactics	3.08	Ensure Execution

Largest Differences

This page displays up to five hidden strengths and potential blind spots. Hidden strengths are items rated highest by others and lowest by Self (“pleasant surprises”), where the gap is 0.5 or more. Blind spots are items rated highest by Self and lowest by others (“opportunities”), where the gap is 0.5 or more.

Hidden Strengths

Item	Self	Average	Difference from Self	Competency
43. Relates well to people regardless of their organization level, personality, or background	1.00	4.17	3.17	Build Relationships
45. Listens attentively and with empathy to concerns expressed by others	1.00	3.58	2.58	Build Relationships
15. Promotes new ways of looking at problems and processes	1.00	3.33	2.33	Innovate
74. Accepts criticism openly and nondefensively	2.00	3.92	1.92	Adapt and Learn
80. Gets work done on time	2.00	3.83	1.83	Overall Performance

Blind Spots

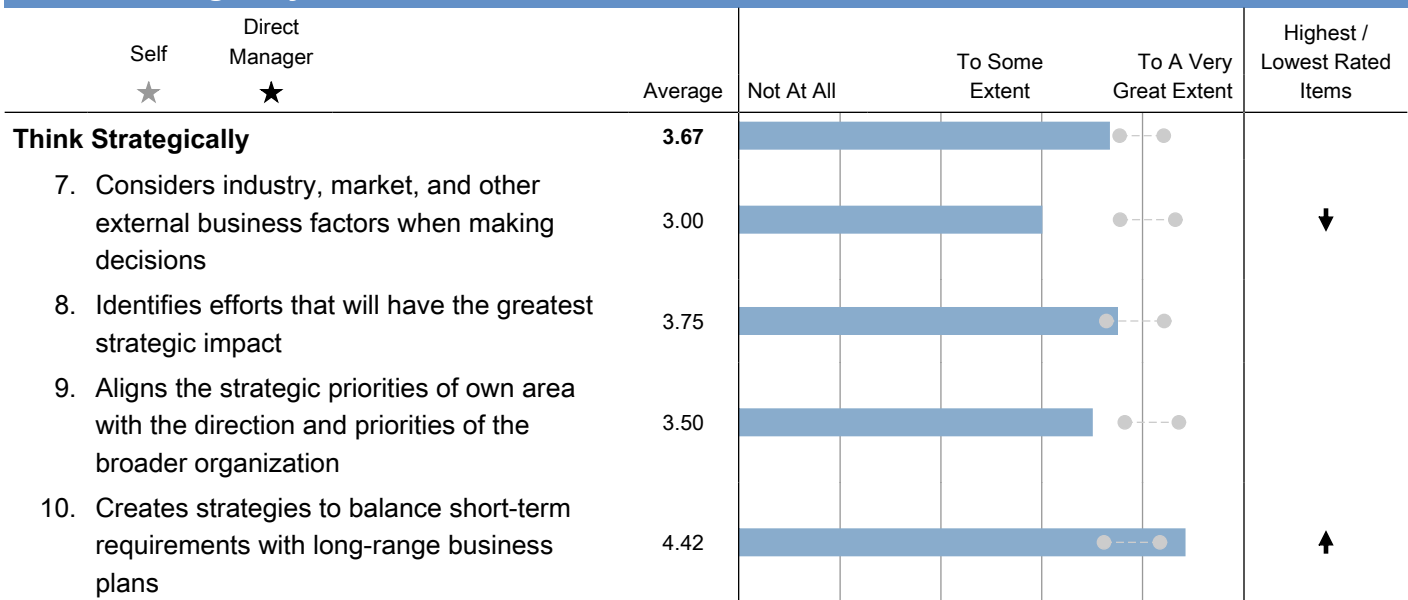
Item	Self	Average	Difference from Self	Competency
31. Builds team cohesiveness by establishing, communicating, and reinforcing shared values and norms	5.00	3.08	-1.92	Promote Collaboration
71. Proactively shares information with relevant parties	5.00	3.25	-1.75	Inspire Trust
49. Conveys clear expectations for assignments	5.00	3.83	-1.17	Ensure Execution
48. Anticipates problems and develops contingency plans	5.00	4.00	-1.00	Ensure Execution
22. Promotes own positions and ideas with confidence and enthusiasm	5.00	4.08	-0.92	Influence Others

* additional items have tied with last item on the list

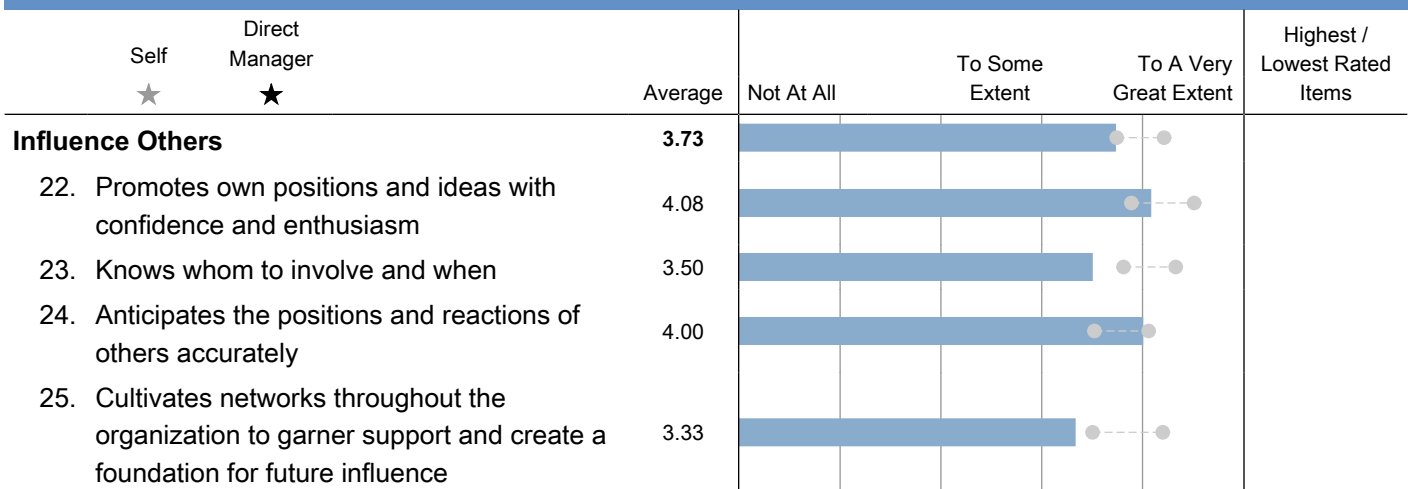
Targeted Development Priorities

Your feedback may have revealed some insights about your strengths and development opportunities. This section identifies the competencies your Direct Manager believes require critical focus, and their related items. Notice if the items in each of these critical competencies are rated high or low to determine whether you can leverage the item as a strength or target it as an area of development.

Think Strategically



Influence Others



★ = Very Important

★ = Critically Important

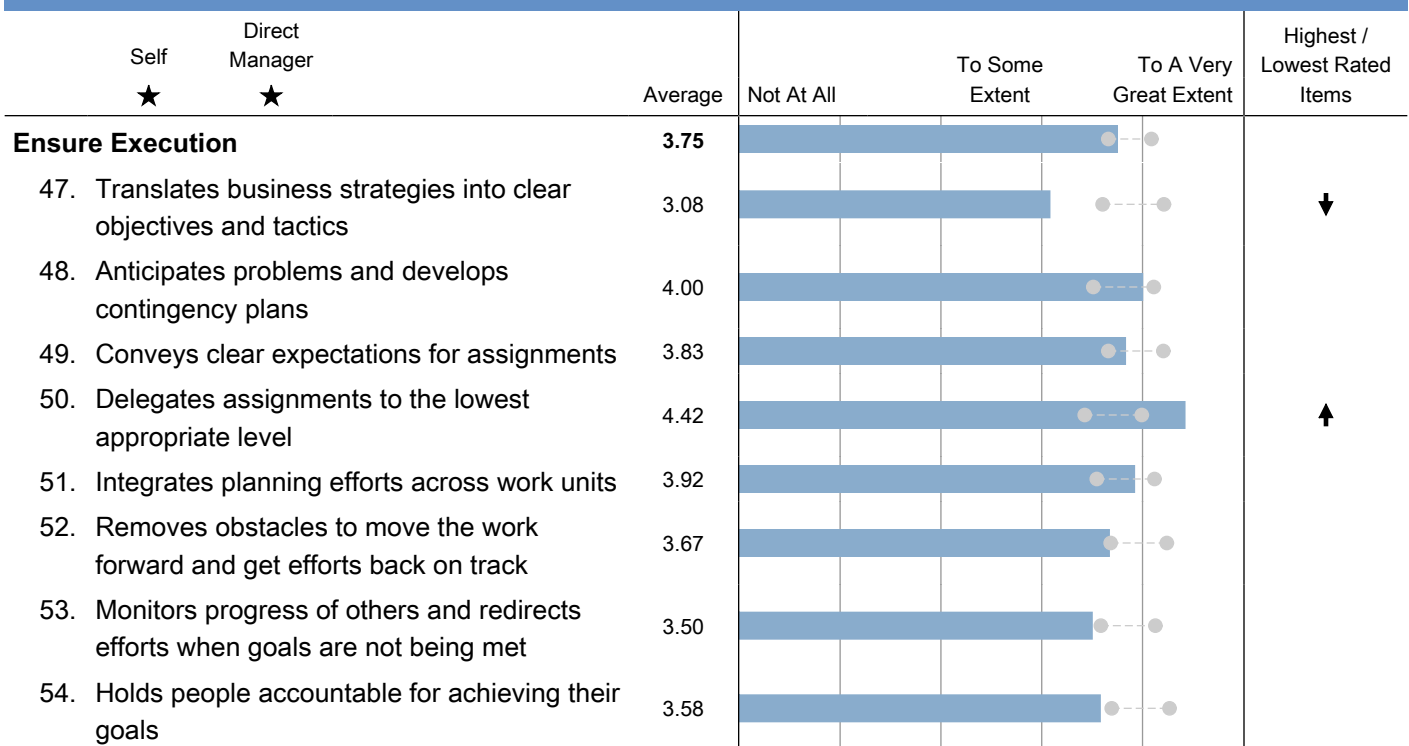
●—● = 25th and 75th percentile of norm group: Business Unit Leader Global

Targeted Development Priorities

Build Talent



Ensure Execution

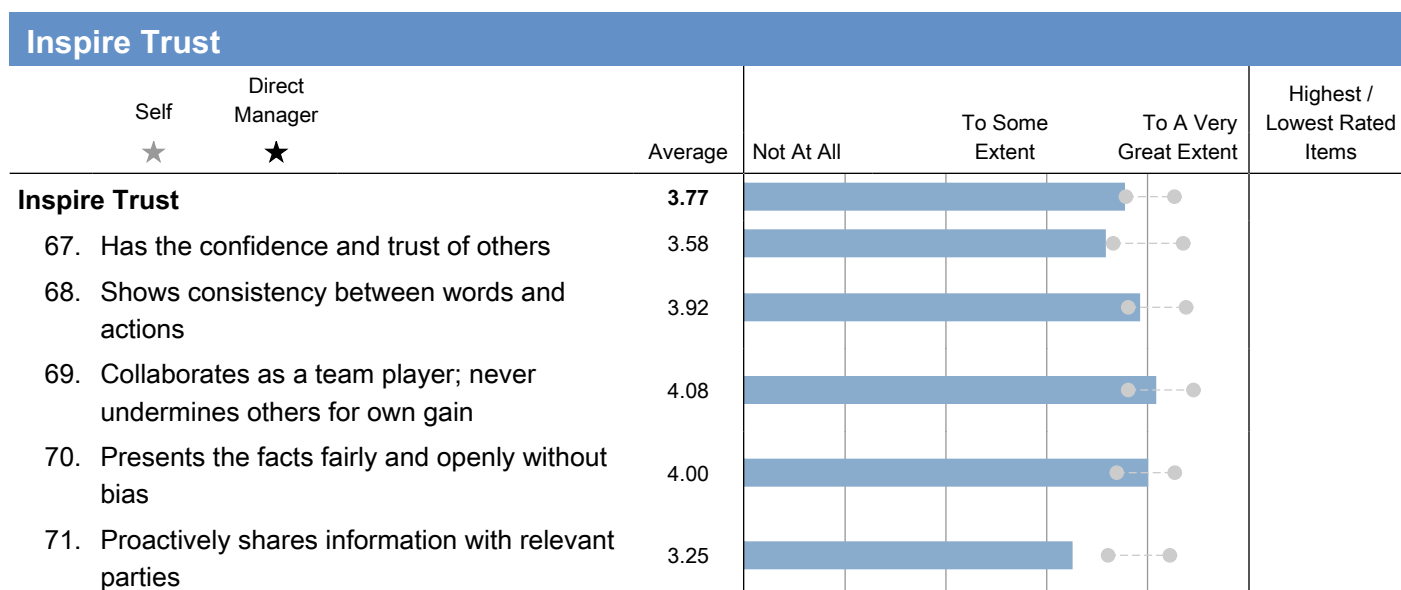


★ = Very Important

★ = Critically Important

●● = 25th and 75th percentile of norm group: Business Unit Leader Global

Targeted Development Priorities



★ = Very Important

★ = Critically Important

●—● = 25th and 75th percentile of norm group: Business Unit Leader Global

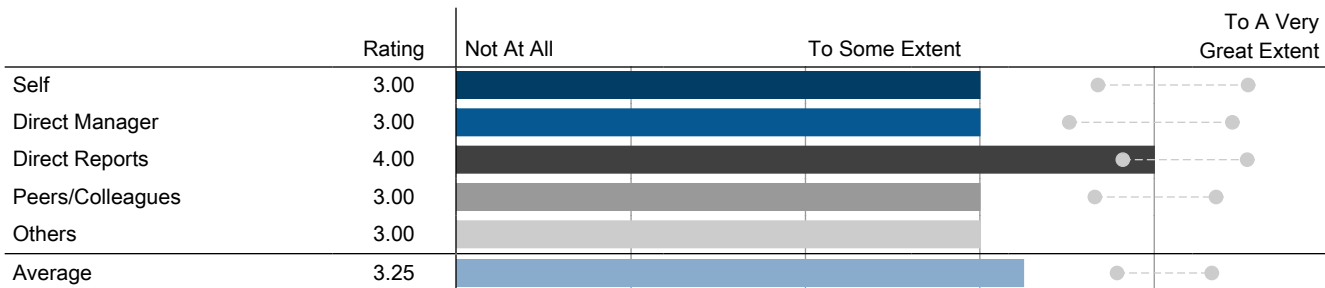
Item Detail

This section reports the average ratings you received from each respondent group for each question on the survey. This more detailed feedback can help you understand the impact you may have with different groups and provide behaviorally-specific direction when planning your development.

