

*Coaching from the* **milewalk Academy**

# **LEADERSHIP MONTHLY**

## **LIVE**

**SKILL-BUILDING ROADMAP**



**Monthly Strategies, Tactics and Tools to Support Your Leadership Development**

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## Skill-Building Roadmap

Welcome to my philosophy and approach for building skills that win in business and life!

While we all have different upbringings, educational backgrounds, and corporate experiences, there are skills that transcend these variances.

These skills, when developed, will help anyone succeed throughout their career and life.

This booklet will offer you a great starting point on how to consider and approach building those skills.

Insider this hearty book, you'll learn my **skill-building** methodology, including the tiers of your professional growth along with the skillsets to help you become the very best professional you can be.

You'll have the opportunity to take a wonderful **leadership assessment** to evaluate your strengths and opportunities for growth.

After you take the assessment, I'll show you the specific steps to build your **growth action plan**.

I cap it off with a place for you to benchmark your "current state" and **track your progress** as you work your plan!

This booklet is available to everyone in my community.

As such, I've included additional access and steps my [premium leadership coaching members](#) can take to get the most out of their program.

If you're a **premium member**, you can use the [quick-access section](#), which directs you to the large library of available lessons, resources, videos, workbooks, and templates. Please [watch this video lesson explaining my methodology in detail](#) and how to develop your action plan.

If you are a **general member** of my community, I have also included steps you can take to build your plan. Of course, there are many free resources and videos related to these topics on my [coaching and training site](#), [YouTube Channel](#), and [Instagram](#).

No matter how you embrace my community, I'm glad you do and thrilled to offer my approach on building a wonderful career and leading a fulfilled life.

## The Zebra Code

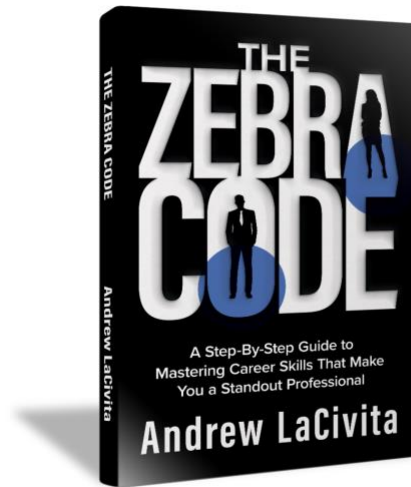
Before we dive into the skill-building roadmap, I want to make you aware I've packaged my skill-building methodology and several lessons from my [Leadership Coaching Program](#) into a book form—*The Zebra Code: A Step-By-Step Guide to Mastering Career Skills That Make You a Standout Professional* will help you chart your career path effectively.

There are a few ways you can get the book!

I offer a [BOGO deal where you can buy one get one FREE](#) and I'll ship the hardcovers to you anywhere in the world.

You can [grab a single book here on Amazon](#) or anywhere books are sold. This is also where it's available in eBook and audiobook formats as well as paperback (in select countries).

I also run a **FREE book club** with additional live coaching, video-based sessions, and challenges.



There are more than \$1,000 in FREE leadership lessons, coaching replays, and challenges inside the book club.

If you grab our BOGO deal, you'll receive an email with how to join.

If you purchase a book, ebook, or audiobook from any retailer, simply email us the receipt at [support@milewalk.com](mailto:support@milewalk.com) and we'll give you instructions to join the book club and get your bonuses.

Check it out. We'd love to have you!

## My skill-building roadmap—the pyramid.

Through my corporate and coaching experience, I've noticed a common theme among the most successful and happy people. It's not just about their skill sets. It's also how they think and process the world.

I've also observed certain skills have a more compounding effect in the long run than others. If developed early in life, it's not only much easier to maintain them, but also to reap the rewards as they relate to developing higher-level skills.

That's what my entire skill-building approach is about—learning the right skills first, practicing them, and widening their use onto your way to making a tremendous, positive impact on people and this entire world!

This has led me to identify these 5 tiers as an effective way to approach professional and personal development:

**Producer (Tier 1):** Operating independently. Becoming proficient at managing oneself and delivering outputs of value.

**Communicator (Tier 2):** Interacting with others. Learning behaviors and using communication vehicles to build powerful relationships.

**Influencer (Tier 3):** Inspiring others. Using communication vehicles to deploy logical and emotional tactics to inspire positive behavior in others.

**Developer (Tier 4):** Leading teams and coaching people. Motivating and guiding a team or individual to achieve a desired outcome.

**Visionary (Tier 5):** Creating and predicting. Using expertise to create and implement market-moving ideas and predict trends.

Below is a quick visual representation of each tier. The [full slide deck is included in your premium library here.](#)



## 1. Producer: Operating independently.

The first tier is about becoming proficient at managing oneself and delivering outputs of value.

If you get your own house in order, it'll be a lot easier to produce results and help others.

**Particulars:** This tier requires only you. Takes the longest time to develop. Needs constant attention and practice. Has little variance over time once you dial in these skills. And, yields very high personal-development return on investment.

I consider the following 12 skillsets to be the foundation of this tier: Focus, Integrity, Habits, Willpower, Energy, Confidence, Planning, Decision making, Goal setting, Productivity, Patience, Self-awareness.

Keep in mind, there are mild variations of skills as well as residual benefits you'll realize once you develop certain skills. For example, to me, when you build great habits, you will also become more disciplined and consistent. You'll also become more reliable, accountable, and credible.

The point of this methodology isn't to be explicit as much as it is a framework and guideline for you to get on the right track and stay on it.

Additionally, there will be activities you can perform to create space in your life, which will allow you to be more effective at developing these skills and “getting your house in order” so to speak. And, we’ve discussed how important it is to reflect to make sure you are locking in your progress and know how far you’ve come on your journey.

For premium members, inside [your leadership training library](#), you will find lessons on many of these direct skills and well as “enabler” skills, such as the one I just mentioned, for example, about creating space in your life to become more focused.

Links to the foundational skills as well as the supplemental (enabler) skills are cited in the [Leadership Library Quick-Access Section](#) toward the end of this booklet. That way, you’ll be able to easily access them as you build and work your personal development plan.

## **2. Communicator: Interacting with others.**

The second tier is about learning behaviors and using communication vehicles to build powerful relationships with others. You live in a world of people and that will never change. You need to be effective in interacting with others!

**Particulars:** This tier obviously requires other people. It involves extensive practice of communication skills across mediums and situations. The variability among situations will mean many trials and errors, which will require extensive calendar time for skill development and results.

