

# IT Leaders Program

## Initial Development Goals

We would like to encourage you to make your goals specific and to think through the action steps. With regard to the goals, it might be helpful to think in terms of "SMART" goals:

### **Specific**

The more specific a goal is the greater the chance that it will be accomplished. The six "W" questions -- who, what, where, when, which, and why -- are helpful in moving from the general to the specific.

### **Measurable**

What are the specific criteria you will use to measure your progress towards accomplishing your goal?

### **Attainable**

Can you reach the goal?

### **Realistic**

Are you willing and able to work to reach the goal?

### **Tangible**

Can you experience the goal with one of your senses? It is much easier to reach a tangible goal (or an intangible goal tied to one that is tangible) because it's easier to make it specific and measurable.

The following page shows an example of a goal that follows these precepts.

## Sample Goal

Improve my skills on delegating higher level work to people in my group, while ensuring I fulfill my own role as their manager.

### Actions:

1. Learn about best practices related to successful delegation and create a checklist I will refer to and maintain to track my own performance.
2. Delegate writing of at least one project plan and one project definition document to each project manager.
3. Delegate estimating for at least one project to each project manager and each senior technical staff member.
4. Communicate weekly with all staff to ensure *appropriate* support of their efforts, including, but not limited to, these delegated areas of work.
5. Regularly scan for new challenge opportunities for staff.

### Timeframe:

Immediately

- Create a list of all the tasks I currently reserve for myself and consider which of these could be done reasonably well by others in my group.
- Learn about best practices for delegation and develop checklist to share with my ITLP coach.

Weekly

- Have weekly meetings to check in with individual staff members on their work and learn what support will encourage their growth and development.
- Refer to my best practices checklist to maintain my focus

At the first opportunity (following Step 1 above)

- Delegate writing project plans and project definition documents to project managers.
- Delegate estimating to project managers and senior staff.

In six months

- Create a list of all the tasks I currently reserve for myself and consider which of these could be done reasonably well by others in my group and compare this list to the one I started with.

### Support/Resource:

Project Managers in my group

Senior technical staff

My manager

My ITLP coach