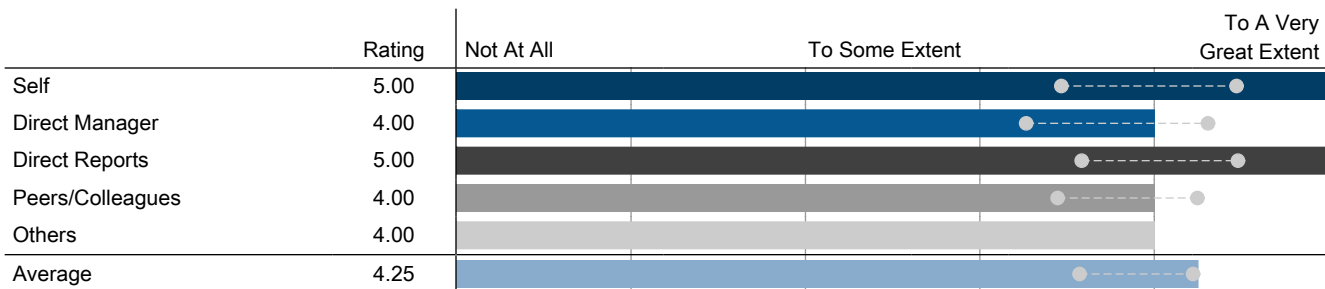
THOUGHT LEADERSHIP

Use Insightful Judgment (3.86)

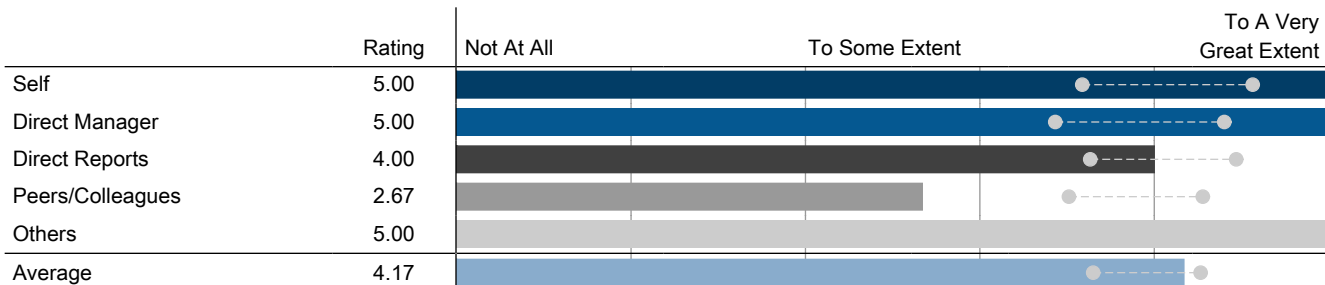
1. Recognizes broad implications of issues



2. Focuses on important information without getting bogged down in unnecessary detail

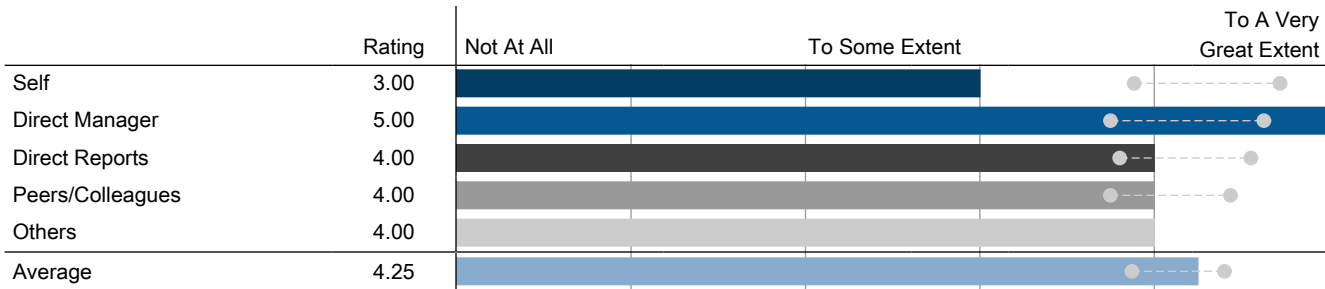


3. Makes decisions in the face of uncertainty

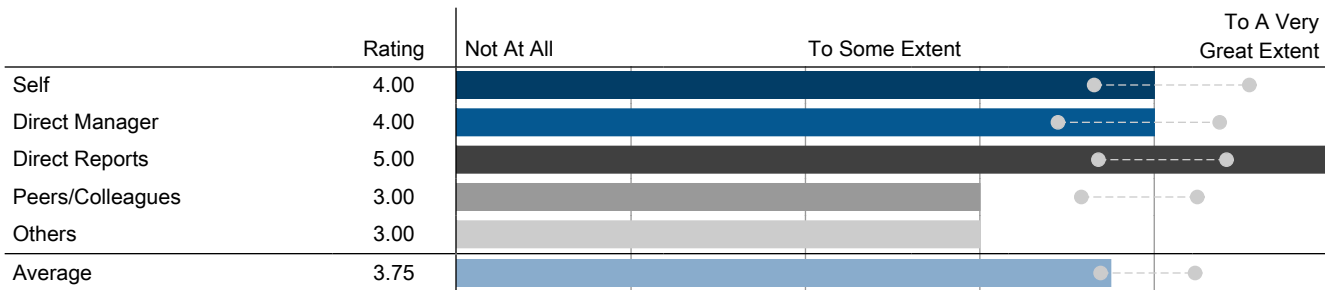


Item Detail

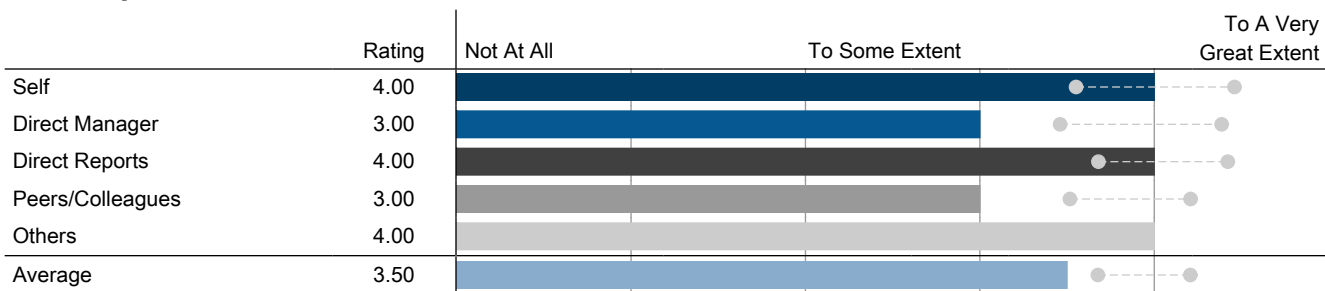
4. Makes decisions based on sound logic and rationale



5. Identifies underlying issues and root causes of problems



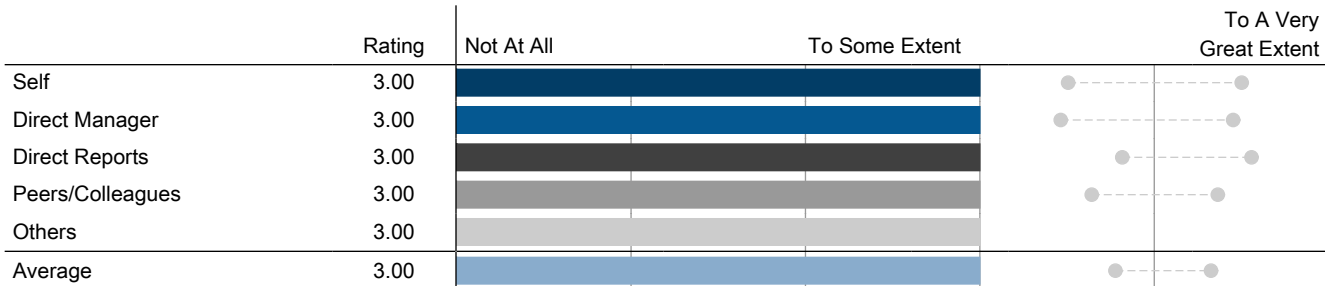
6. Integrates information from a variety of resources and perspectives to arrive at optimal solutions



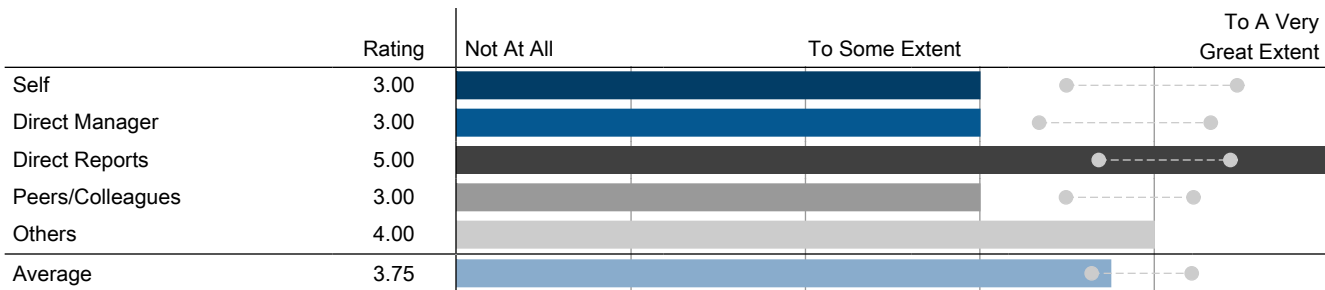
Item Detail

Think Strategically (3.67)

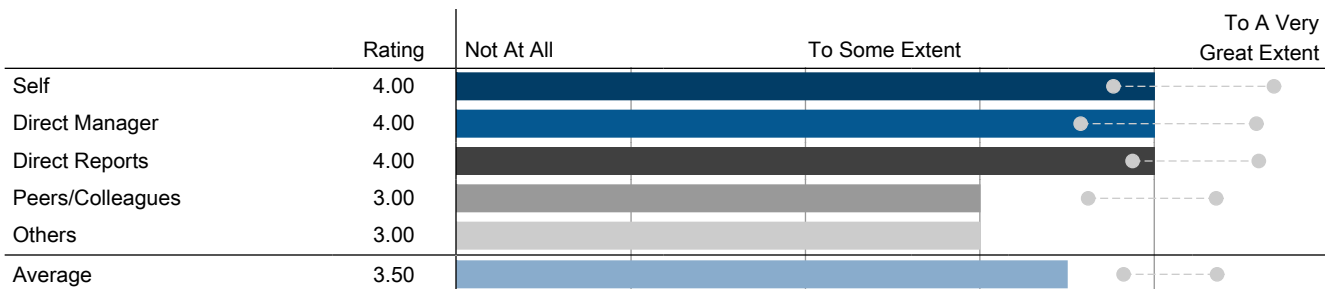
7. Considers industry, market, and other external business factors when making decisions



8. Identifies efforts that will have the greatest strategic impact

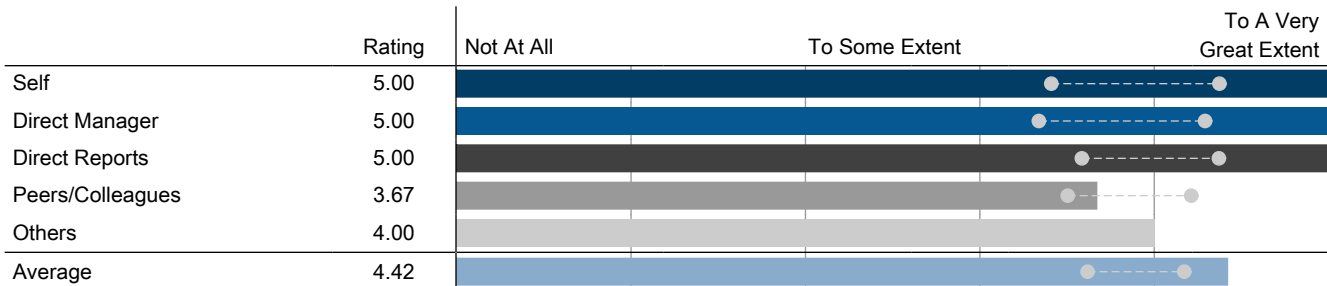


9. Aligns the strategic priorities of own area with the direction and priorities of the broader organization



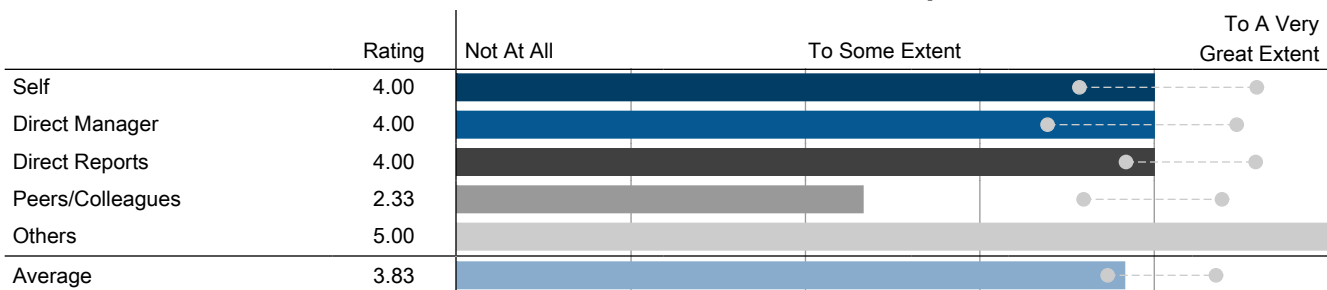
Item Detail

10. Creates strategies to balance short-term requirements with long-range business plans

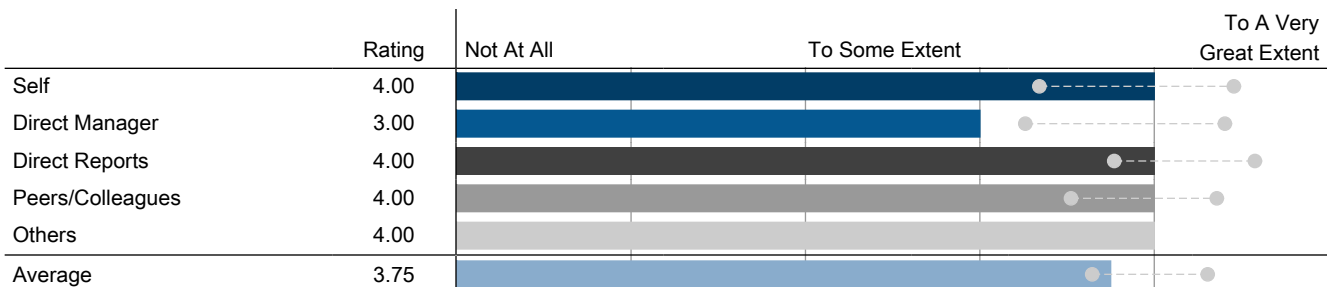


Apply Financial Acumen (3.67)

11. Draws accurate conclusions from financial and other quantitative information

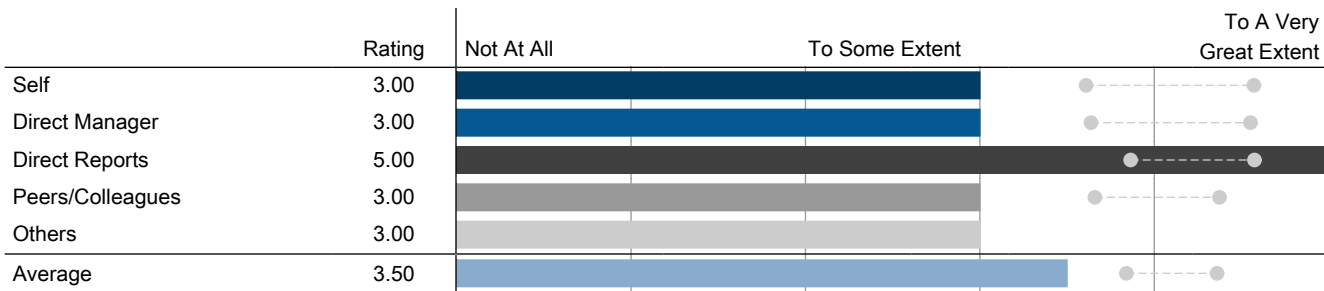


12. Identifies and uses key financial indicators necessary to measure business performance

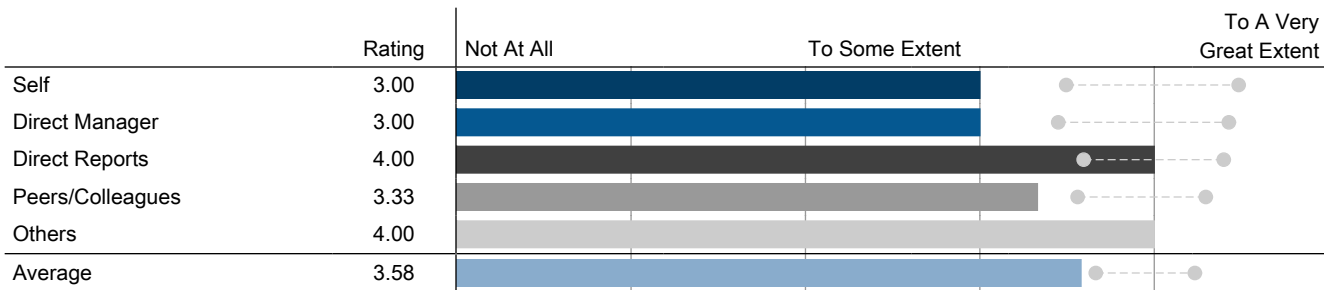


Item Detail

13. Makes prudent decisions regarding significant expenditures

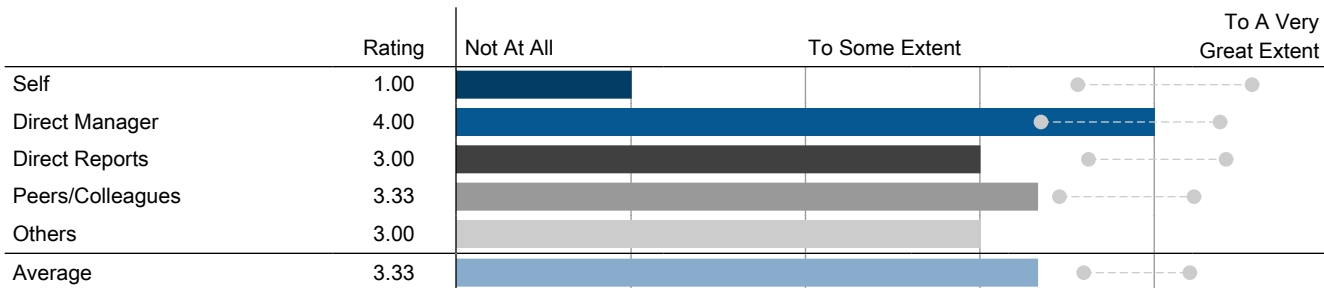


14. Prepares realistic estimates of budget, staff, and other resources

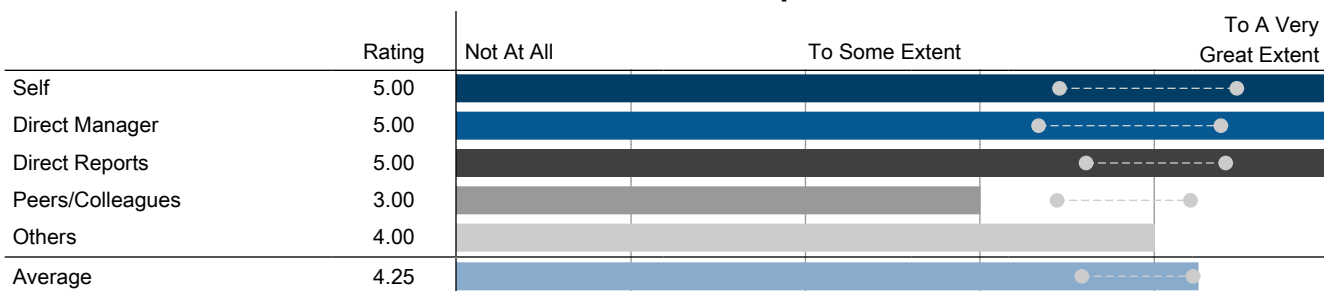


Innovate (3.78)