I consider the following 8 skillsets to be the foundation of this tier: Empathy, Listening, Speaking, Writing, Storytelling, Building Trust, Relationship Building, Reaction.

And, of course, there are major residual benefits related to effectively communicating with others including powerful rapport building skills!

## **3. Influencer: Inspiring others.**

The third tier is about using communication vehicles to deploy logical and emotional tactics to inspire positive behavior in others. The world doesn’t change by itself. Be the change agent!

**Particulars:** This requires time to develop subject matter knowledge, communication skills, and an understanding of what drives other people. It involves an extensive level of grit, willingness to go against the grain, self-awareness and authenticity.

I consider the following 11 skillsets to be the foundation of this tier: Mastering Your Craft, Influence, Persuasion, Talks, Presentation, Collaboration, Facilitation, Negotiation, Networking, Getting What You Want, Perseverance.

Being influential requires a great deal of subject matter expertise and credibility related to that knowledge. It's not solely about being persuasive. There are precursors to develop that make being persuasive easier. Any activities you can perform or skills you can develop in that regard will work to your benefit.

Some other lessons to review as they relate to this point are "catapulting your career" and "planning your performance review opportunities effectively." These lessons go hand-in-hand with others in the Career Accelerator Program (premium). The faster you can grow your career, the more residual credibility you'll realize. You'll find links to these lessons and applicable training courses in the [Leadership Library Quick-Access Section](#).

Lastly, remember my Today's Line to Live By® when it comes to inspiration...

"Optimism is something you manufacture from your attitude. Inspiration is something someone else manufactures from your optimism."

#### **4. Developer: Leading teams and others.**

The fourth tier is about motivating and guiding a team or individual to achieve a desired outcome. Leaders build more leaders, not more followers.

**Particulars:** This tier requires time to observe and interact with many different types of people. You need experience evaluating others' responses and an understanding of human behavior. Organization, planning, and feedback skills are critically important.

I consider the following 9 skillsets to be the foundation of this tier: Hiring, Building Teams, Managing People, Motivating People, Coaching, Delegation, Promoting Culture, Managing Change, Resolving Conflict, Managing Risk.

#### **5. Visionary: Creating and predicting.**

This tier is about using your expertise to create and implement market-moving ideas and predict trends. Be a needle mover!

**Particulars:** This tier requires deep subject matter expertise and experience. You can build creativity over time through observation, critical thinking, and using a structure designed to

develop innovative ideas. Based on your extensive experience, you'll be able to spot trends, foresee patterns, and predict future results.

I consider the following 6 skillsets to be the foundation of this tier: Synthesis, Strategy Development, Idea Generation, Creativity, Forecasting, Prediction.

## Leadership Assessment

Now that you understand my approach and perspective on building lifelong leadership skills, it's your turn. Let's get started by taking an assessment of your leadership skills!

### "Rules"

I have some pointers and "rules" to help you get the most out of this assessment:

1. Have fun!
2. Don't overthink this.
3. The faster you breeze through it, the better.
4. Make it quick and intuitive.
5. It's impossible for you to be wrong. 🙅

Bonus: You can get outsider's perspective from someone who knows you well.

### Instructions

**Rate:** Read each statement below and rate the statement as follows: 1 (Never), 2 (Rarely), 3 (Sometimes), 4 (Very Often), or 5 (Always).

**Score:** Then, add up each section to see how close to 75 points you come for each tier.

**Review:** Do you find the results interesting or are you wondering why you didn't score more or less in each area? Remember, this assessment is a guide, not a test. It should serve as a starting point for you to evaluate which areas of your professional skills are most in need of building.

**Note:** Keep in mind, we are all individuals in our interests and goals. For example, you might want to be an individual contributor for your entire career focusing your efforts on needle-moving projects as opposed to managing a large team of people. If that's the case, you want to spend more time building skills in Tier 1 (Producer) than Tier 4 (Developer).

The goal of this assessment is not to define you, but give you a benchmark of your personal assessment of yourself and highlight opportunities for growth.

**Next Steps:** After you fill out the assessment and review it, I'll provide steps to get started on your growth action plan!

## Producer Section

|   | 1<br>Never | 2<br>Rarely | 3<br>Sometimes | 4<br>Very Often | 5<br>Always |
|---|------------|-------------|----------------|-----------------|-------------|
| 1. I can easily concentrate on one task without allowing myself to get interrupted. |            |             |                |                 |             |
| 2. I perform one activity at a time and do not "multi-task."                        |            |             |                |                 |             |
| 3. When I give someone my "word," I always follow through on my promise.            |            |             |                |                 |             |
| 4. When I perform a task, I do not stop until I finish it.                          |            |             |                |                 |             |
| 5. I do more than is expected on each task.   |            |             |                |                 |             |
| 6. I feel vibrant each day (and am rarely tired).                                   |            |             |                |                 |             |
| 7. I like my environments in order (house, desk, etc.).                             |            |             |                |                 |             |
| 8. I enjoy operating by myself so I can think.                                      |            |             |                |                 |             |
| 9. I get excited when there's a new project for me to do.                           |            |             |                |                 |             |
| 10. I prepare a plan for everything I do.   |            |             |                |                 |             |
| 11. I can easily bring order out of chaos.  |            |             |                |                 |             |
| 12. I enjoy taking complex problems and creating my own step-by-step outline.       |            |             |                |                 |             |
| 13. When I plan, I see both the vision and the details of the goal.                 |            |             |                |                 |             |
| 14. I am goal-oriented.   |            |             |                |                 |             |
| 15. I stay on track toward my goals no matter how long they take to achieve.        |            |             |                |                 |             |

