



# THE BUSINESS LEADERSHIP ACADEMY

## Learning & Development Plan

Navn:

Position:

Date:

Manager:

## Contact Details

### The Business Leadership Academy

C/o a Company

Amicisvej 23

DK – 1852 Frederiksberg

A: Dennis Falk Jakobsen

P: +45-60899775

E: [dfj@thebusinessleadership.academy](mailto:dfj@thebusinessleadership.academy)

[www.thebusinessleadership.academy](http://www.thebusinessleadership.academy)

CVR: 32956688

## Table of Content – and Guide:

Page	Content
2	Contact Details
3	Table of Content – and Guide
4	This Period's Objectives – Evaluation and Learnings  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.
5	Performance Development During Period  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)
6	Strengths/ Talents and Learning  Record which strengths/ talents & learnings have been exhibited very well, satisfactory, or under-utilized/ not displayed.
7	Company Values  Insert your company values and evaluate levels of compliance 12 months ago, today, and detail an expected trajectory for the coming 12, 24 and 36 months.
8	Leadership Characteristics  Insert the company's leadership characteristics or codex and evaluate levels of compliance 12 months ago, today, and detail an expected trajectory for the coming 12, 24 and 36 months.
9-10	Your Expected Contribution  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).
11	Specific Learning for the Next Period  Design specific learning requirements be it on a strategic level of the job, behaviours in daily operation, or as projects to undertake.
12	Future Development Expectations  Detail requirements for potential future assignments, be it levels of maturity, skills or performances. This offers no guarantees, but details what it takes to become a candidate for promotion or horizontal moves. Describe also the 'glass ceiling' to overcome. Details the employee's ambitions for the coming months/ years.
13	Notes

## This Period's Objectives – Evaluation and Learnings

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

## Performance Development During Period:

(Scale of 1-10, 10 being highest)



Indicate recent performance including major accomplishments or performance issues:

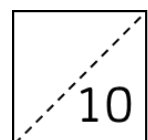
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Score for the Period:


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## 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>

## Company Values

Insert your company values and measure your past, present compliance and set targets for future trajectory.

(Scale of 1-10, 10 being highest)

		-12 mts	To-day	+12 mts	+12 mts	+12 mts
1....	a....					
	b....					
2....	a....					
	b....					
3....	a....					
	b....					
4....	a....					
	b....					
5....	a....					
	b....					
6....	a....					
	b....					

Comments?

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# Leadership Characteristics

Insert your company values and measure your past, present compliance and set targets for future trajectory.

(Scale of 1-10, 10 being highest)

		-12 mts	To-day	+12 mts	+12 mts	+12 mts
1....	a....					
	b....					
2....	a....					
	b....					
3....	a....					
	b....					
4....	a....					
	b....					
5....	a....					
	b....					
6....	a....					
	b....					

Comments?

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## Your Expected Contribution:

- How do you intend to add value to yourself in the coming 12, 24 and 36 months?
- How do you intend to add value to your team, and company, in the coming periods of 12, 24, 36 months?

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Company Strategy</b>	Full Year	Full Year	Full Year
<b>Contribution: Yourself/ Team/ Company</b>	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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## Specific Learning for the Next Period

(Scale of 1-10, 10 being highest)

Required Strategic Learning	How Is Learnings Put to Use?
	My Rating / Managers Rating
<ul style="list-style-type: none"><li>•</li><li>•</li></ul>	<hr/>

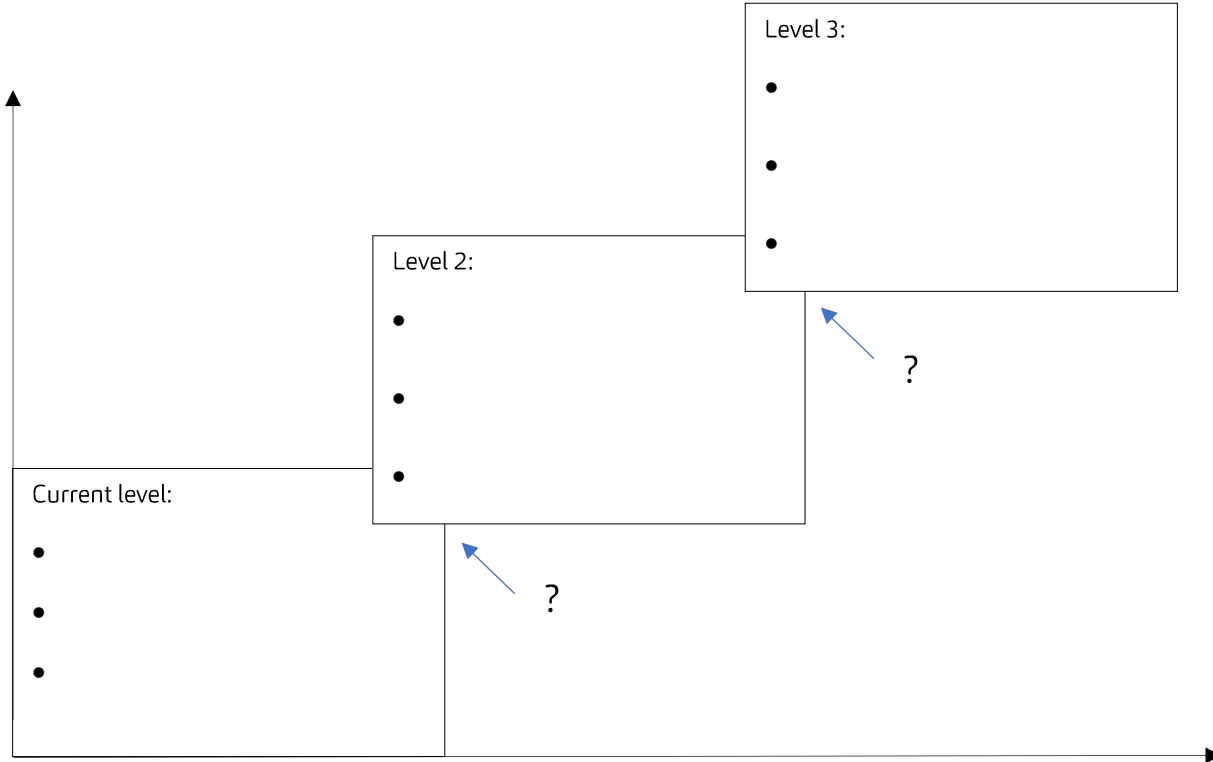
What Must Be Trained On the Job?	How is Learning Put to Use?
	My Rating / Managers Rating
<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li></ul>	<hr/>

What Is My Commitment to Self-learning?	How is Learning Put to Use?
	My Rating / Managers Rating
<ul style="list-style-type: none"><li>•</li><li>•</li></ul>	<hr/>

Exercise to be conducted over the coming period:
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## Future Development Expectations:

Indicate requirements to development in the current and future phases, including trickers to next levels.



## Personal Career Expectations:

Today + 12 months	13-48 months	49+ months

Comments:

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## Notes:



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