15. Promotes new ways of looking at problems and processes

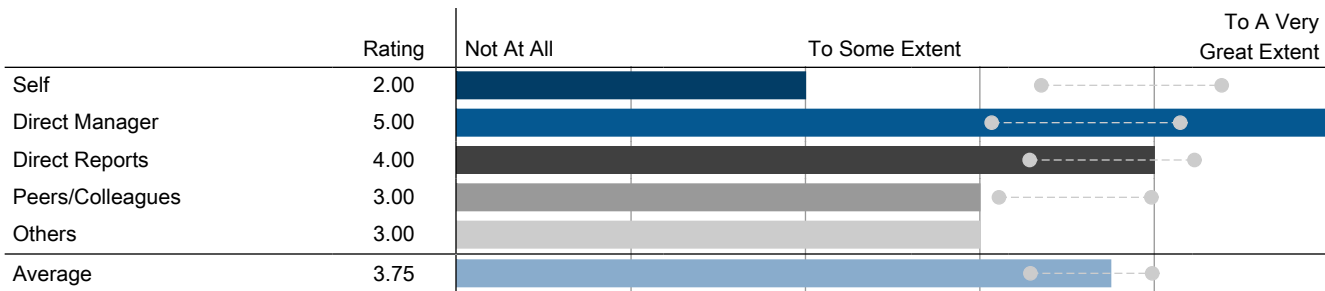


16. Generates innovative ideas and solutions to problems



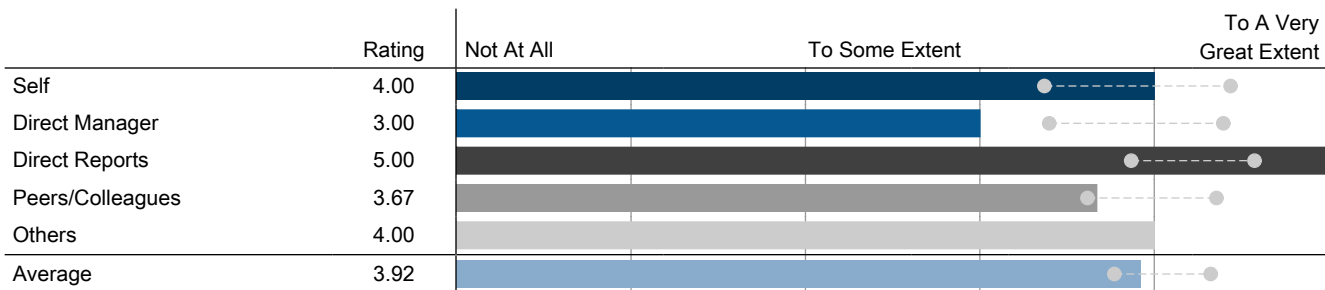
Item Detail

17. Creates an environment that encourages innovation and risk taking

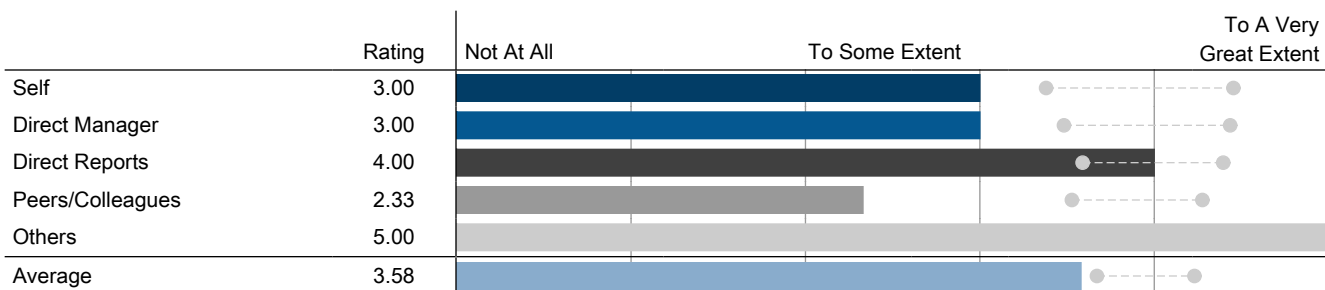


Display Global Perspective (3.67)

18. Understands the impact of global events on the organization's plans

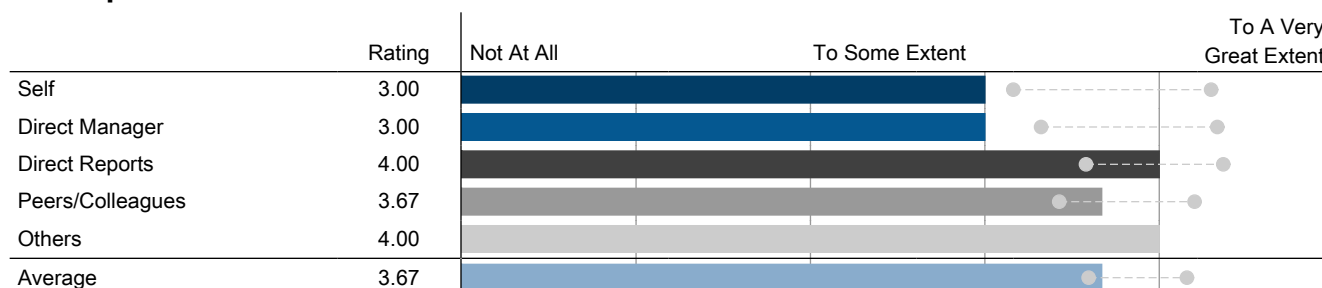


19. Takes cultural issues and geographic differences into account when making plans and decisions

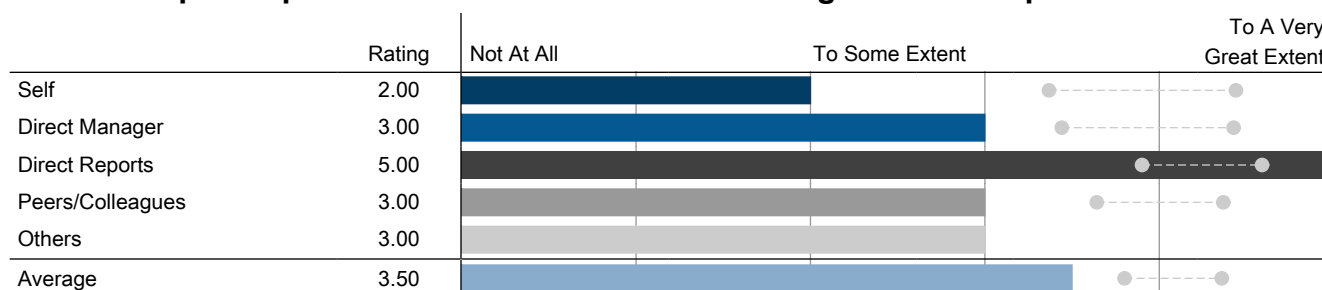


Item Detail

20. Anticipates how other cultures/countries will react to organization's strategies and products



21. Grasps the position of the business within the global marketplace

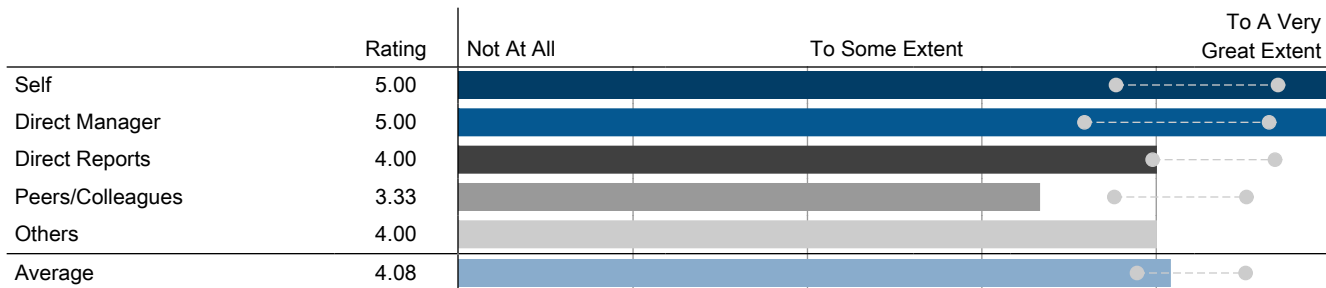


Item Detail

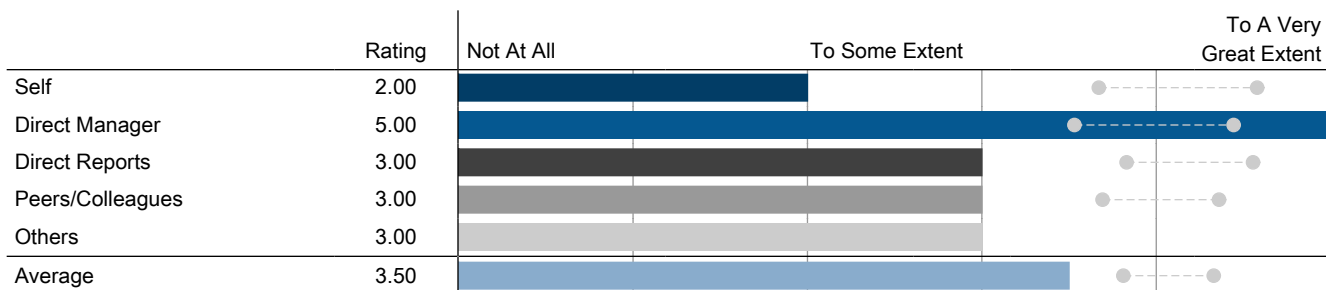
PEOPLE LEADERSHIP

Influence Others (3.73)

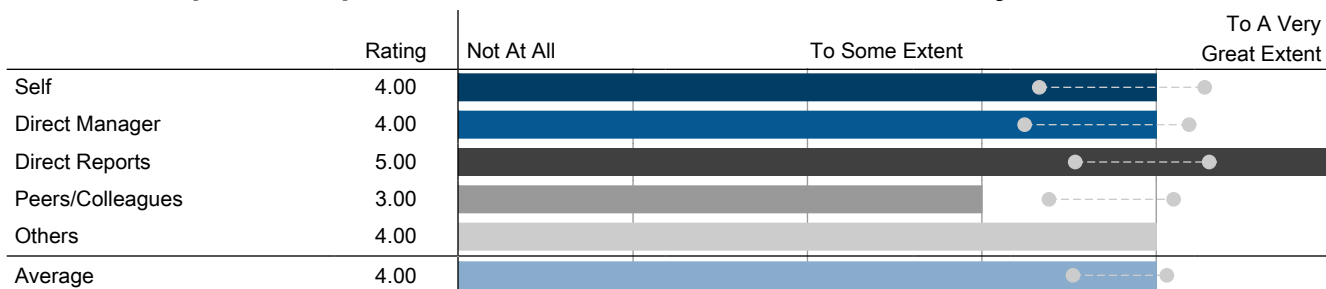
22. Promotes own positions and ideas with confidence and enthusiasm



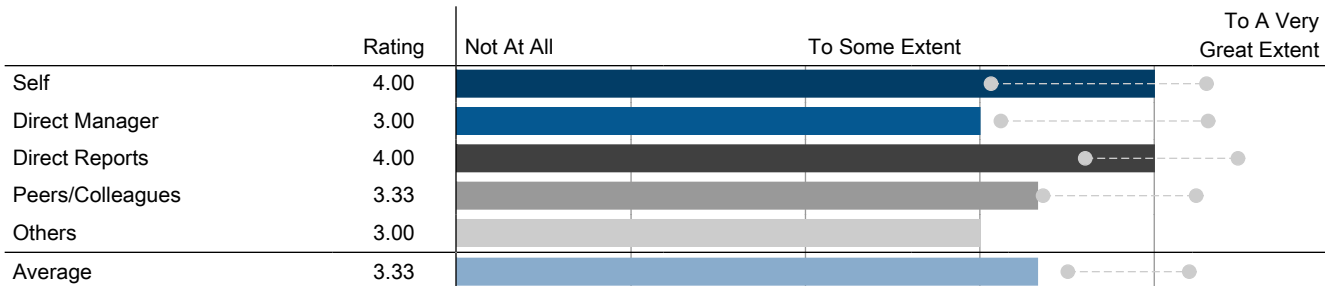
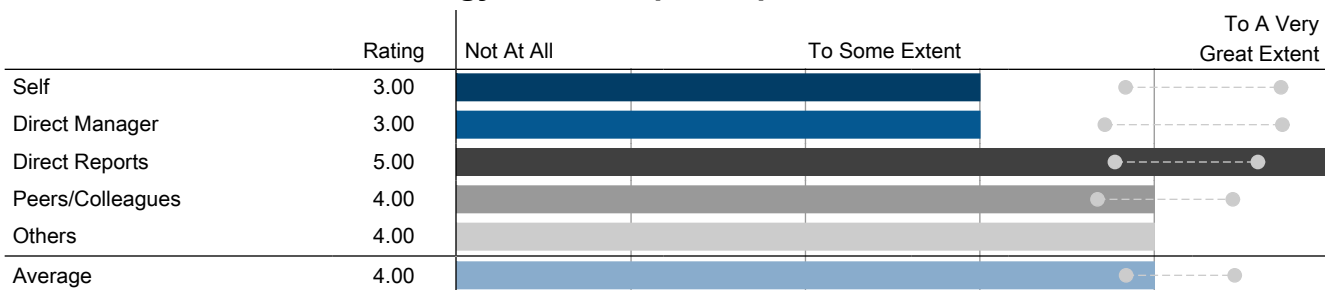
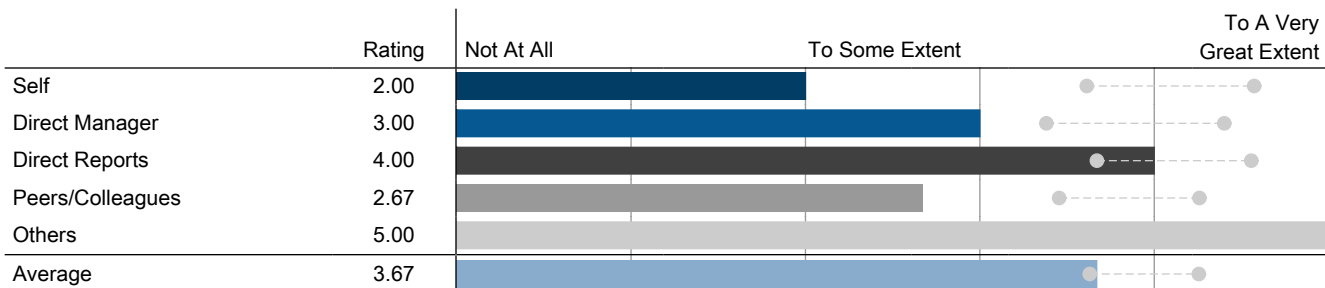
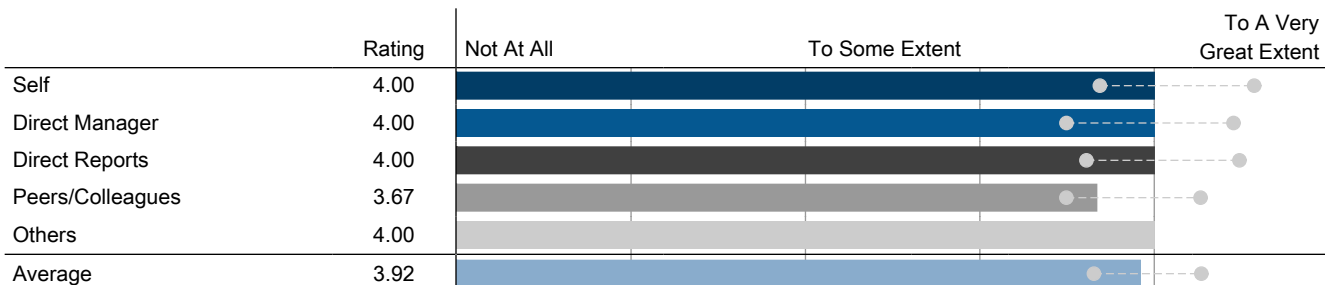
23. Knows whom to involve and when