PRODUCER SCORE: \_\_\_\_\_

## Communicator Section

|   | 1<br>Never | 2<br>Rarely | 3<br>Sometimes | 4<br>Very Often | 5<br>Always |
|---|------------|-------------|----------------|-----------------|-------------|
| 16. I am able to concentrate when someone else is speaking to me.                         |            |             |                |                 |             |
| 17. I am willing to listen to someone's viewpoint if it's different than mine.            |            |             |                |                 |             |
| 18. I do not get upset when someone has a different opinion than I do.                    |            |             |                |                 |             |
| 19. I'm easily able to determine someone's true message regardless of their chosen words. |            |             |                |                 |             |
| 20. I am organized in the way I express myself verbally.                                  |            |             |                |                 |             |
| 21. I get energized when given an opportunity to present to a large group.                |            |             |                |                 |             |
| 22. I don't need to write out my thoughts in detail before speaking to a group.           |            |             |                |                 |             |
| 23. I think first about the purpose and goal of my written communication before I start.  |            |             |                |                 |             |
| 24. I often use examples and stories to make my point when communicating with someone.    |            |             |                |                 |             |
| 25. I get energized when there's an opportunity to meet new people.                       |            |             |                |                 |             |
| 26. I am able to easily build rapport with new people I meet.                             |            |             |                |                 |             |
| 27. I get excited when I go to large meetings, conferences, and get-togethers.            |            |             |                |                 |             |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 28. When something unexpected occurs, I pause and consider the situation before reacting. |  |  |  |  |  |
| 29. When a problem arises, my first reaction is <i>how I can make the best of it?</i>     |  |  |  |  |  |
| 30. I have a positive outlook regarding my past situations.                               |  |  |  |  |  |

COMMUNICATOR SCORE: \_\_\_\_\_

## Influencer Section

|   | 1<br>Never | 2<br>Rarely | 3<br>Sometimes | 4<br>Very Often | 5<br>Always |
|---|------------|-------------|----------------|-----------------|-------------|
| 31. I have a detailed plan to grow my overall career.                                       |            |             |                |                 |             |
| 32. I am considered a subject matter expert in my field by my peers.                        |            |             |                |                 |             |
| 33. I have a collection of mentors and teachers I follow and study to build my skills.      |            |             |                |                 |             |
| 34. I enjoy debating with others to share my point of view when it's different than theirs. |            |             |                |                 |             |
| 35. I am able to easily convince other people to do things my way.                          |            |             |                |                 |             |
| 36. I prepare an outline before I write anything lengthy or give a presentation.            |            |             |                |                 |             |
| 37. I am comfortable presenting to a large group.   |            |             |                |                 |             |
| 38. I like creating solutions by working with a team.                                       |            |             |                |                 |             |
| 39. I am easily able to guide large groups to accomplish their goals.                       |            |             |                |                 |             |
| 40. I am comfortable asking for what I want and making a strong case for it.                |            |             |                |                 |             |
| 41. I consistently reach out to people to build new relationships.                          |            |             |                |                 |             |
| 42. I frequently contact my acquaintances to see if they need help with anything.           |            |             |                |                 |             |
| 43. I won't take "No" for an answer irrespective of the situation.                          |            |             |                |                 |             |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 44. Whenever I encounter a rough situation, I look on the bright side.                        |  |  |  |  |  |
| 45. I am willing to focus on whatever I need to do to improve a situation or find a solution. |  |  |  |  |  |

**INFLUENCE SCORE:** \_\_\_\_\_

### Developer Section

|   | 1<br>Never | 2<br>Rarely | 3<br>Sometimes | 4<br>Very Often | 5<br>Always |
|---|------------|-------------|----------------|-----------------|-------------|
| 46. I'm required to develop the resource plan to build my team.   |            |             |                |                 |             |
| 47. I'm responsible for hiring the people who work on my team.  |            |             |                |                 |             |
| 48. When I manage people, I use a detailed approach that includes their individual growth plans.                    |            |             |                |                 |             |
| 49. I spend time learning the behaviors and interests of my team members so I am able to effectively motivate them. |            |             |                |                 |             |
| 50. I am comfortable managing large teams.  |            |             |                |                 |             |
| 51. I enjoy teaching other people the steps they need to take to accomplish their job.                              |            |             |                |                 |             |
| 52. I provide detailed feedback to my team members regarding opportunities for growth.                              |            |             |                |                 |             |
| 53. I feel every employee should be an ambassador for their team and company.                                       |            |             |                |                 |             |
| 54. I promote new ideas throughout my company.  |            |             |                |                 |             |
| 55. I like when my company changes because it means we're improving.  |            |             |                |                 |             |
| 56. I am able to easily adapt to corporate change.  |            |             |                |                 |             |
| 57. I explain major corporate changes to help people understand how it will benefit them.                           |            |             |                |                 |             |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 58. When my teammates disagree with me or each other, my first inclination is to understand their viewpoints. |  |  |  |  |  |
| 59. I am comfortable putting large-scale workplans together to accomplish major projects.                     |  |  |  |  |  |
| 60. I use a risk-management plan to account for known and potential risks.                                    |  |  |  |  |  |

DEVELOPER SCORE: \_\_\_\_\_

## Visionary Section

|   | 1<br>Never | 2<br>Rarely | 3<br>Sometimes | 4<br>Very Often | 5<br>Always |
|---|------------|-------------|----------------|-----------------|-------------|
| 61. I am naturally perceptive and curious.  |            |             |                |                 |             |
| 62. I get excited when tasked with a project never done before.                             |            |             |                |                 |             |
| 63. I am the person my company taps to tackle the toughest problems.                        |            |             |                |                 |             |
| 64. I often see hidden potential opportunities before others identify them.                 |            |             |                |                 |             |
| 65. I am able to easily connect the dots on subjects and come up with innovative solutions. |            |             |                |                 |             |
| 66. I continually experiment with and implement techniques I've not seen before.            |            |             |                |                 |             |
| 67. I frequently automate processes or build systems when they do not exist.                |            |             |                |                 |             |
| 68. I continually implement improvements even if they are small.                            |            |             |                |                 |             |
| 69. I allocate time every weekly to identify improvements for my team and company.          |            |             |                |                 |             |
| 70. I am willing to try new approaches and techniques even if they might fail.              |            |             |                |                 |             |
| 71. When an approach fails, I consider it a lesson rather than a failure.                   |            |             |                |                 |             |
| 72. I am able to see changes in the industry or market well-before they actually happen.    |            |             |                |                 |             |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| 73. I plan my team's and company's expected performance using proven formulas versus gut-feels.            |  |  |  |  |  |
| 74. When I evaluate problems, I'm able to determine the solution without reviewing the analytical details. |  |  |  |  |  |
| 75. I build strategic models and approaches my company implements.   |  |  |  |  |  |

VISIONARY SCORE: \_\_\_\_\_

**Assessment Summary**

| Tier               | Score (Max 75) | Observations + Notes |
|--------------------|----------------|----------------------|
| Producer           |                |                      |
| Communicator       |                |                      |
| Influencer         |                |                      |
| Developer          |                |                      |
| Visionary          |                |                      |
| Total (375 points) |                |                      |

## Build Your Action Plan

Hopefully the skills assessment provided you with insight into where you are “on my map.” From where you’re starting, you can use my skill-building system to design your developmental path to reach your professional goals.

