

# The Blueprint For High-Performing Leaders

Self Study Course



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HELPING  
GOOD LEADERS  
BECOME GREAT

# Session 13: Develop Plans & Action Steps

## Learning Objectives

By the end of Session 13, you will be able to:

- Effectively develop plans and action steps during Stage 3 of C.O.R.E. Performance Coaching
- Skillfully apply techniques that bring about results driven plans
- Recognize sustainable plans and action steps

## Reality Check

1. What did you learn from **Session 12: Exploring Assumptions & Possibilities**? Also note any successes, updates, and challenges you've encountered from the previous session. Jot down any improvements you'd like to make.

2. Were you surprised by how creative and resourceful people became when you asked them to discuss all of the possibilities, plus options available to them? Make note of an example.

3. What assumptions are you uncovering that will help you and your team come to more innovative possibilities?

4. Was it difficult to be patient and hold back your thoughts, recommendations and ideas until your people/team had exhausted their own possibilities? Patience in this arena will reward you handsomely. Remember you are building capability. We already know YOU are smart and talented, now we need you to groom your bench!

5. If people are not resourceful in generating possibilities, you may discover that they are not ready, willing, able or fit to perform at the level required for success in their role. You may need to adjust your expectations of them and their role on the team.



## Session 13 Lesson – Developing Plans and Action Steps

- Watch the video

### Purpose of Developing Plans and Action Steps

How many times have you watched a person start with great enthusiasm, ideas and intentions only to flame out? Often it's because they don't have a plan or next steps to help guide them when the going gets tough.

The purpose of Developing Plans & Action Steps is to create a step-by-step process for the execution of an idea/plan/solution, specifically the one that was chosen during the Explore Assumptions and Possibilities phase.

This stage of C.O.R.E. Performance Coaching moves the person forward on achieving what they came up with during Explore Assumptions & Possibilities and gives them a plan to make it happen. Without specific action steps and someone to report back to on progress, people get caught up in the minutia, roadblocks or day-to-day work and end up getting overwhelmed, distracted or stuck.

### Key Principles

Ask yourself: Is the person *ready, willing, able and fit*? Without all of these elements in place, even the most elegant plan will have trouble getting executed.

You want the plan to answer: *what will be done, how will we do it, who will be responsible, by when will each stage be completed, who will be impacted and how, how will it be measured and why are we doing this anyway?* Have them be as specific as possible, plan out each step and pay attention to the outcome the plan is designed to achieve. The most effective plans are developed when you have generated a wide variety of high quality possibilities in the previous phase.

A good plan should be flexible. As the information changes, so should the plan. We prefer simple plans, do note: the more complex the plan, the more you have to test for where it could

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possibly break down. Encourage the person you're coaching to test each plan several times and from different perspectives.

### **Leader as Coach**

It's easy to come up with a theoretical plan, but there's a big difference between theory and executing in the real world. When coaching, help the person verify the reality of the plan, encourage them to consider all elements and test their underlying assumptions. Remaining neutral is critical to your effectiveness in this arena.

Get them thinking beyond the realm of what they think is possible, have them test their limits. Challenge them to step up to a new level of performance, to do what they know they could and should be doing.

Ask them, don't tell them. "What do you think about that? What's your opinion?"

### **Sample Questions for Developing Plans & Action Steps**

- What is your plan?
- What are your best next steps?
- What is most important to move this forward?
- What things need to be addressed while moving forward?
- In what order should these be tackled?
- What is the time frame for these action steps?
- Which of the stages/steps are most high-impact?
- Who should be involved and when should you connect with them?
- Who will give you resistance? How will you overcome resistance?
- Where could this break down? Where would your team predict it will break down?
- How can you involve your team?

### **Tools and Strategies**

We highly recommend creating a complete business plan that you as a leader can coach your team towards. Some great resources are:

- *One Page Business Plan*, by Jim Horan  
[www.onepagebusinessplan.com](http://www.onepagebusinessplan.com)

- *The 12 Week Year*, by Brian P. Moran and Michael Lennington  
[www.amazon.com/The-12-Week-Year.../1118509234](http://www.amazon.com/The-12-Week-Year.../1118509234)

Use the *Right Action Model* (see Bonus Section) as one of the tests to see if the plan will accomplish what it's meant to do and deliver a high return on investment.

You can also use this Growth Targets technique to develop a plan (see Bonus Section):



## Growth Targets – by Jason Stevens, Ican Development Ltd



**G = Goal** – What needs to be achieved, be very specific and detailed. Write the Goal as a positive statement of intent



**R = Results** – What will the results look like, be like and feel like when they have been achieved. How will the results be evaluated and measured?



**O = Ownership** – Who owns the goal? Who else is involved, identify stakeholders and other interested people?



**W = Will** – What is their level of Will & Skill to succeed and achieve this target? What is their motivation and engagement to make this happen? What knowledge and skills need to be delivered or developed?



**T = Timed** – How long will it take? What are the short, medium and long term timescales and milestones? When and how will progress be measured?



**H = How** – How will they do this? How will plan B's be developed? How will challenges and problems be overcome? What support do they need in the initial stages?

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*GROWTH Targets are Copyright of Ican Development Ltd – this model can be used in conjunction with a clear reference to "Jason Stevens – Ican Development Ltd – [www.icangrowpeople.com](http://www.icangrowpeople.com)"*

### Indicators of Success

1. You'll know by what the person is saying and how she's acting that she feels strongly about the plan's thoroughness and potential
2. The person will be energized and clear
3. Both of you will see the plan as complete and flexible
4. The person will have a bias towards action
5. The plan moves from being vague to being focused and clear

Each part of our **C.O.R.E. Performance Coaching Model** is going to serve you in being a more effective leader. The more the people around you are using self-generating and self-correcting behavior, the more time you have to focus on the things that will lead your team to top performance and give your organization a competitive advantage.

### What's ahead for Session 14

Get ready to learn about **Preview Best & Worst Case Scenarios**. We will look at how pre-viewing ideal and awful potential outcomes with your team, can help ensure the successful execution of your plan!

## Exercises:

1. Given what you said you'd like to accomplish by going through the Blueprint for High Performing Leaders program, what are your wins... setbacks? What are your plans now? Does anything need to be adjusted? Where are you year-to-date on your Blueprint goals?

2. What's getting in the way of your plans? How do your plans need to change now to accommodate your goals going forward?

3. What's your plan to get better at helping your team become their best? Rate yourself on a scale of one to ten on both how often and how well you're using the C.O.R.E. Performance Coaching Model.

Circle a number that represents how you're doing on each scale.

**1 = Using the C.O.R.E. Performance Coaching Model every once in a while**

**5 = Using the C.O.R.E. Performance Coaching Model at least once a day.**

How Often ?	1	2	3	4	5

1 = Using the C.O.R.E. Performance  
Coaching Model and struggling to get results

5 = Using the C.O.R.E. Performance  
Coaching Model and getting fantastic results.

How Well ?	1	2	3	4	5

## Session 13: Develop Plans & Action Steps - Notes

The three most important things I learned from Session 13 are:

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

Here's how I plan to apply what I have learned:

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

**Key Terms** (See Glossary)

- **Develop Plans & Action Steps**

**Extra Notes...**

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