24. Anticipates the positions and reactions of others accurately



Item Detail

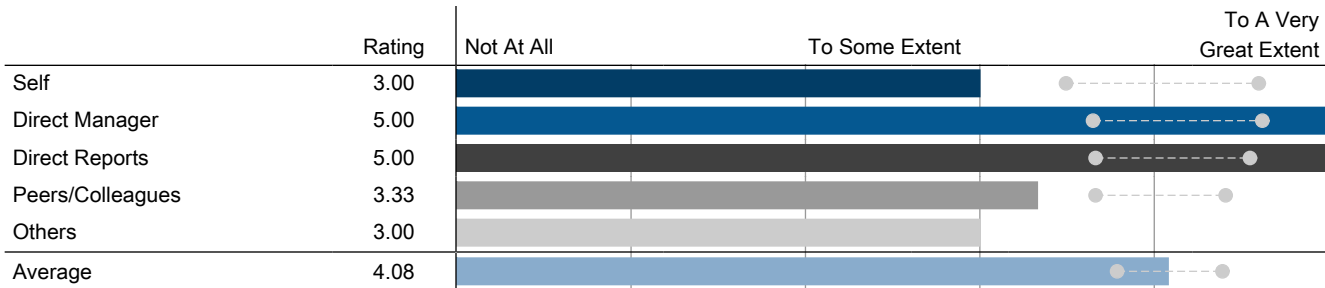
25. Cultivates networks throughout the organization to garner support and create a foundation for future influence**Engage and Inspire (3.86)****26. Fosters a sense of energy, ownership, and personal commitment to work****27. Conveys trust in people's competence to do their jobs****28. Creates a work environment that encourages others to do their best**

●● = 25th and 75th percentile of norm group: Business Unit Leader Global

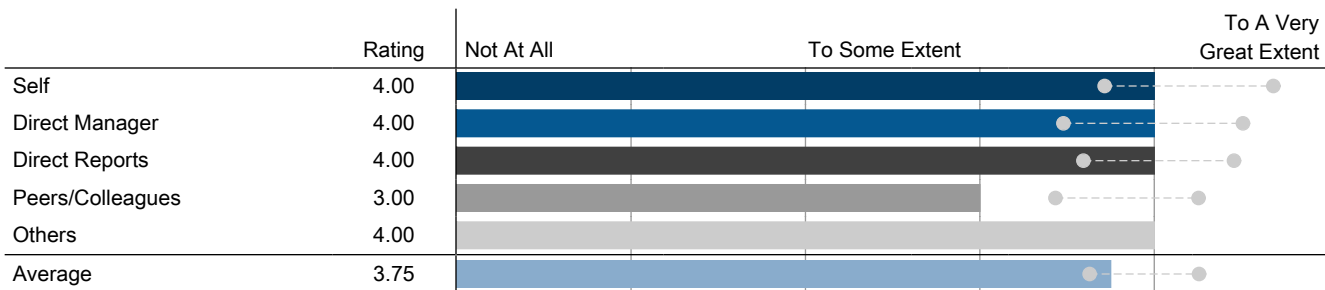
Item Detail

Promote Collaboration (3.62)

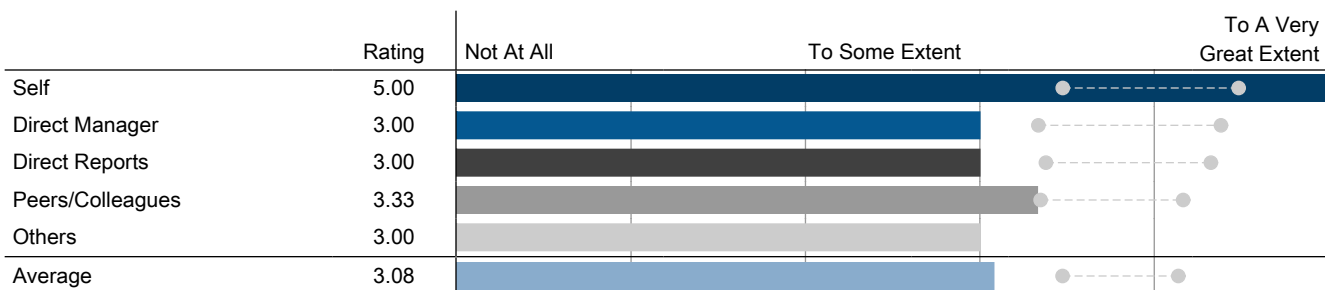
29. Acknowledges and celebrates team accomplishments



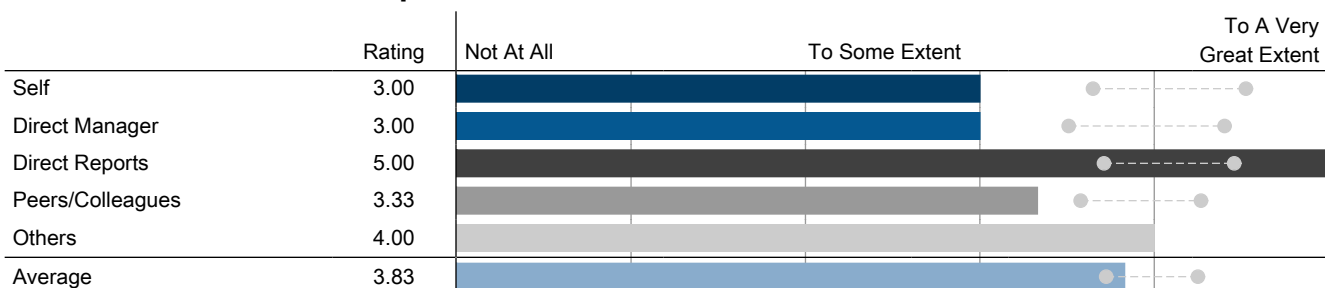
30. Promotes teamwork among groups; discourages "we vs. they" thinking



31. Builds team cohesiveness by establishing, communicating, and reinforcing shared values and norms



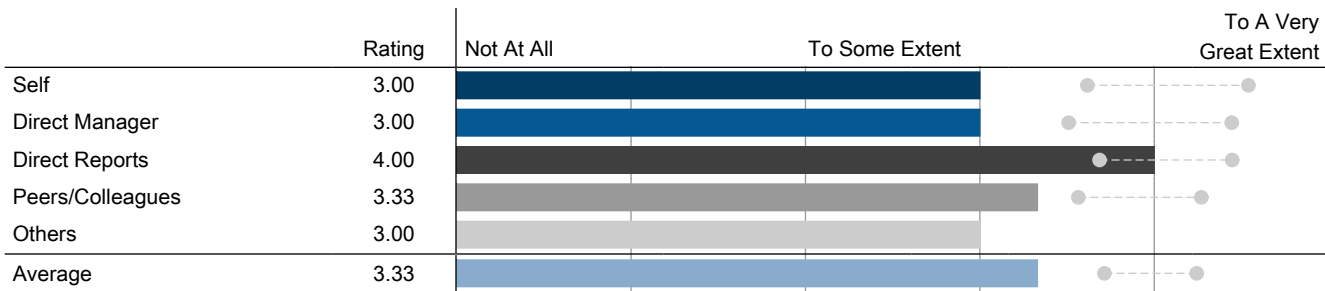
32. Invites and builds upon the ideas of others



●● = 25th and 75th percentile of norm group: Business Unit Leader Global

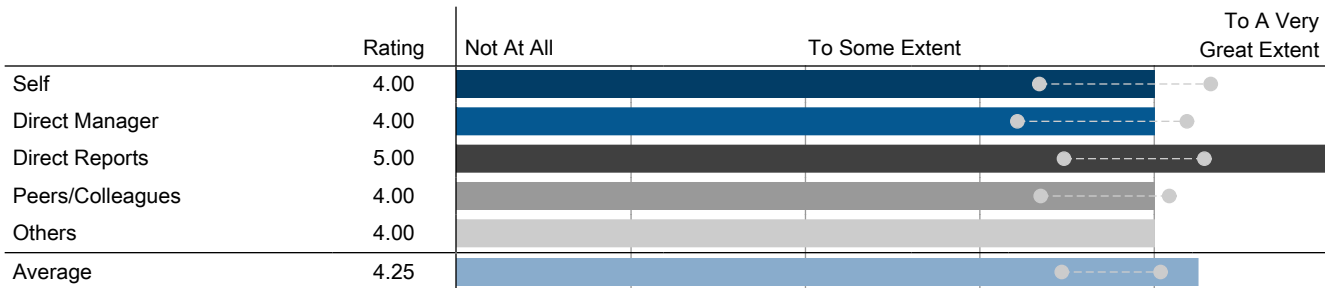
Item Detail

33. Recognizes and utilizes the contributions of people from diverse backgrounds

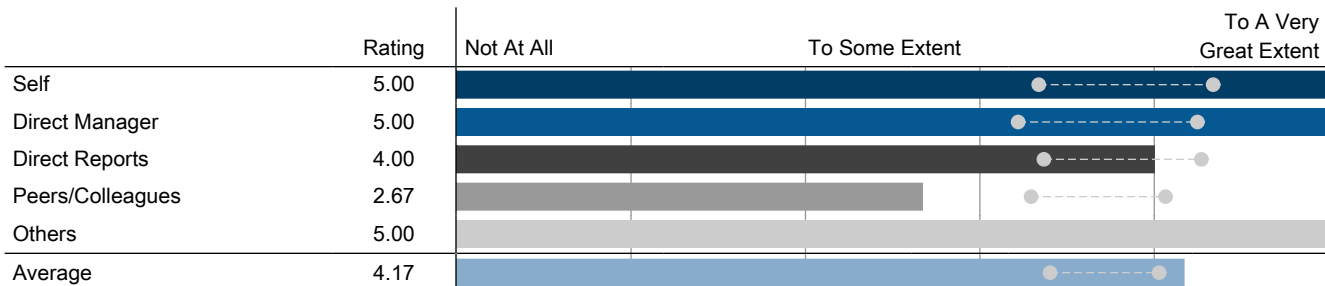


Build Talent (3.83)

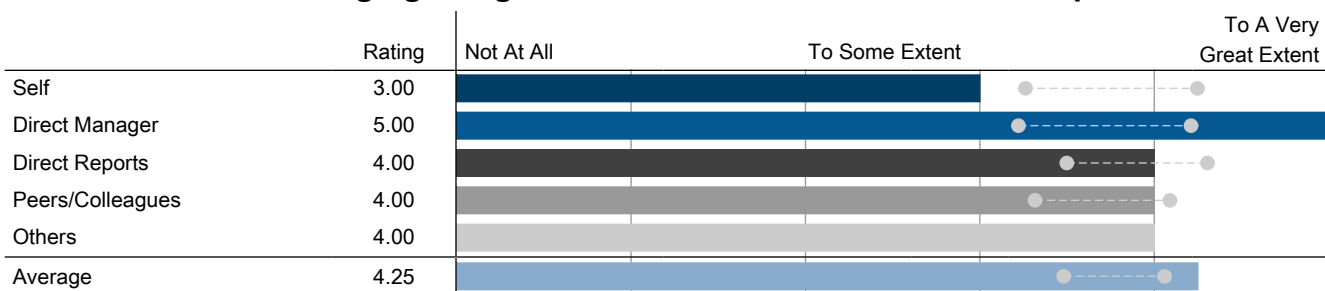
34. Accurately identifies strengths and development needs in others



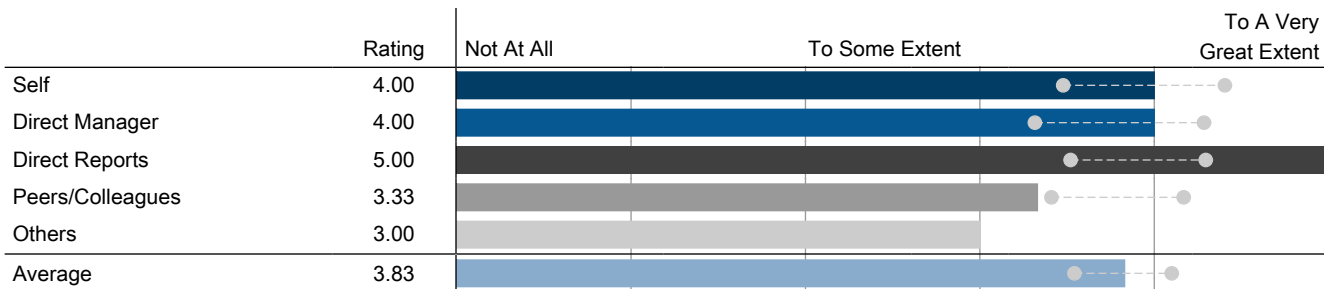
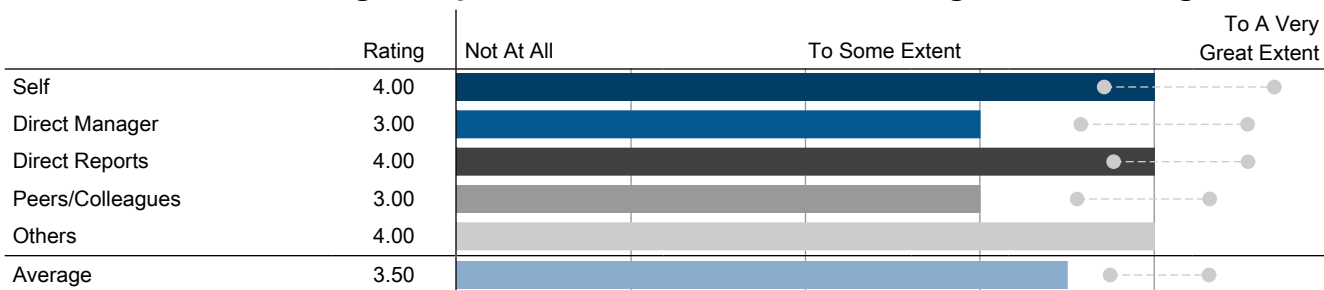
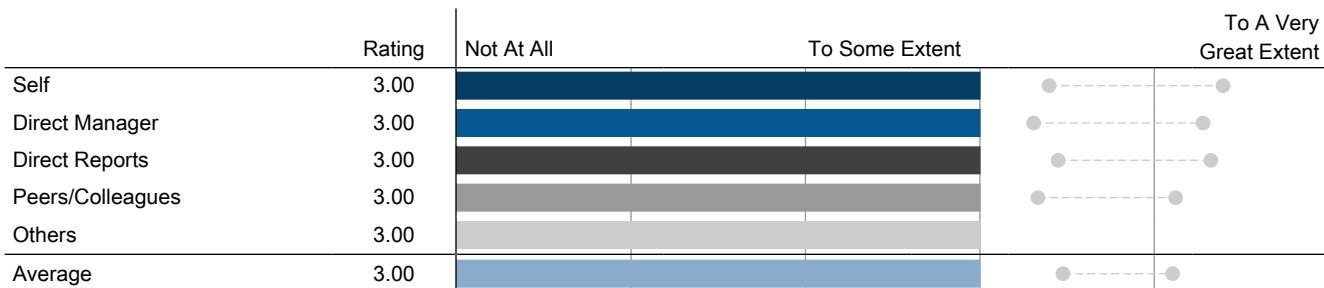
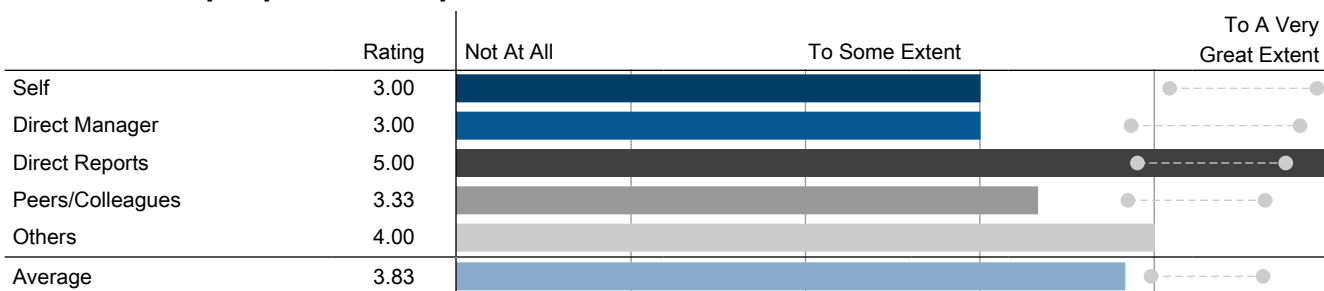
35. Gives specific and constructive feedback to enhance others' development