While I’ve given you my map, so to speak, I’d love for you to draw your own. You can add cartographer to your résumé if you’d like!

An effective map will serve as your best environment to operate within. It’ll have goals (“destinations”) along the way. You can put your flags down wherever you’d like. As you charter your route—your plan—to get to your goals, you can add in the terrain, hills, and track your detours on your journey.

Every map has a title, body, scale, legend, and compass to help you make sense of it. They even have insets, a smaller map blown up inside the larger map, to give you a closer view of a particular area. Your professional development map needs analogous components so you know where you are at any moment as well as which direction you’re heading. I recommend including these eight components to create the best structure:

**Goals:** We need to have something to work toward. Life’s more fun and fulfilling that way. Goals come in a variety of forms and can include imposed work-related assignments such as a delivering a presentation or a self-imposed objective such as opening your own business. An important aspect of these goals is to use to them to guide your personal and professional development as you identify the skills required to achieve them.

**Skills:** What are the skills you want to build to become a master of your profession? From this booklet, you can see the skills I believe most professionals need advance and enjoy their careers to the fullest. Your goals will serve as the best clues to know which skills to build.

**Lessons:** You need detailed instruction on how to effectively build the skills. That includes the steps to develop, practice, evaluate, iterate, and grow them. That’s where lessons come in handy. Lessons can be sessions in your library or come in the form of training and certification courses, manuals, books, or any mediums where you’re learning in an organized fashion.

**Tools:** As you learn the steps to build each skill, you’ll become more proficient in developing them if you use the proper tools. Tools come in different forms. There will be tools to practice the skills and tools to execute the skill. Reading about how to chop

the tree down is one thing. If you don't have an axe, you won't be able to practice or complete the act.

**Coaches:** Getting proper instruction will expedite your growth. Getting the proper instruction from actual gurus will improve your growth exponentially. Your choices in selecting the right experts to follow and invest time with is no less important than the effort you put into developing the skill.

**Calendar:** All the intention in the world means nothing if you don't have the space in your life to do whatever it is you intend to do. We tend to focus on the urgent. Building your skills, especially those that don't appear immediately necessary or come with a short-term payoff are often pushed to the side. Consistently planning time in your calendar to develop your skills—and sticking to it—will pay tremendous dividends throughout your career.

**Tracker:** Without recording what you've completed, how far you've come, or how much further you need to go, you won't know where you are on your map or how to feel about your progress. This is especially important for your psyche. As we pursue long-term goals, we don't realize how far we've come because our attention is typically on how far we need to go. Trackers can be as simple as capturing notes in your journal or a worksheet to identify your accomplishments. They can be as sophisticated as corporate career development models or systems that label your progress on a graph.

**Metrics:** Improper metrics are a great source of strain for most people. If you're measuring outcomes, you cannot control or designating target goals without fully understanding the effort and variables required to achieve them, you'll be susceptible to throwing in the towel. If you've never run a 26.2-mile marathon and are setting a specific race finishing time as a goal, you'll likely be disappointed. For that matter, you might be shocked by how much training is required to be able to cross the finish line upright and with a smile on your face.

Now that you have an understanding of the components to build your development plan, I want to cover some considerations to make you successful when building and operating your plan.

The expression, "What gets scheduled gets done," has never been truer than for skill building, practicing any craft, or anything else that is not urgent nor shows immediate output. Consider the tactic I shared in the lesson on Planning and Running Your Day. Each week, as I inventory my activities for the upcoming week, I explicitly add the skills I'll be practicing that week. That way, they are front and center as I schedule my activities. This helps ensure I schedule the time to work on my craft.

This is akin to building up your savings account. Some people get their paychecks and start spending on luxuries. I'm not talking about paying for food and rent. It's a great idea to immediately account for your true essentials like the roof over your head and making sure the kids are fed. (I've got four dogs to feed. I know where of I speak.) After the necessities are taken care of, it's beneficial to put some of the money into your savings account so you're investing in your future. After you've saved and invested first, then treat yourself to the extras if it's financially possible. Your skill-building activities and the compounding effect they'll have on your career are exactly like this investing analogy. If you don't take the time to allocate some of your waking hours each week to building and practicing your skills, you won't be able to develop them. Your "skills account" will be thin and it won't grow.

Let's say you are willing to create the space in your calendar to develop your skills and invest in yourself. Even so, you still need to know what to work on, when to work on it, and how to work on it. It would also be helpful to know the most economical way to build your skills so you can, as quickly as possible, practice them in real-life situations and get immediate, observable feedback. This practical experience will help you make the proper adjustments and grow faster.

There are key steps to develop your initial plan and identify the components to help you work your plan. Once you've completed the first iteration of these steps, you can start building your skills in an organized fashion.

Your plan, and the execution of it, will be highly fluid and require constant attention to stay on track. Realize, your plan is living, breathing, and ever-evolving. It must grow with you. As you use your plan to work toward your long-term goals, which might span multiple years, you can avoid overwhelm by planning your skill-building efforts in manageable time horizons. This will help you remain focused and, as importantly, make it easier for you to see your progress.

When I determine my goals and the skills required to accomplish them, I **work in one-year blocks** and break them down into **three-month periods**. I plan my business and projects during each calendar year. I also review my initiatives in quarterly and monthly timeframes, so this enables me to align my skill-building efforts with the deliverables and services I'll be creating and offering. Regardless of your position or profession, many businesses work this way. Additionally, many companies conduct annual reviews and appraisals for their employees, so these timeframes might also offer convenient opportunities for you to evaluate your previous and upcoming years. Use the most easy-to-manage periods based on your particular situation and what makes the most sense for you.

Evaluating annual and quarterly periods also allows me to identify the areas I want to upskill to help me make incremental improvements from previous versions or iterations of my projects. For example, each January, I run a goal-setting or productivity workshop. Each time I plan that year's version of the workshop, I identify opportunities to improve the previous versions. Is

there a better way to teach the material? What skills can I improve to make the communication and presentation of the lessons more effective for the students? Is there a better way to market the program? What marketing skills could I build to improve that aspect of the program? Can I improve my execution of the sales process? Would better storytelling or email copywriting increase my sales?

