



This is an example of a development plan for someone who has expressed interest in building their skills to become a qualified candidate for General Manager. In the first column are qualifications taken from the [GM Success Profile](#). Column 2 is the rating for this particular candidate. Column 3 is an example of a development plan to help a potential candidate build the competencies and skills needed to be a GM.

### Development Plan worksheet for General Manager

3 = outstanding in this area

2 = qualified in this area

1 = needs more skill or experience in this area

0 = completely lacking skill or experience in this area

Jamie

*possible candidate for development*

QUALIFICATIONS	RATING	DEVELOPMENT STEPS
Strategic thinking. Thinks conceptually and systematically about success.	2	<i>Conduct SWOT analysis. Identify issues for improvement. Prepare report on industry trends and impact on co-op. Conduct competitor analysis; make recommendations.</i>
Financial management. Knows meaning of financial variables and how to place in business context.	1	<i>Prepare ROI assessment of new program or equipment including impact on all 3 financial statements. Prepare Financial Conditions monitoring report for board. Prepare assessment of 3 other co-op's balance sheet.</i>
Business planning. Creating and operationalizing goals.	1	<i>Write one or more aspects of annual business plan. Lead a staff session on aligning operational plans with Ends/business goals.</i>
Building and leading teams. Effectively forms teams, creates trust, and encourages information sharing.	3	
Change management. Success in aligning stakeholders to implement changes.	2	<i>Lead an organizational change. Prepare a report on what worked and what could be improved.</i>
Influencing and Persuasion. Creates and communicates compelling reasons for viewpoints to build alignment.	2	<i>Lead process of communicating a need for change and building alignment for that change.</i>
Developing Talent. Develop staff to increase their capabilities, performance and engagement.	1	<i>Work with 1-2 direct reports to identify proficiencies/gaps and development opportunities. Provide regular coaching and feedback. Prepare a report on what went well and what could be improved.</i>
Professional communication. Communicates with different audiences effectively using different formats/styles.	0	<i>Prepare and deliver presentation for annual meeting or all staff meeting.</i>
Stakeholder alignment. Enables stakeholders to move in same direction with thoughtful communication appropriate to audience.	1	<i>Lead a process of building alignment.</i>
Visioning. Creates and communicates a compelling vision. Uses data to demonstrate accomplishment. Manages the narrative that is told by stakeholders.	1	<i>Take responsibility for one aspect of the co-op and how multiple stakeholders understand and communicate about the issue.</i>
Managing People. Correctly assesses candidate's abilities. Makes good hiring decisions. Delegates and evaluates effectively. Provides feedback coaching and guidance so others are successful.	2	<i>Take Rising Stars 2.</i>
Financial reporting. Can create and use meaningful financial reports. Can create and use budget.	0	<i>Prepare Financial Conditions monitoring report for board. Prepare assessment of 3 other co-op's balance sheet.</i>
Managing other functions. Knows enough about co-op retail and administration department to effectively manage them.	1	<i>Spend 2-4 hours a month with 3 managers with least familiarity to explore key responsibilities, challenges, successes. Prepare report on findings.</i>