36. Provides challenging assignments to facilitate individual development

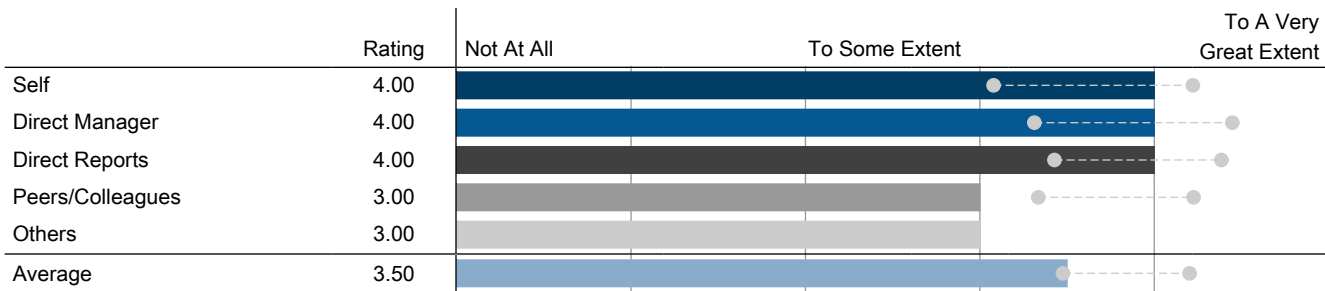


Item Detail

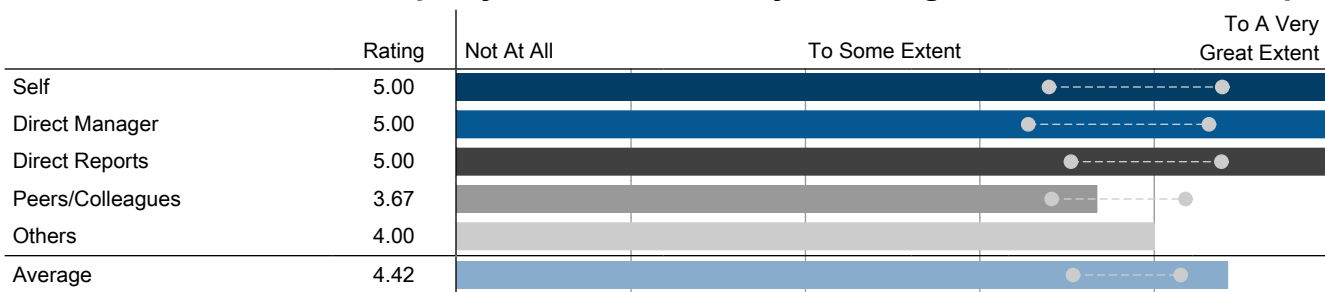
37. Identifies required capabilities and skill gaps within own organizational area**38. Promotes sharing of expertise and a free flow of learning across the organization****39. Creates a climate in which mistakes are viewed as opportunities for learning****Build Relationships (3.86)****40. Treats people with respect**

Item Detail

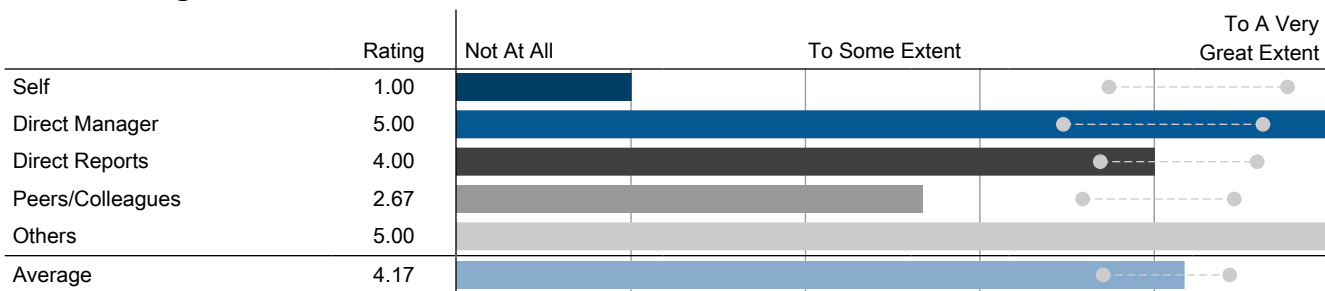
41. Expresses disagreement tactfully and sensitively



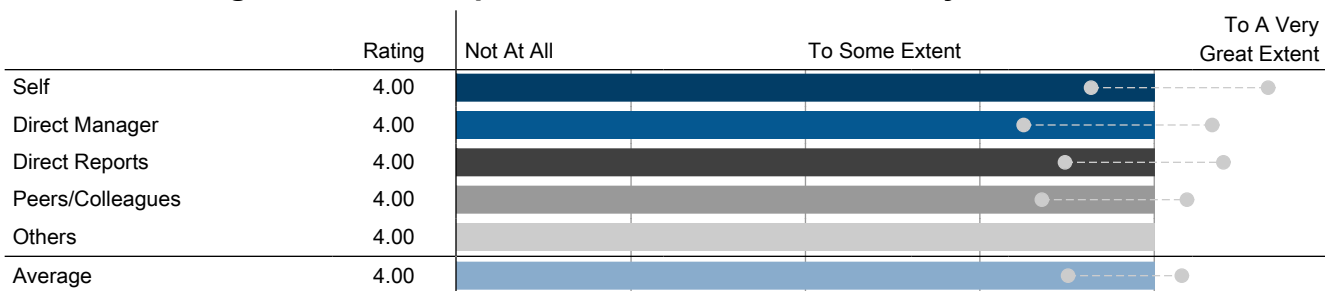
42. Addresses conflict openly and constructively, focusing on issues rather than people



43. Relates well to people regardless of their organization level, personality, or background

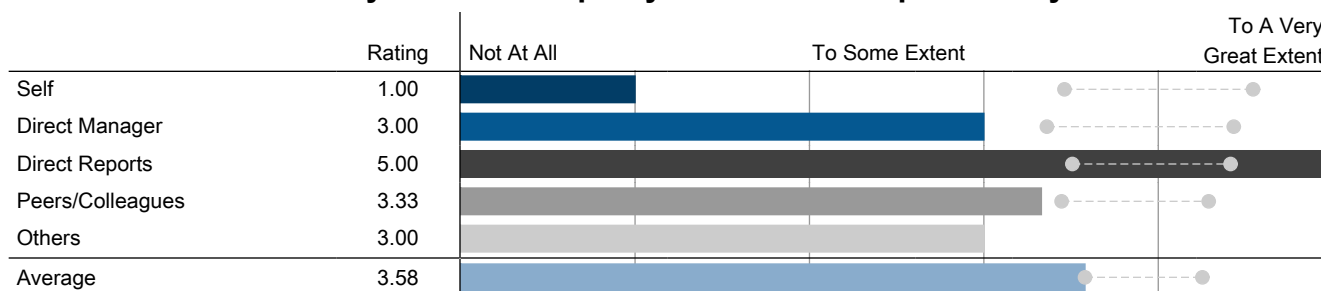


44. Encourages others to express their views, even contrary ones

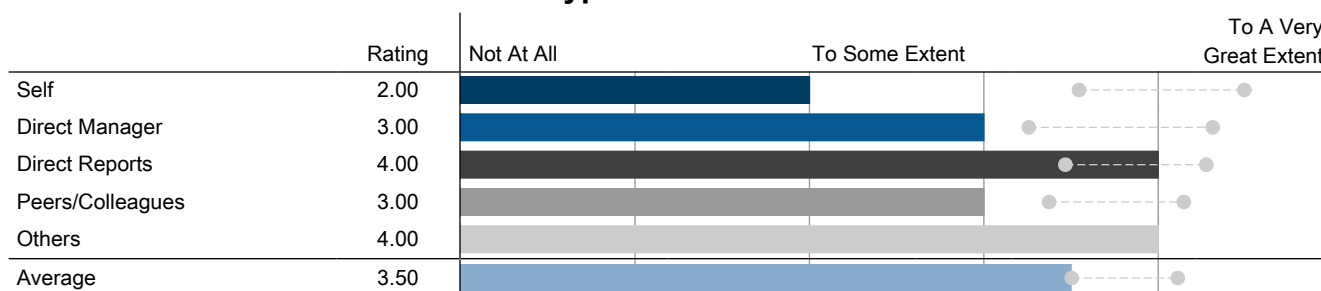


Item Detail

45. Listens attentively and with empathy to concerns expressed by others



46. Tailors the level of detail and type of communications to meet others' needs

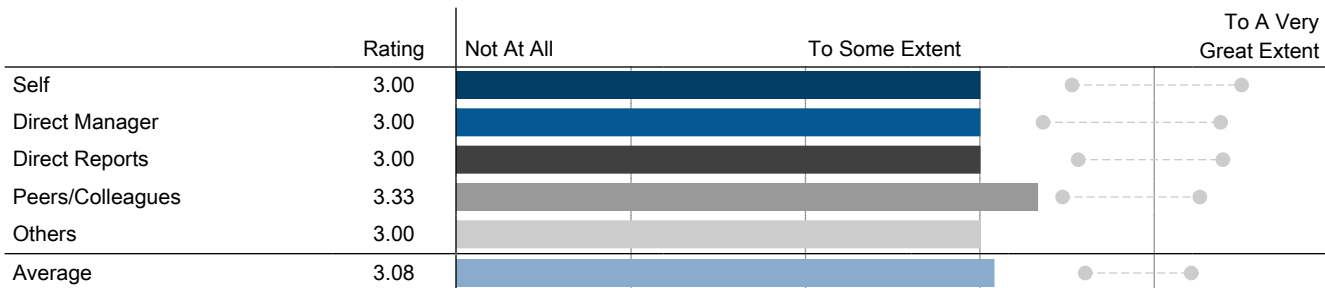


Item Detail

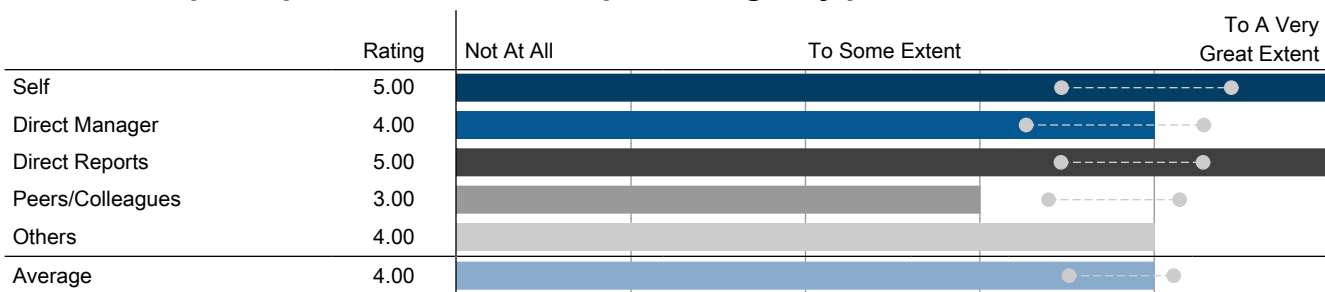
RESULTS LEADERSHIP

Ensure Execution (3.75)

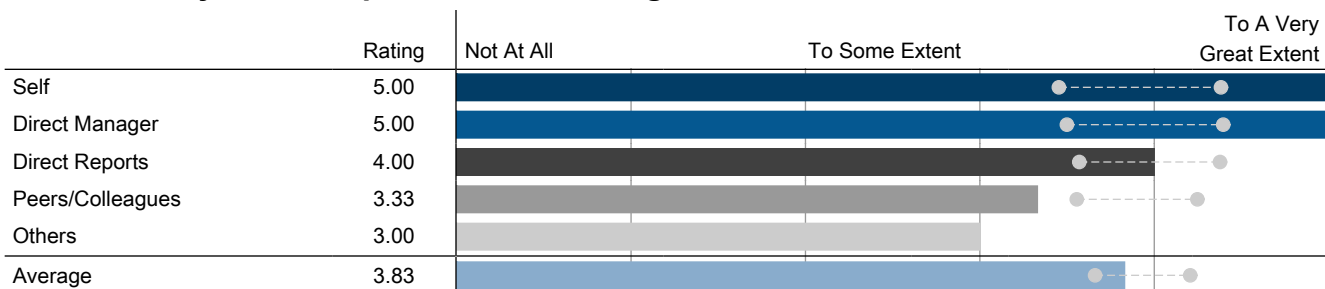
47. Translates business strategies into clear objectives and tactics



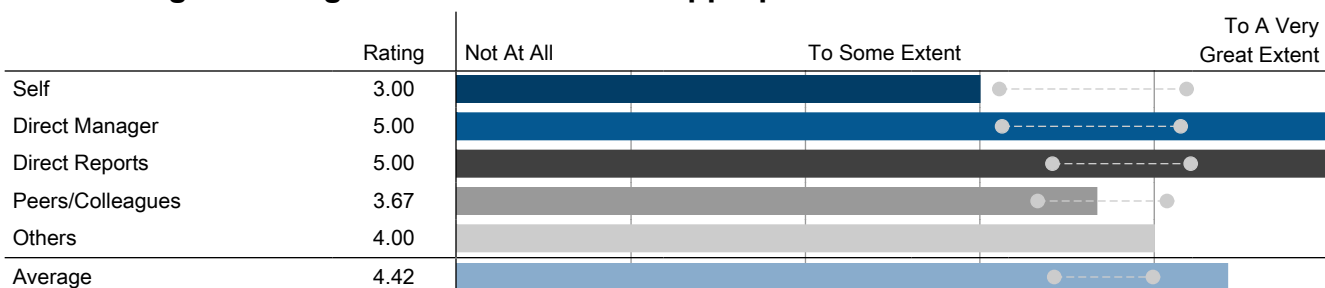
48. Anticipates problems and develops contingency plans



49. Conveys clear expectations for assignments



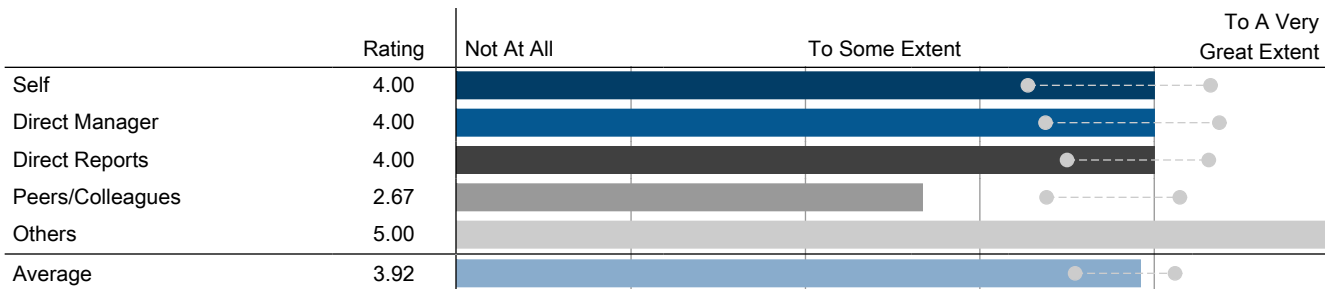
50. Delegates assignments to the lowest appropriate level