Thinking this way not only allows me to make incremental improvements of my programs and identify opportunities to grow my skills in accordance with my goals, but the schedule of my events also helps me pace when to practice those immediately-applicable skills.

These are some key considerations that will help you build a practical development plan that pays dividends sooner than later. As you see your results, you'll stay charged and interested in continuing your growth. Now, let's get to constructing your plan!

Taking into account the elements that make up a great development plan, we can address them in a number of steps to get you started in the right direction. I stress "get you started in the right direction," because, although I've laid out the seven pillars of a great plan serially, you'll likely be bouncing back and forth among the steps as you take on new challenges, are given new assignments, discover new coaches, and revisit your goals.

I also want you to create your own design using the tools you favor. Whether you're capturing this in a journal, Word document, or fancy system, your success will be found in the execution of the steps more so than how you lay it out.

Let's get to it. Just follow the steps below!

## 1. REVIEW ASSESSMENT

**Review your leadership assessment results.**

Take a closer look at your leadership assessment results and note your tendencies. Based on your strengths, opportunities to improve, interests, and professional goals, capture the areas you feel are most critical to your success. At this point, you're simply trying to **identify a handful of most-impactful skills** that will accelerate your ability to reach your goals.

Think in terms of Pareto's principle. Eighty percent of the consequences, will come from 20% of the causes. For example, carrying forward my annual workshop example, if my primary goal was to increase sales, my main skills to improve would be copywriting, presenting, and selling. There will be a handful of likely-related skills that will be the keys to putting you on a faster path to reach your goals.

Ask yourself questions such as...

- What skills will have the greatest impact on my longer-term, overall professional development?
- What skills will have the most-immediate impact on my immediate professional results?
- What's the ONE skill I can develop right now that makes building the other skills easier?

Goal of this step:

- Gain a general understanding of your strengths and opportunities for improvement at each tier level.
- Understand your most-important, most-impactful areas of development so you have a centerpiece to work around.
- Consider the "accelerator" skill that will make all your outputs and development easier.

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2. RATE SKILLS

Perform an overall skills review using the [Track Your Progress Worksheet](#) (next section).

Even though you identified key skills in step one to accelerate your growth, it's beneficial to get a complete review before you build and execute your plan. You might notice other skillsets that require immediate attention because you have deliverables which are due soon. You might also discover there are related skills which can be built synergistically. That is, you can build multiple, related skills by economizing your time invested in their development.

This is the opportunity to take into account your unique situation. If you are just starting your professional career, I would have you start in the Producer Tier, work the skills, and then work your way up the skill-building pyramid! Of course, we are all at various points in our careers and have different job functions, so we want to accommodate for where we are currently and where we want to head.

Performing a complete skills review will help you benchmark where you are and give you a chance to **take your interests and timing into account** based on your personal situation. In the Track Your Progress worksheet, there are three major considerations to help you with this:

**A. Rate yourself for each skill.** For all skills within each Skill-Building Tier (Producer, Communicator, Influencer, Developer, Visionary), give yourself a rating. On a scale of 1-10, with ten being the strongest, how effective are you—currently—at each skill? This is an opportunity to create an initial benchmark for yourself to note which skills you want to invest time in developing. The intent is for you to clarify which areas require the most-immediate attention.

**B. Identify the professional relevance of each skill.** Not all the skills I identified will be applicable to you or require a significant level of adeptness. In the professional relevance column, make notes for yourself regarding whether each skill is very important (high), mildly important (medium), and not really important (low). For example, someone who markets or sells a product, will have very high relevance to the skills in the Influencer section.

**C. Determine the timing and urgency of the skills.** While certain skills might be important for your long-term growth, other skills might require your attention in the short term. This is an opportunity to think through and prioritize when you want to work on each particular skill. At this point, simply make a few notes. You'll align these more specifically to your calendar a little later in the process.

The Track Your Progress Worksheet can also serve as an initial **tracking mechanism** as you evolve your skills. It's a simple way to inventory where you are. You can use the worksheet, in conjunction with any additional company-specific or personalized development plans you're using to track your growth.

**Goals of this step:**

- Identify a starting point and initial level of proficiency of your skills.
- Clarify which skills will be most important for your professional development.
- Pinpoint which skills to work on in the short-term based on upcoming, professional needs.

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### 3. LIST GOALS

Identify your current-year and long-term goals.

Make a list of the high-level goals you'd like to accomplish during the upcoming and future years. **Capture these at the highest level as well as the intermediary, steppingstone goals you'll need to accomplish along the way.**

These goals can be anything you'd like to achieve such as delivering a presentation at the company's quarterly meeting, gaining a promotion, speaking at an event, opening your own business, or starting a side hustle.

As you develop your plans to attain your goals, you'll identify the intermediary and pre-requisite steps for those goals. For example, to attain your promotion, you might need to cite certain skill proficiencies or deliverables required to achieve it. For opening your own business, you might have goals of attaining funding or building a product platform or some other necessary goals that enable you to build and sell your product.

Each goal will ultimately have its own plan. **Included in each plan will be the skills you'll need to develop to achieve the goal.** You can use any goal-setting plan or sheet you'd like as it relates to attaining your goal. You're also welcome to check out my [Goal Setting Masterclass](#) at the milewalk Academy® site for more information on my goal-setting techniques and tools. **Annual members of the Leadership Coaching Program** have complimentary access to this program.

Based on the target timing of your goal attainment, you can determine how much skill-building effort will be required each week and month to achieve it. The intent of this step is to provide you with a designated timeframe so you can manage the steps you'll need to take along the way to hit your target goal date. Give yourself something to shoot for!

**Ask yourself questions such as...**

- What key work deliverables do I have this upcoming year?
- What additional, personal goals do I want to shoot for this year?
- What are ALL the skills required to attain each of these deliverables and goals?
- Which of the skills I identified will require the most attention and development to achieve the deliverables and goals?

**Goals of this step:**

- Create a list of upcoming goals (i.e., work assignments due, professional goals, etc.).
- Create a list of corresponding skillsets required to achieve those goals.

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#### 4. INVENTORY SKILLS

List the skills you need to build to achieve your current-year and long-term goals.

For the goals you identified in the previous step, you identified the associated skills you'll need to develop. In this step, **collect them so you have a consolidated inventory**. It will be easier to manage your skill-building time if you have a singular list to manage. If you don't have specific professional goals, but would like to start building skills you know will pay dividends over time, you can use the suggested skills I cited within each tier (see The Track Your Progress Worksheet) as a starting point. After all, I believe this structure can be universally applied no matter what your profession or goals are!

