# Kim Harrison, CETPA CTO Mentor Candidate

## CONTEXT:

The Individual Development Plan (IDP) was initially discussed with my mentor, Dave Ragsdale, at the Kickoff session. Based upon this conversation, I re-examined the areas of focus that I had initially chosen and selected areas that provided various levels of challenge to continue to grow but not be overwhelmed. My Individual Development Plan was then developed using the template provided during class.

## LEARNING OUTCOME:

This artifact addresses Learning Outcome from the *Leadership and Strategic Planning* class.

> **LSP-05. Using resources available to assist in the development of leadership skills (e.g. the Microsoft Competency Wheel), demonstrate the ability to identify areas of growth and to develop an individual growth plan to address those areas over time.**

## REFLECTION:

The Individual Development Plan (IDP) artifact demonstrates my mastery of the learning outcome through my ability to assess my leadership competencies and identify areas of growth. The IDP provides a process for documenting the development of the leadership skills based upon the Microsoft Competency Wheel and includes identifying resources and planning steps on how to address areas of growth over time. The IDP also includes a self-assessment for each competency based upon a 4-point rubric ranging from Basic (1) to Expert (4) in which specific criteria for that leadership competency are detailed. Each resource and action step includes a target date for starting as well as a completion date. Finally, reflection is included in the resources and action steps to provide an opportunity to determine how the resources helped develop my competencies and an assessment of each action step to determine the effect the action had on my leadership development.

The Individual Development Plan was created using the template provided in class and after discussing my areas of growth with my mentor during our face-to-face meeting in class. I was encouraged not to take on too many areas needing drastic growth, but to focus on areas in which I already had a strong foundation but might want to enhance my skills. In looking at the various rubrics associated with each competency, I quickly discovered that any of the competencies would develop my leadership skills since I am currently not at an expert level and all competencies are areas of growth. To develop this artifact, I started by reviewing competencies that would have the greatest impact and could potentially assist me in other areas. I also thoughtfully examined the Microsoft Competency Wheel and purposefully chose

competencies from the different Core Competencies in order to provide a broader range of areas to develop. With this in mind, I chose my initial three competencies and self-assessed to determine my current proficiency level for each competency based upon the stated criteria.

I found making these selections of competencies to develop as part of the CTO program very challenging and changed my competencies several times before settling on those included in my Individual Development Plan. As mentioned previously, I believe that I can grow my leadership competencies in all areas and to narrow down which areas to choose, I looked at areas of my greatest need in my daily work. This should not be confused with areas needing the greatest growth, for example starting at a Basic level and moving to an Expert on the rubric, but instead areas that through strengthening will allow me to be a stronger leader within my district. Because of the importance of selecting areas in which I would be working on for the next 8 months, I wanted to focus on where I already had an interest to seek to improve. The process of reflecting upon my relative strengths and weaknesses and then choosing a plan of action based upon that reflection is a necessary skill and demonstrates mastery of this learning outcome.

Time Management is an operational skill that I immediately knew was an area that I needed to focus on. I have the ability to multi-task; however the sheer number of tasks on my plate is causing me to feel overwhelmed and unproductive. I feel that focusing on developing a process that will allow me to prioritize tasks, delegate and maximize that talents of my staff, and provide dedicated time to fully plan and organize projects will allow me to be much more efficient and productive. In pondering what resources I would need for this competency, I originally selected two books and useful templates for project management. My action steps included reading the books and applying the strategies to my daily work. After reflecting upon how useful the systematic time management approach described in one of the books would be, I decided to modify both my resources and action system to include the review of a video based upon the book. This will give me the option to watch additional videos on this particular strategy if I felt it was something that I could integrate into my daily work. The action plan that I developed for time management is practical and allows me to make smaller changes over time that I can apply and reflect upon the effectiveness of those changes.

My second area of growth is the strategic skill of Strategic Agility and Innovation Management. In my position as a director that oversees both educational and informational technology, being able to anticipate innovative trends and understand the implications for both sides of technology is critical to furthering student learning. Developing this leadership competency is very exciting to me as technology is always changing and to focus on learning more about innovation and building a professional learning network through my action steps is very stimulating to me as a professional technologist. My action plan in this area includes reading George Couros' book *The Innovator's Mindset: Empower Learning, Unleash Talent, and Lead a Culture of Creativity,* following the hashtag #InnovatorsMindset on Twitter, curating resources through a Google+ collection, and visiting school sites that are implementing innovative practices. These actions provide opportunities to stay current, learn from others, and apply innovative practices in classrooms in my district.

My third area of growth that I've chosen to focus on is Presentations from the core competency of organizational skills. In my position, I often lead professional development for teachers in my district as well as those from around the state as part of local and national conferences. This is an area of growth that I have a strong technical foundation, but given my introverted personality, it is challenging to be the charismatic presenter that I aspire to be. My resources for this area of growth will be directly applied through my action plan which includes developing my presentation skills at engagements that I am already committed to over the course of the next few months. Each of these engagements offer different approaches due to the nature of the venue and the audience and so I will be exploring different strategies to apply to these presentations. Further developing this leadership competency will provide me with greater opportunities to reach more teachers and administrators through the professional development offerings outside of my district and across the region and state.

The creation of the Individual Development Plan was powerful in helping me reflect upon competencies on which to focus my growth in order to affect not only my daily work, but to strengthen my leadership abilities as it relates to the role of a CTO. Through the purposeful identification of my areas of growth, the meaningful development of action plans to strengthen these competencies, and working through the plan for improvement, I will demonstrate the essential characteristics of a leader. The Individual Development Plan provides a structured process of continuous professional growth needed in a leadership capacity.