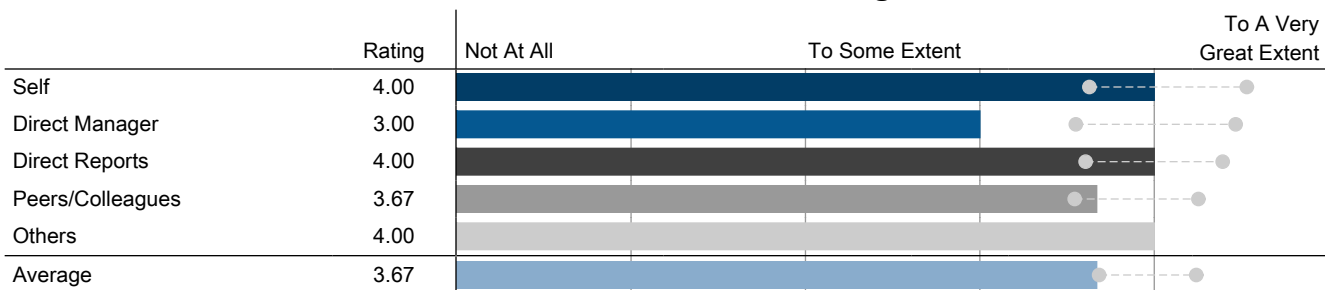
●● = 25th and 75th percentile of norm group: Business Unit Leader Global

Item Detail

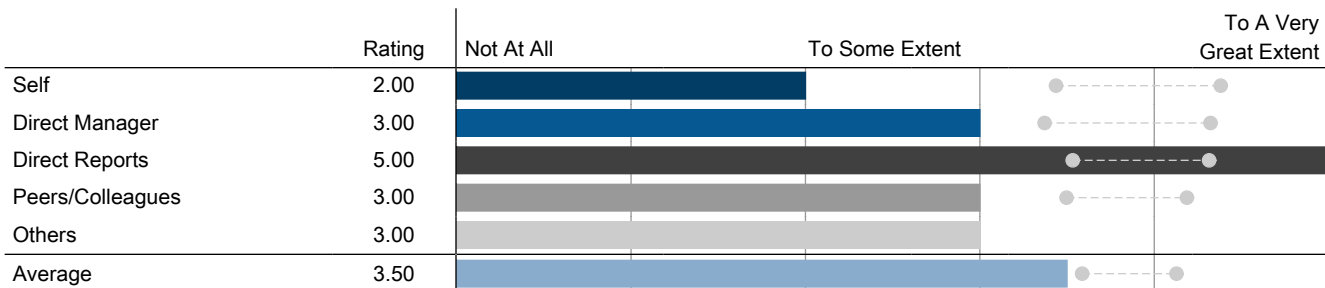
51. Integrates planning efforts across work units



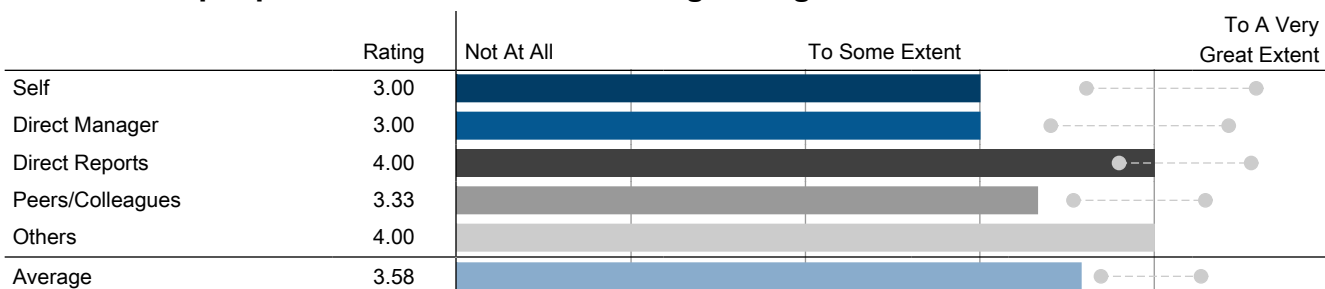
52. Removes obstacles to move the work forward and get efforts back on track



53. Monitors progress of others and redirects efforts when goals are not being met



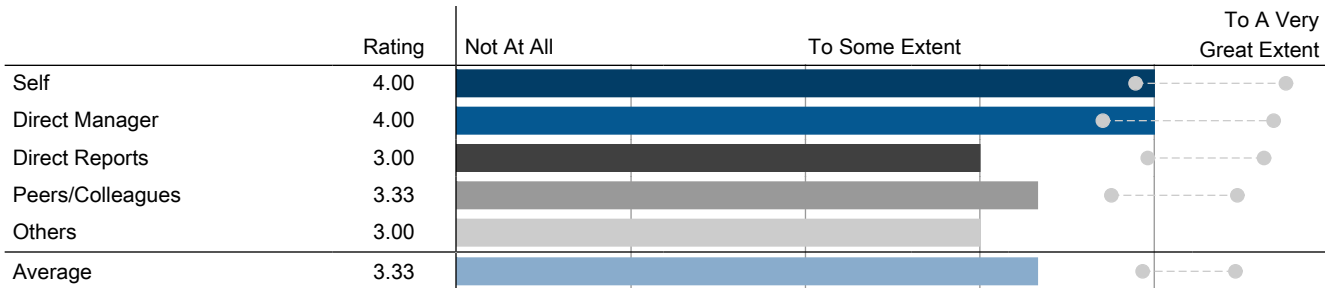
54. Holds people accountable for achieving their goals



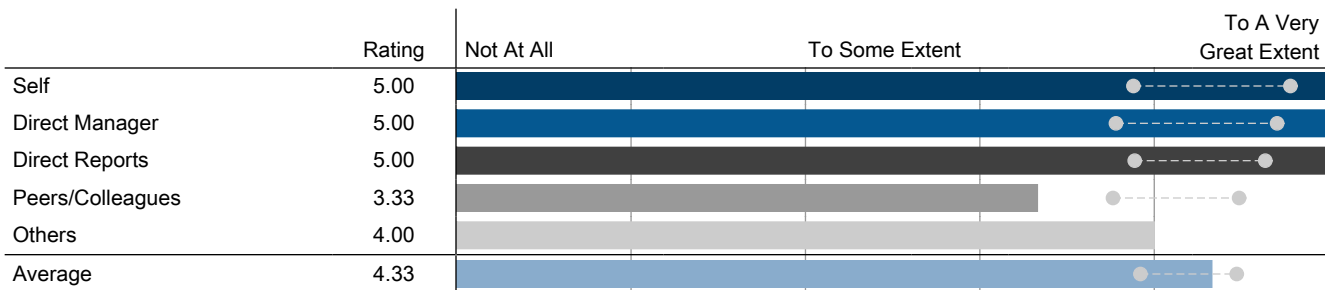
Item Detail

Drive for Results (3.90)

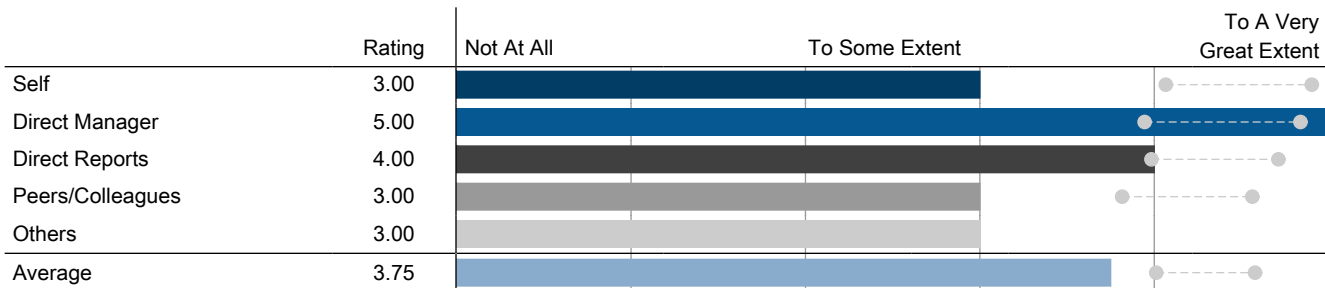
55. Conveys a sense of urgency when appropriate



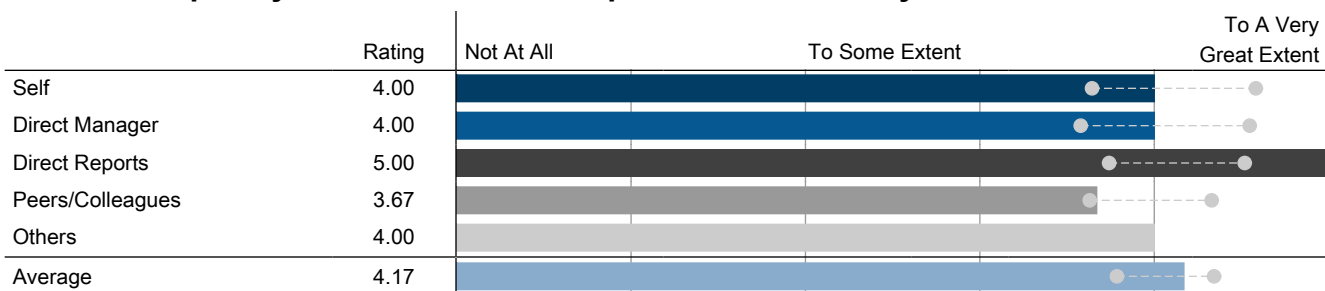
56. Persists in the face of obstacles



57. Sets high personal standards of performance



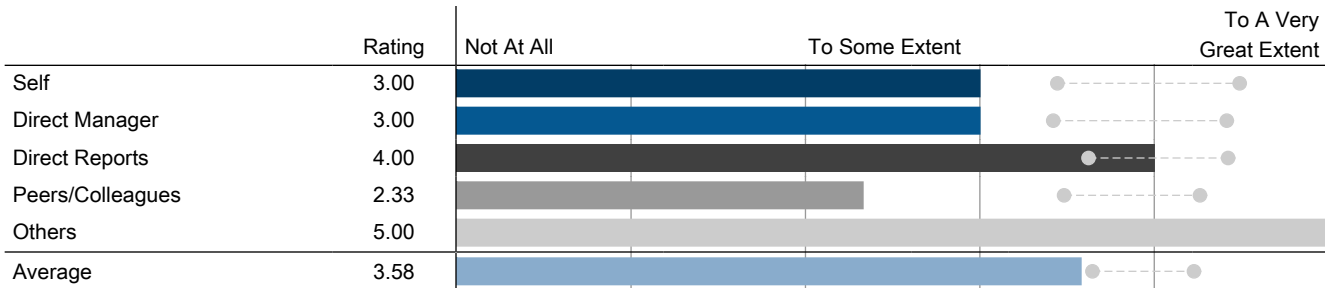
58. Acts quickly to resolve issues or problems when they arise



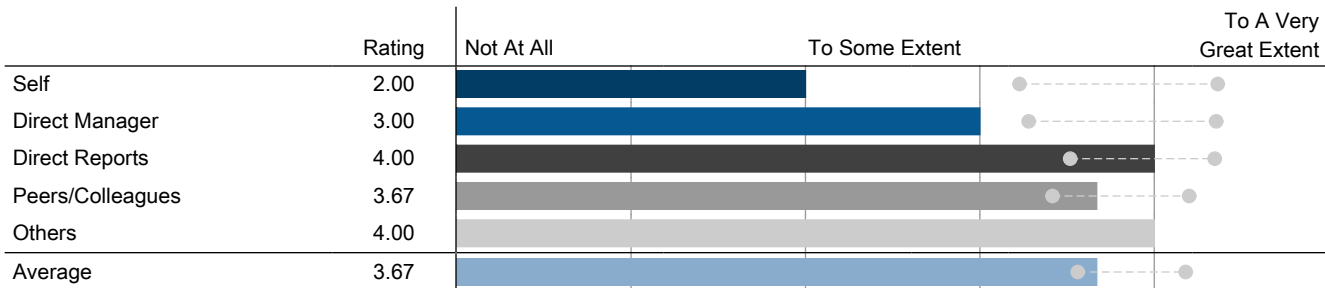
Item Detail

Focus on Customers (3.67)

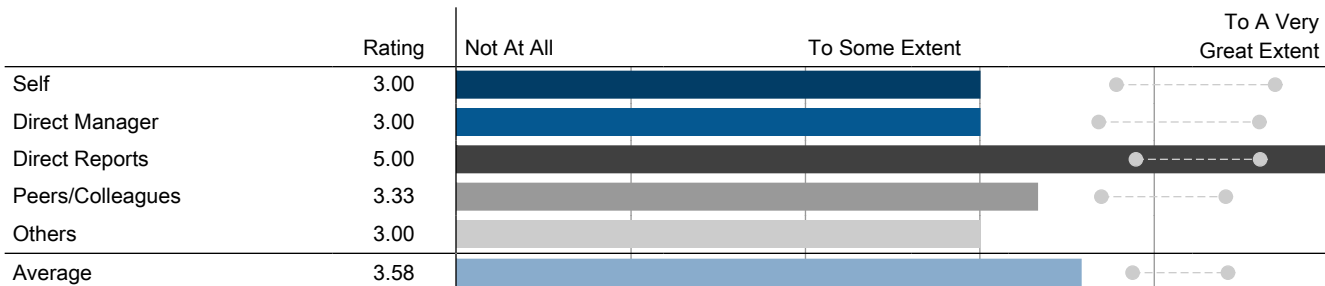
59. Consistently searches for ways to improve customer service



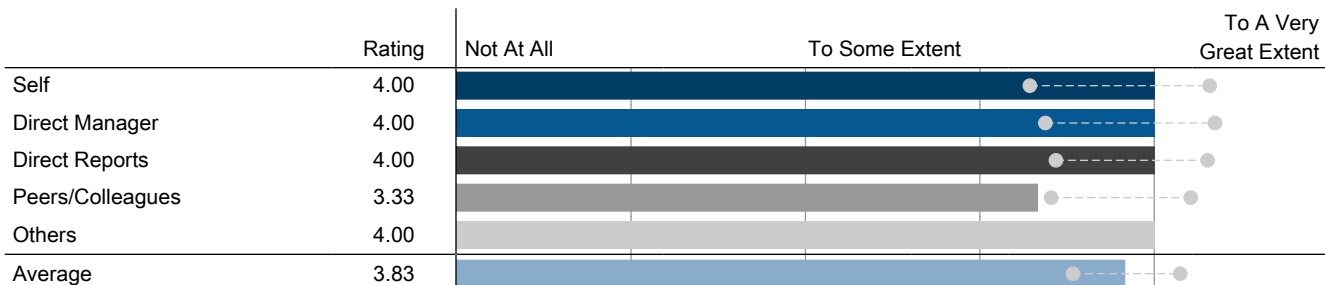
60. Seeks feedback from customers



61. Ensures that customer issues are resolved



62. Creates systems and processes that make it easy for customers to do business with the company

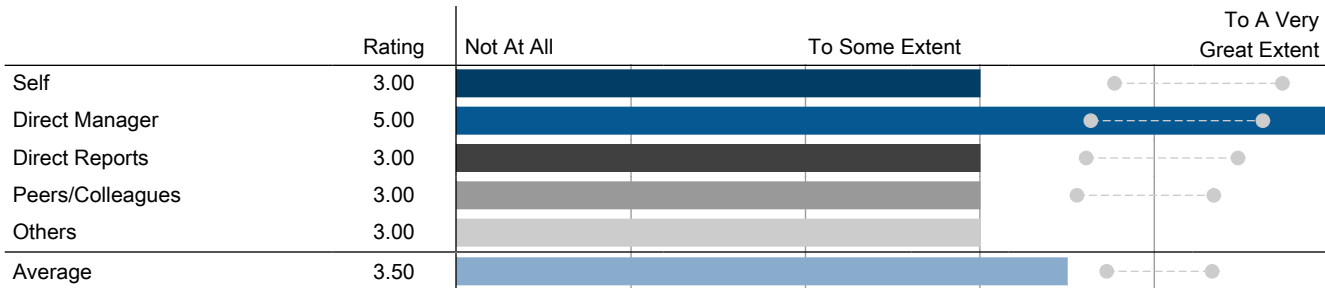


●● = 25th and 75th percentile of norm group: Business Unit Leader Global

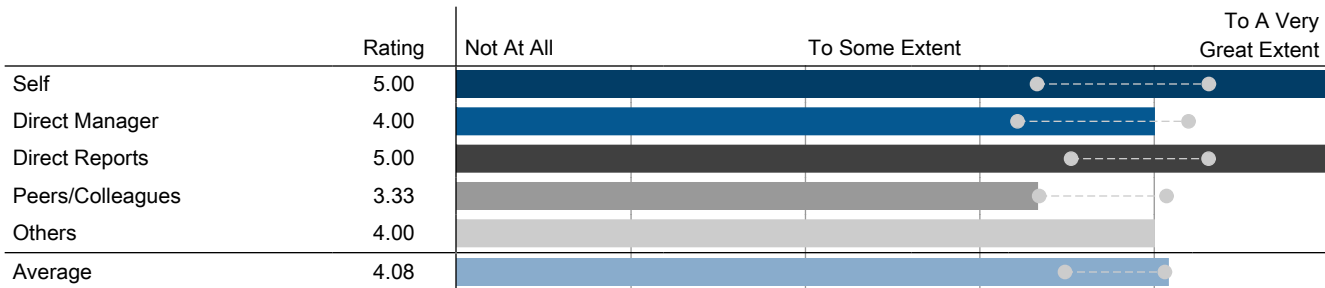
Item Detail

Lead Courageously (3.69)