Goal of this step:

- Build a consolidated list of your skills to develop to aid in planning.
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#### 5. ALIGN CALENDAR

Align your skill-building activities so they coincide with when you need them most.

From the previous steps, you have your goals and inventory of skills to build to achieve those goals. Technically, this might just look like a giant to-do list. You know how I feel about to-do lists!

Let's turn this information into an actionable plan by **thinking in terms of time and due dates for your skill-building efforts**. This will help you pace yourself and clarify which skills to work on and when to work on them.

Ideally, you'll plan these efforts to coincide with your real-life situations. These **real-life situations will serve as "beacons" to guide and pace you**. More importantly, they'll help you

feel engaged, purposeful, and get the best results from your skill-building efforts because you'll be able to get immediate, observable feedback on your progress.

When I coach individuals who are building their development plans, I have them prepare a **high-level, annual calendar** as a starting point to more easily visualize the major milestones for their years. This brings a level of order to your inventory of skills.

The purpose of this exercise is to get a **calendar view of major activities, deliverables, and target goals**. These can be recurring, annual efforts such as budgeting, performance review, or promotion attainment. They can be ongoing, every-week activities you want to improve such as your copywriting or presentations during your weekly status meetings. These are yours to cite however you want. The intent is to use real-life scenarios to serve as milestones to shoot for and gauge how you're progressing.

Additionally, you'll include the specific **skillsets** to develop so you can improve your ability to produce the deliverables and accomplish your goals. This is an easy way to **give yourself a time-based reference to make your planning easier**.

In a few simple steps, you can see your plan come to life with real-life activities and goals to use as guideposts for your skill development.

**1. Annual calendar by month view:** First, start with a calendar view of the entire year. I suggest drawing it before you move it into an electronic version or online tool because you're likely to do a lot of moving the pieces around. Perhaps use twelve columns or boxes. Make them large enough so you can write in them.

**2. Personal, seasonal activities:** Irrespective of what you do, generally, the beginning of the year is a great time to focus on goal setting, organizational, productivity, and planning skills. The end of the year is a great time to evaluate and reflect. You might also have a performance review, which requires you to improve your negotiation and influence skills. Think about the calendar in terms of your personal preferences and "seasonal" considerations.

**3. Professional, cyclical activities:** Your company or role might have reoccurring activities performed at similar times each year. If you already know, as an accountant, you'll be in busy season annually between January and April, you might target building your organizational skills during November and December. Perhaps, each year, your company does its annual planning and budgeting in November. You can focus on your planning and presentation skills in September and October. Think about the calendar in terms of your company's repetitive or cyclical tendencies.

**4. Unique, major projects:** Sometimes we need to develop deliverables or work on projects which are one-time efforts. While they will require skills we can use on an ongoing basis, these particular projects have specific due dates. My upcoming, new book is a great example. The publisher and I agreed on a specific due date. Based on that date, I created time on my calendar during a few-month period where I was working on my book-writing skills. These skills are different than my blog-writing or email-copywriting skills. You might have a big presentation coming up next month in which you want to accelerate and focus on your communication skills. Think about the calendar in terms of any imposed or self-determined dates you'd like to use to guide your skill building efforts.

**5. Ongoing activities:** Many professionals perform similar activities week-in and week-out which are vital to their production and performance. These often don't have one big deadline, but rather have frequent, periodic deadlines. For example, I publish weekly newsletters on Tuesday and Thursday. I have more than one-hundred of these messages I prepare annually. That means, it's a good idea to develop and improve my email-copywriting skills on a continual basis. Think about your calendar in terms of these continual activities so you can balance your "big push" development with your all-the-time developmental needs.

Once you have an annual view, you can drill down into more detailed three-month, one-month, and one-week views to make the scheduling, planning, learning, and practicing of your skills more consistent and timelier.

The figure below shows a very high-level sample of how you might identify goals and plan your skills development.

If, for example, you are making a presentation in April, you can schedule time during February and March to practice your crafting compelling messages, communication, trust-building, and presentation skills. If you allocated two hours each week for eight weeks prior to your presentation, that would amount to two full workdays of practicing before you actually gave your presentation. Of course, you'll also be working on the actual presentation as part of your regular work schedule. Think of that entire effort as part of your skill development.

Additionally, there will be ongoing activities that have deliverables on a continual basis. These can be status reports you present to your management team each week or dozens of sales cold-calls you make each day. Activities such as these are your cues to note you can work on your presentation, communication, and organizational skills every month or perform more concentrated practice during the months when you don't have other big projects due. You can add these to the calendar each month if that's easier for you to track.

### Example Annual View

| MONTH                      | JAN                           | FEB   | MAR | APR                             | MAY                          | JUN | JUL | AUG                                    | SEP | OCT  | NOV | DEC                       |
|----------------------------|-------------------------------|---|-----|---------------------------------|------------------------------|-----|-----|--|-----|--|-----|---------------------------|
| <b>GOALS, DELIVERABLES</b> | Goal Setting, Time Management |   |     | Presentation to Management Team |                              |     |     | Technical Certification Test           |     | Annual Conference                                    |     | Annual Performance Review |
| <b>SKILL DEVELOPMENT</b>   | Focus, Habits, Planning Day   | Persuasion, Craft Compelling Messages, Building Trust |     |                                 | Technical Skills Development |     |     | Personal Story Development, Networking |     | Self-Awareness, Negotiating, Goal Setting and Review |     |                           |

Each week, as I mentioned in the Planning and Running Your Day lesson, I inventory the skills I want to focus on that week. I treat my skill-building efforts the exact same way I treat my work deliverables for my business. They get scheduled so they get done. They are also **scheduled in accordance with my work project plans so I can immediately apply what I'm practicing.**

During periods when I don't have major work deliverables, I'll allocate time to my every-day or every-week skills like the email-copywriting example I mentioned.

I realize considering all these factors might sound like a difficult effort to keep organized, but once you get in the habit of including skill-building activities as part of your every-day or every-week schedule, this will become as automatic as brushing your teeth each morning.

**To start filling in your calendar, ask yourself questions such as...**

- What are the personal, seasonal activities I do (or would like to do) each year?
- What would be the ideal time of year to perform the personal activities?
- What are the professional, reoccurring activities I'm required to perform each year?
- What are the one-time projects I'll be performing in the upcoming months and year?
- What are the ongoing activities I'd like to improve?

Remember, this is a systematic way to gather your goals and deliverables and, in turn, surface the most-practical opportunities to build your skills. As you plan your months and weeks, it will become clear, from your annual calendar, which primary, high-value areas offer the greatest, immediate return for your time invested. If you actually carve out the time to work on those skills, you'll be amazed at your long-term results!

**Goals of this step:**

- Build a one-year calendar view that includes key milestones by month of corporate-set deliverables and professional goals.
- Assign estimated months to perform skill-building activities in advance of preparing deliverables and achieving your goals.

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**6. CHOOSE COACHES**

**Select the right teachers, coaches, and mentors who will support you in your efforts.**

As I mentioned in the [Mastering Your Trade](#) lesson, it’s vital to choose the right teachers and coaches to help you learn the skills you need to build. There’s no need to do everything on your own. Get guidance and input from experts. Be thoughtful in your selection process as you evaluate their knowledge, results, teaching style, dedication and love of their subjects, availability, generosity, and modality.

If you know some coaches you’d like to start following, you can list them here. In addition, list the skills here for which you’d like to start researching and following coaches.

As you become more familiar with them, you can evaluate whether to invest in yourself through their free, online material or premium training programs. These coaches will be crucial to your overall success, so make sure to choose them wisely.

In addition to the evaluation-based questions, make sure to consider your coaches from a scheduling perspective too.

**Ask yourself questions such as...**

- For the coaches I currently follow, are there specific coaching dates (e.g., monthly, group coaching sessions), conferences, or seminars I should consider attending and adding to my calendar?
- What additional coaches should I consider engaging?
- What other areas, in general, should I consider investigating to see whether there are coaches available?

**Goals of this step:**

- Create your starting “Franken-Mentor” of coaches.
- Surface opportunities to schedule training.
- Discover coaches’ “training” content-release schedule (i.e., videos, podcasts, etc.).
- Build list of skills and functions to research additional coaches.

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**7. IDENTIFY LESSONS**

**Determine specific training formats including lessons, programs, books, podcasts, and so forth.**

Now that you have a starting-list of coaches and teachers, you can start building your “structured” training program from the collection of relevant sources. Anything that helps you learn the way you enjoy is fair game!

You might wonder *why be so formal here?* Your ability to distill your focus and intake of content in any form is critical to your success. We all spend a lot of time online. I hope your time online is productive. To make it so, let’s make it directed by creating a list of potential assets to help you learn your subjects and develop your skills.

I use a combination of premium video-based training programs, subscription programs (where I get to attend monthly, private group coaching sessions), books, free weekly videos and podcasts, workshops, conferences, seminars, and other various forms.

You can mix in certification training programs, your corporate-sponsored training programs, and any schooling you’d like.

The most important step is to start inventorying your ideas and potential avenues to learn so you can figure out what best supports your development.

**Ask yourself questions such as...**

- What are the premium training programs my coaches offer to help me with my skills development?
- What available books, blogs, speaking engagements, webinars, seminars, etc. do my coaches offer?

- Does my company offer any internal and external training classes or support?
- Are there additional books, blogs, and podcasts which cover the subjects I need to build skills?

**Goals of this step:**

- Compile a list of various training lessons, instruction, and programs.
- Ensure you’re following your coaches online and at their major events.
- Gather additional assets to investigate as potential resources.

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**8. SELECT TOOLS**

**Select the tools to practice your skill building and execute your activities.**

It’s helpful to do some investigation regarding the tools you’ll need. The intent of this step, at this point, is to research the best tools to help you practice the skills you’re developing as well as perform the skills.

For example, I deliver coaching services via online platforms. at my online coaching shows. Any device that records me as I rehearse the show can be considered a tool to help me practice. Zoom, my iPhone, or any other medium will enable me to review my practice and make adjustments.

When I offer my coaching, I need tools such as a camera, microphone, visual aids, and other tools to actually provide the services. I might conduct the session on YouTube, Zoom, or our proprietary training platform. This entire collection of tools and software is required to “operate my skills.”

Your evaluation will be an ongoing process, not a one-time occurrence. Whatever the situation calls for is fair game. I have one word of caution. No tool is effective if there’s operator error. You can have the fanciest sales tracking system, for example, but if you’re not entering the necessary data, you can’t track and adjust properly. Focus on the processes first and then determine which tools will best help you execute them.

**Ask yourself questions such as...**

- What is the minimum toolset required to develop the skills and deliver the outputs?
- Are there inexpensive options of these tools so I can learn them and determine what's necessary?
- Are there skills I'm developing "manually" that I can accelerate with tools?

**Goals of this step:**

- Identify (and purchase or access) tools to help with your skills practice and execution.
- Create of list of additional tools to research or level-up in the future.
- Discover opportunities to test tools to automate or streamline your ability to execute.

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**9. DETERMINE METRICS**

**Identify to right criteria to evaluate your progress.**

There are two important steps to correctly gauge whether you're growing. The first is identifying and using the correct success metrics to measure your progress. The second is taking the time to reflect and review what and how you've done in relation to your metrics. Even if you take the time to reflect, it's vital to use the correct metrics. Otherwise, you might misconstrue you are not making progress when you actually are!

Generally, the **best success metrics** will be ones **you can completely control**. For example, you might not control whether you get your promotion, but you can control your attitude, work effort, and whether the quality of your work product is improving. These are all elements that contribute to your promotion. Your promotion is something someone else decides.

You might not be able to control the final sale of your company's product, but you can research well, prospect effectively, make the sales calls, develop and practice an effective sales pitch, respond well to customer objections, evaluate what's working, and other contributing factors.

As you're evaluating your long-term goals and development, it's better to measure (and enjoy) the process than the outcome. There's nothing wrong with having specific outcome goals. It's

nice to have something to shoot for as long as you don't let your actual outcomes, or lack thereof, control your happiness and take away from the joy you get "in the doing."

I want you to choose the best success metrics based on your goals and skills you are developing. To provide guidance into how to think about metrics and which ones to consider, here are a few examples you can use. Keep in mind, tailor these and add whichever ones are most appropriate for you.

**Increased productivity and project completion:** Measure how much more or how much better you can accomplish the same task or complete a project in the same amount of time. If you're able to do more within the same time limit, you know your skills are improving. As an example, it used to take me one hour to shoot a ten-minute video. Now, I can shoot a ten-minute video in eleven minutes!