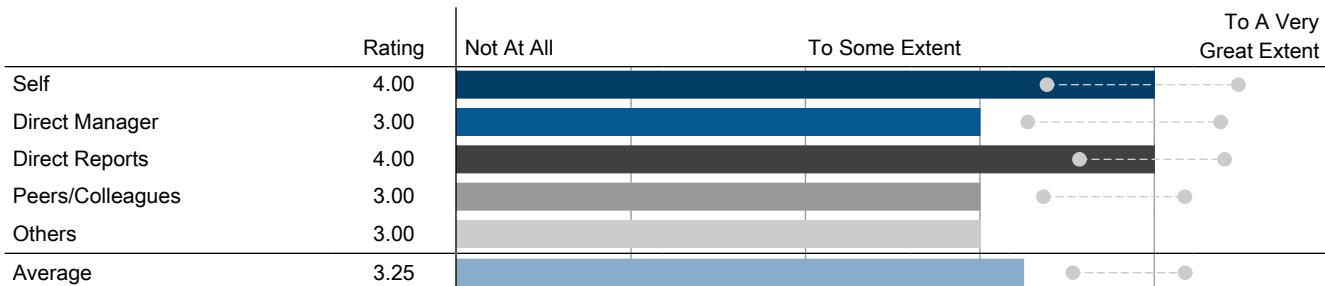
63. Demonstrates the courage to do what is right despite personal risk or discomfort



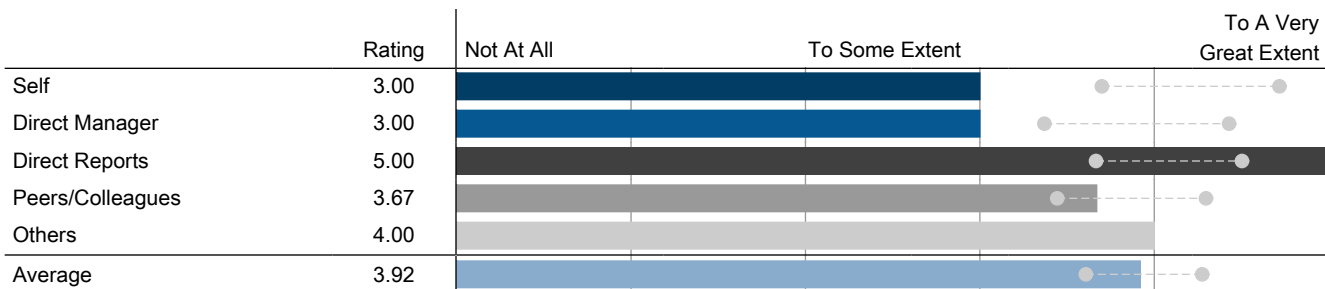
64. Anticipates and deals effectively with resistance to change



65. Champions new initiatives within and beyond the scope of own job



66. Challenges "the way it has always been done"

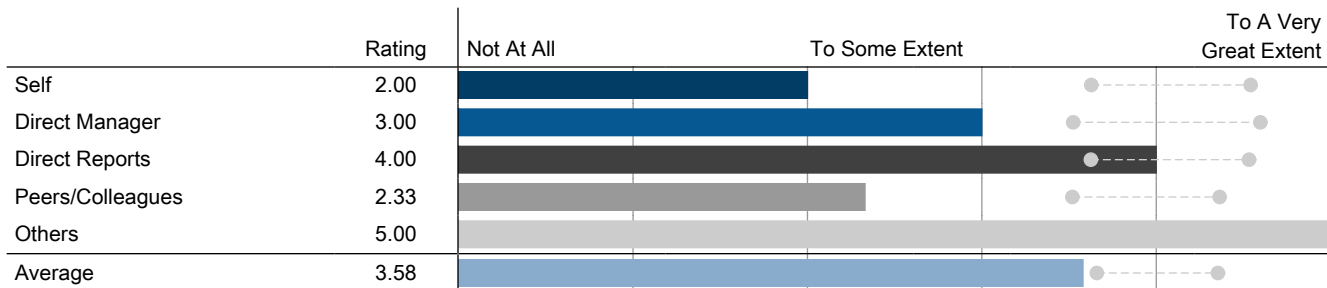


Item Detail

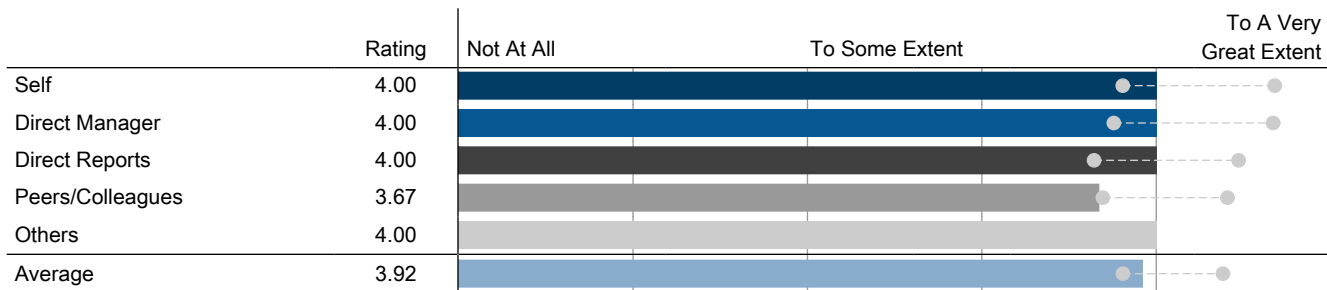
PERSONAL LEADERSHIP

Inspire Trust (3.77)

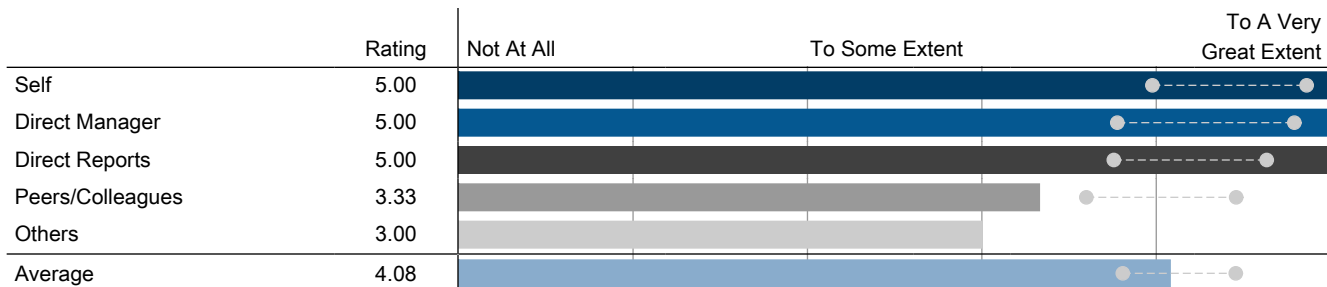
67. Has the confidence and trust of others



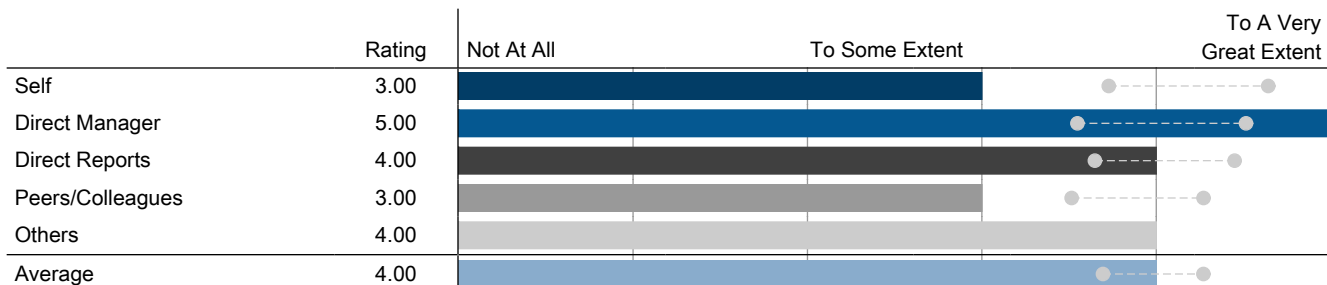
68. Shows consistency between words and actions



69. Collaborates as a team player; never undermines others for own gain



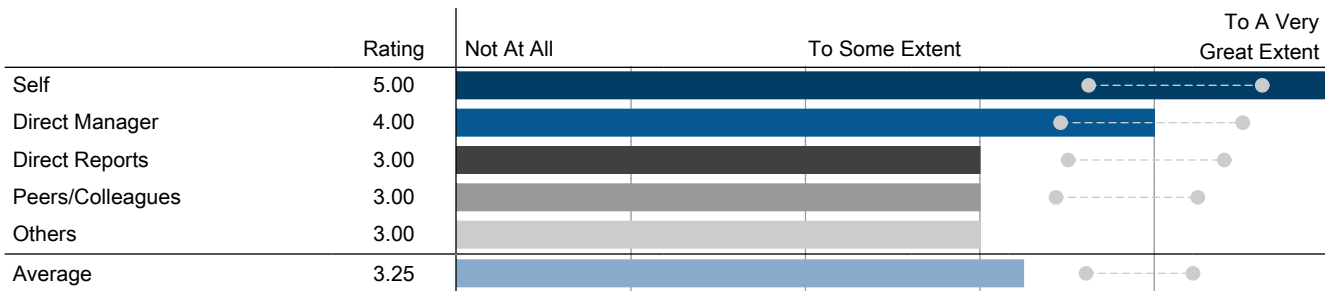
70. Presents the facts fairly and openly without bias



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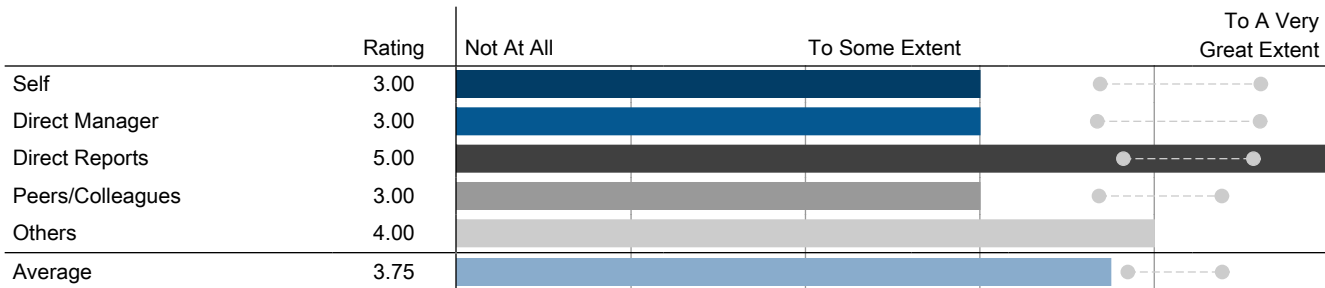
Item Detail

71. Proactively shares information with relevant parties

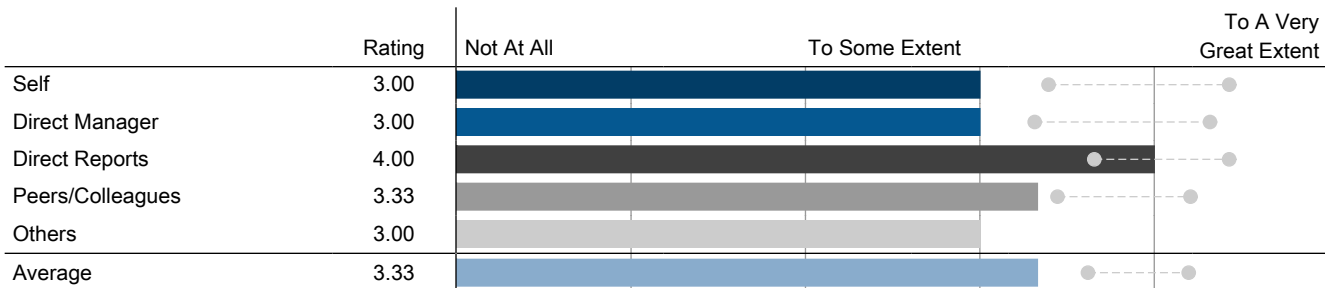


Adapt and Learn (3.82)

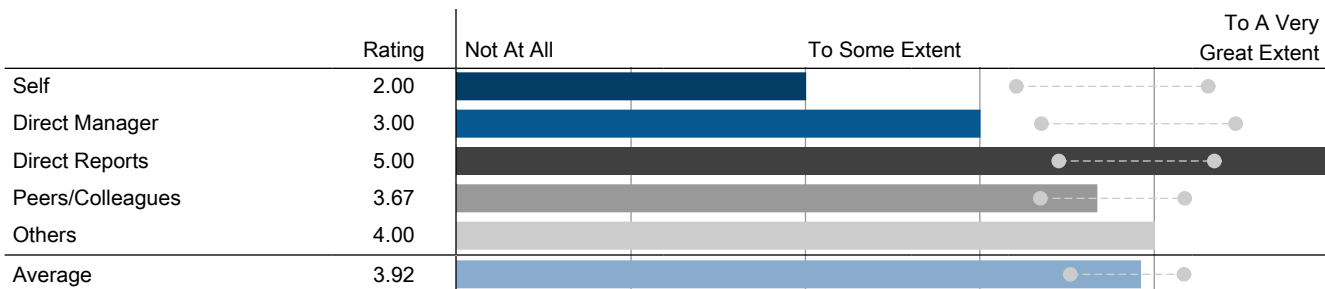
72. Works constructively under stress and pressure



73. Works effectively in ambiguous situations



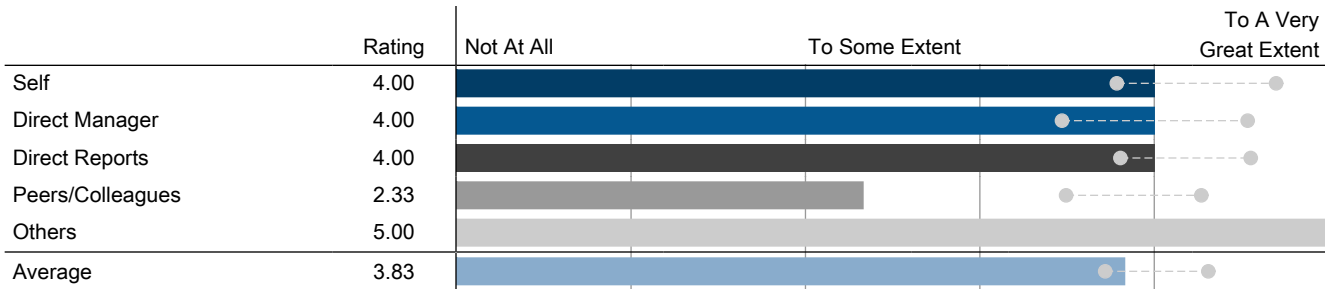
74. Accepts criticism openly and nondefensively



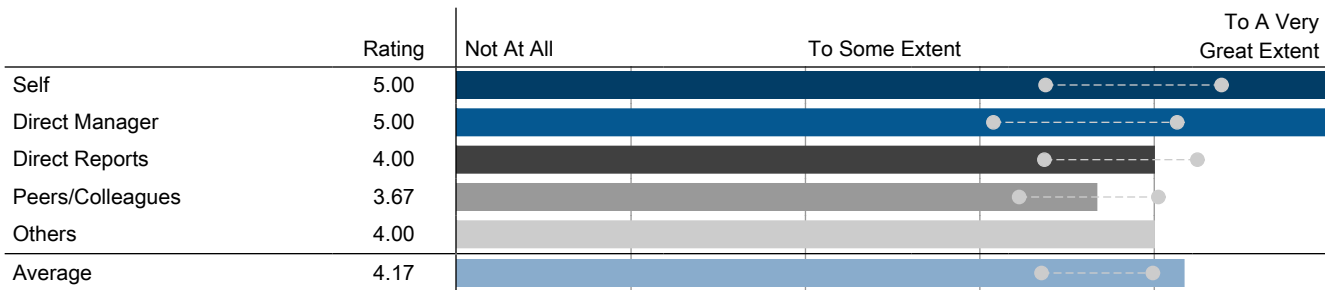
●● = 25th and 75th percentile of norm group: Business Unit Leader Global

Item Detail

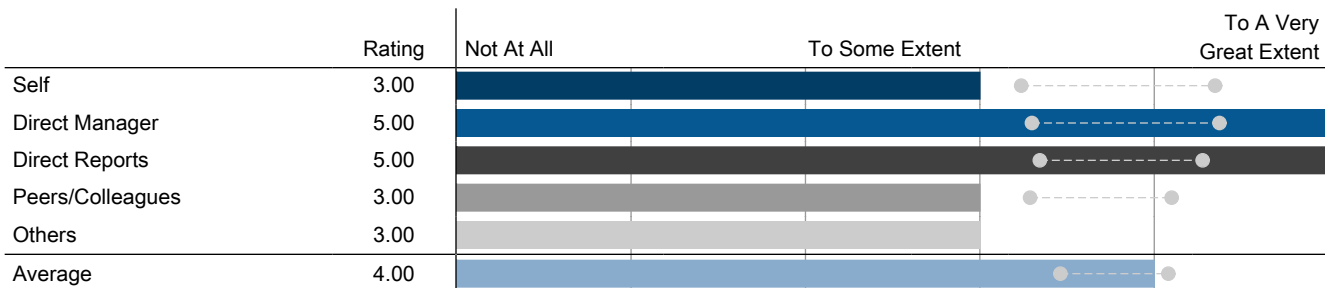
75. Responds with flexibility to shifting priorities and rapid change



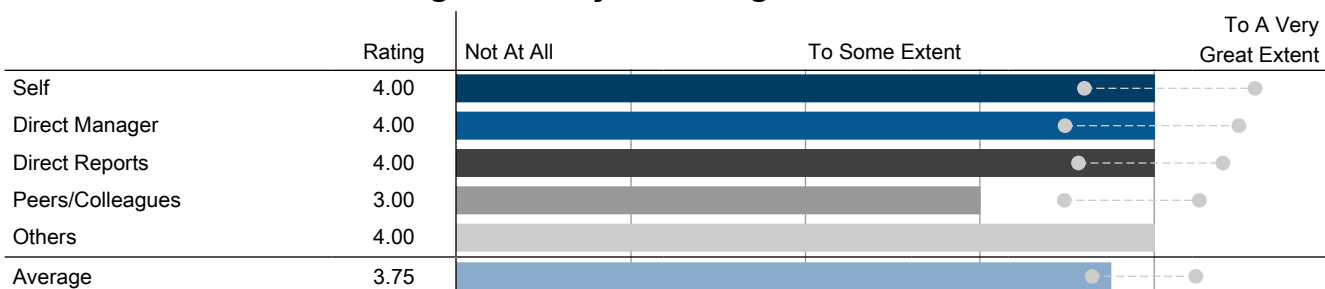
76. Adapts leadership style to fit the situation



77. Seeks feedback to enhance performance



78. Demonstrates a willingness to try new things, even at the risk of failure

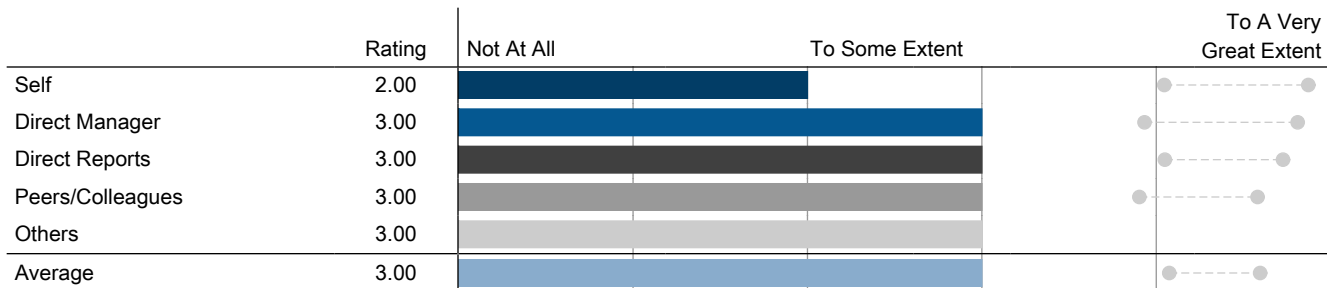


Item Detail

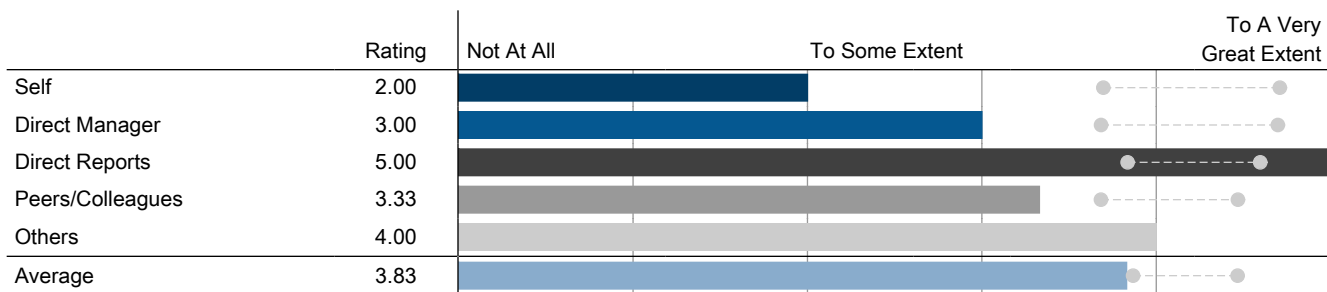
COMPOSITE

Overall Performance (3.67)

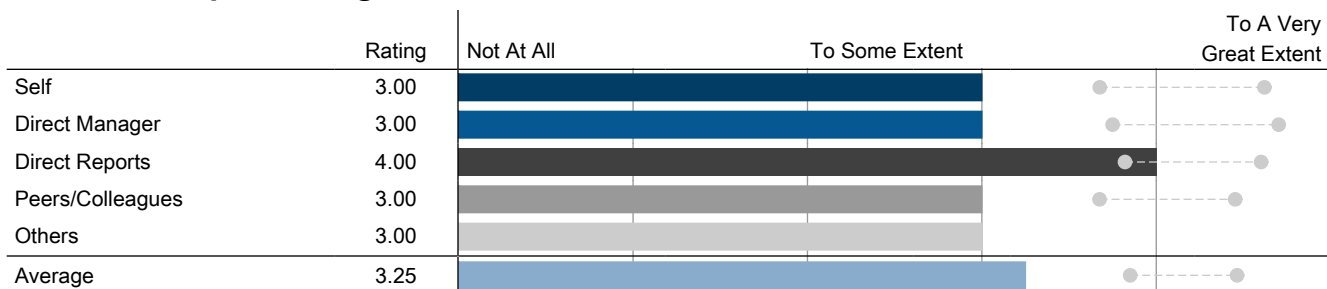
79. Gets the job done



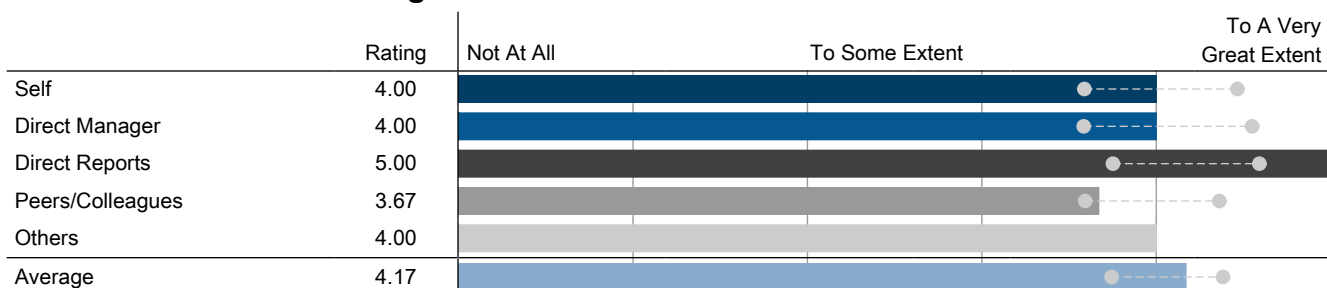
80. Gets work done on time



81. Accomplishes a great deal



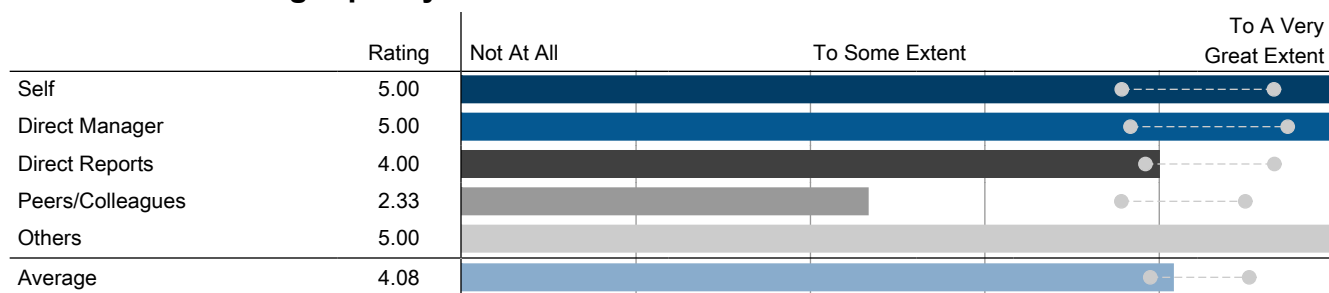
82. Is an effective manager overall



●● = 25th and 75th percentile of norm group: Business Unit Leader Global

Item Detail

83. Produces high quality work



Comments

Respondents were provided an opportunity to answer additional questions related to your strengths and opportunities. Comments appear exactly as entered by each respondent. Take some time to review their specific written comments.

What two or three things does this person do that make him or her most effective?

Direct Manager

- James Jorgeson Comment PROFILOR_CMT_1470

Direct Reports

- Naomi Wilson Comment PROFILOR_CMT_1470
- Bradley Emerson Comment PROFILOR_CMT_1470

Peers/Colleagues

- Ralph Esteban Comment PROFILOR_CMT_1470
- Kimberly Karson Comment PROFILOR_CMT_1470

Others

- Teresa Zimmerman Comment PROFILOR_CMT_1470
- Ruthie Hardy Comment PROFILOR_CMT_1470

Comments

What new skills or behaviors would make this person even more effective? (Consider today's needs and future needs.)

Direct Manager

- James Jorgeson Comment PROFILOR_CMT_1468

Direct Reports

- Naomi Wilson Comment PROFILOR_CMT_1468
- Bradley Emerson Comment PROFILOR_CMT_1468

Peers/Colleagues

- Ralph Esteban Comment PROFILOR_CMT_1468
- Kimberly Karson Comment PROFILOR_CMT_1468

Others

- Teresa Zimmerman Comment PROFILOR_CMT_1468
- Ruthie Hardy Comment PROFILOR_CMT_1468

Comments

What other comments do you have to aid in this individual's personal insight and development?

Direct Manager

- James Jorgeson Comment PROFILOR_CMT_1469

Direct Reports

- Naomi Wilson Comment PROFILOR_CMT_1469
- Bradley Emerson Comment PROFILOR_CMT_1469

Peers/Colleagues

- Ralph Esteban Comment PROFILOR_CMT_1469
- Kimberly Karson Comment PROFILOR_CMT_1469

Others

- Teresa Zimmerman Comment PROFILOR_CMT_1469
- Ruthie Hardy Comment PROFILOR_CMT_1469

Create a Personal Development Plan

A well thought out development plan can help you get started and stay motivated to find the energy and resources to make development happen. Your development plan may consist of two types of objectives.

- Ways to use your strengths to a greater advantage.
- Ways to improve overall performance by working on development needs.

The following steps provide a strategy for creating a realistic, motivating, and actionable plan for your personal development.

FOCUS on priorities. Identify your critical issues and development objectives.

- Choose development targets that will actually make a difference in what you can accomplish and the results that you achieve. Development objectives should give you a tangible payback in helping to achieve your personal goals.
- To help identify potential development objectives, answer the following questions:
 - Where will development add the greatest value to your performance?
 - What are you willing to work on now?
- Your development objective may not necessarily be your lowest rated skill in the feedback report. In choosing your development objective, consider the feedback you received in this report as well as other feedback you have received in the past. A development objective may be a skill you want to improve upon or a strength you want to leverage.
- Don't try to work on everything at once. Set one or two relevant development objectives that are important to you and that you will be motivated to pursue.
- For each development objective, note the skills or behaviors you want to work on as well as the criteria for success. Criteria for success tells you how you will know when you have adequately developed the skill, and should contain a brief description of what the skill looks like when performed well.

Example:

Development Objective: *Become more effective in influencing peers and higher-level managers.*

Criteria for Success: *My peers and higher-level managers seek my advice before making major decisions.*

IMPLEMENT something every day. Stretch your comfort zone daily.

- Translate your development objectives into small, bite-sized action steps. You can probably identify two or three action steps for each development objective.
- Choose on-the-job activities that will help you practice specific skills. Identify actions that will stretch your comfort zone and that you can practice frequently. Note whom you want to involve and target dates for each step.

Example:

Action Step: *Develop strategy for influencing people in meetings*

Whom to involve: *My Manager* Due Date: 5/1

- One easy way to help you focus on your development is to identify "action triggers." Action triggers are situations or events that prompt you to practice new skills. To help you identify common situations in which you can practice the skill and plan what you will do when you encounter those situations, complete the sentences below. Identify two or three action triggers for each development objective.
 - "Every time I see the following situation..." (*What new situations, people or events signal that now is the time to put new behaviors into action?*)
 - "...I will take the following development action." (*What new behavior will you try? Where will you push your comfort zone?*)

Example:

In meetings when I make a suggestion that is ignored, I will speak up and persist with my idea; ask what others think about my suggestions.

- Identify the resources you will need to learn new knowledge or skills.
 - Seek out a coach or mentor.
 - Read books and attend training programs or seminars related to your objective.
- Plan to work on your development a little bit each day. Spending even just five minutes a day working on your development will make a difference.

REFLECT on what happens. Extract maximum learning from your experiences.

- As you complete your learning plan, ask yourself how you will think about:
 - What worked?
 - What didn't work?
 - What do you want to continue doing next time?
 - What do you want to do differently next time?

Example:

Review my development progress first thing each morning when I review my calendar for the day. Note what worked and did not work the prior day and what I will do differently when the next opportunity arises.

- Document how you will plan to reflect, when you will do it, and how you will record your thoughts. If necessary, plan a trigger, such as a weekly meeting with your boss or coach, to help you take time to reflect.

SEEK feedback and support. Learn from people's ideas and perspectives.

- Determine from whom and when you will gather additional feedback about your progress. Specify:
 - Who you will ask for feedback?
 - How often you will ask for feedback?
- Determine how you will get the support and development resources you need. Consider:
 - Which events will give you opportunities for feedback.
 - What kinds of support you need (e.g., time, training, mentoring).

Example:

Talk to my manager after critical meetings where I am trying to be influential.

TRANSFER learning to the next level. Adapt and plan for continued learning.

- Plan how and when you will review and modify your development plan. Schedule times to review your progress and to make changes to your plan.
- Consider how you will take stock of your progress at major milestones and evaluate your progress toward your development goals.
- Plan for when and how you will evaluate what you need to work on next. This may include applying your new skills to other situations, or moving on to new challenges.

Example:

Discuss my progress and current development objectives with my manager at our regular quarterly review meeting.