**Quality improvement:** Measure the quality of your work product. This can be decreased error rate, increased customer satisfaction, or anything related to whichever skill you're building and task you're completing. Continuing with my video example, the quality of my lesson delivery, aesthetics in the video, sound, "eye-contact," and a host of other factors make the videos more engaging.

**Process-goal attainment:** Measure your progress of long-term skills development, as well as designated, outcome goals, by achieving intermediary goals required to attain the larger goals. If you are a sales person given a \$1,000,000 revenue goal for the year, you might initially get overwhelmed. That's the large, outcome goal. Your process goals, for example, might include learning the product, getting the sales pitch down, making ten cold calls each day, getting invited to write two proposals each week, win one client each month, and so on. Breaking down the larger goal by providing yourself intermediate target goals makes it easier to focus on the process and attain those steppingstone goals. The accumulation of achieving these intermediate goals is what ultimately helps you hit the larger, outcome goals.

**Feedback from colleagues and managers:** Measure your progress via feedback from your colleagues, managers, customers, and others. This information will provide valuable insight into your professional skills development. The feedback can be verbal from your manager via informal conversations or performance reviews. Feedback can also come in the form of surveys such as customer satisfaction surveys or 360-degree-style surveys.

**Increased confidence:** How you feel can be, in and of itself, a success metric. While maybe hard to tangibly measure, how you feel will have a great deal to do with your ability to keep forging ahead in whatever development or goals you're trying to attain. The more time you spend reflecting and focusing on what you *did* accomplish and what

went well that day, the better you're likely to feel. Do you feel more confidence in giving a presentation? Are you more confident in your ability to perform the task?

There will be instances when you want to measure your progress in situations where you're interacting with others. This becomes more prominent as you reach the Communicator and Influencer Tiers. After all, you are building relationships and trying to motivate others. In these situations, it might not be as straightforward as whether you're more easily able to accomplish a task. How will you gauge whether you are becoming better at these communication and interaction skills? Here are a few ideas.

**Improved relationships:** Is your relationship improving? Are you communicating more effectively? Are you able to come to agreements or resolve your issues more quickly? Is the person more receptive to your ideas? These are only a few questions you might consider when evaluating whether you are more effectively communicating and building relationships.

**Reduced misunderstandings:** When you're communicating more clearly, you'll find there are fewer misunderstandings in your interactions. This is one aspect to measure whether your communications intelligence (CQ) is increasing.

**Improved listening ability:** Your ability to listen will be dependent on your ability to focus. Are you able to concentrate on what someone else is saying? While our interpretation of whether we're listening isn't necessarily a reality of whether we're listening, there's no question you should be able to evaluate whether you can understand and retain what someone is sharing.

**Feedback from others:** Similarly, as I mentioned when it comes to performing tasks, feedback can be valuable when it comes to building relationships too. Get feedback from people you communicate with regularly, such as your boss, teammates, and customers. Their insight can help you determine whether you are communicating effectively.

**Increased confidence:** Confidence is helpful in not only performing tasks, but also in interacting with others. Do you feel more confident when communicating with others? Are you able to express your thoughts more easily? These are great signs you're improving.

These five examples are a good starting point when it comes to evaluating your progress related to communication and interaction skills.

Now, it's your turn to start collecting your success metrics. Based on the skills you'd like to build in the upcoming year, what are the success metrics you'll use to know whether you are making progress?

**Ask yourself questions such as:**

- What are my best indicators of productivity improvement (i.e., faster, more, etc.)?
- What are my best indicators of quality improvement?
- For each goal/skill, what are the intermediary milestone-goals I need to hit to show progress?
- In addition to my boss, who can I get feedback from regarding my progress and performance?
- Do I feel more comfortable performing this particular activity?
- Are my relationships with my coworkers, boss, customers, and others improving?

**Goals of this step:**

- Assemble the primary success indicators for each goal.
- Clarify the steppingstone goals or intermediary steps required to achieve each larger goal.
- Prompt yourself to reflect with the appropriate questions.

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## 10. TRACK PROGRESS

**Record your improvements and iterate.**

In step two, you used the Track Your Progress Worksheet to rate your proficiency for the relevant skills. This is not a one-time occurrence because, on a weekly-basis, you will get better if you're putting in the time to properly develop your skills.

To track your progress effectively, monitor your growth, and make adjustments, it's helpful to **review your progress** and priorities (that is, upcoming projects, due dates) on a **monthly basis** at a minimum. Depending on how much time you're putting into skill building, you might want to reflect and evaluate on a weekly basis.

These consistent, periodic reviews will provide opportunities for you to truly assess what's working and ensure you keep your skill-building efforts in alignment with your highest-priority work projects.

**Goals of this step:**

- Update the tracking worksheet (checkmarks, new ratings, additional notations) to record your progress.
- Reevaluate your goals and required skills development on an ongoing basis to ensure you are perpetually learning.
- Identify new ways to improve your skills and techniques by iterating and leveling-up your practice.

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## Track Your Progress

Now that you have a high-level view, let's bring it down a notch! Whether you are in my [premium leadership program](#) and have access to my lessons or simply want to build a library of your own, this is a place for you to benchmark your "current state," consider which areas need the most attention, and check off your completed lessons. I've included my suggested skillsets for each tier, but, remember, this is YOUR plan. Make it your OWN!

**Skill-Building Tier, Completion Status, and Skills Rating Column:** Give yourself a (current) rating for each skill within the tier, do your research, watch lessons (mine or whoever's you prefer). Revise your ratings as you progress through the lessons, practice, and implement your skills.

**Professional Relevance Column:** Gauge how applicable the skills within each tier are for your profession. For example, someone who markets or sells a product will have very high relevance in the Influencer section.

**Urgency, Timing Column:** Note timing considerations to help prioritize when you want to work on each particular skill. For example, early in the year tends to be a great time to work on goal setting. You might have a big presentation coming up in which you want to accelerate the time you spend learning those skills. Take into account YOUR personal situation when scheduling your plan!

| <b>Skill-Building Tier</b><br><b>+ Completion Status (Done, Scheduled Date/Week, etc.)</b><br><b>+ Skills Rating (1 Low to 10 High)</b>  | <b>Professional Relevance</b><br><b>(High, Med, Low)</b> | <b>Urgency, Timing</b><br><b>(Now, Q1, etc.)</b> |                                   |       |                                    |       |  |       |                                 |       |                                       |       |                                    |       |                                       |       |                                 |       |                                   |       |                                     |       |   |       |  |  |
|--|--|--|-----------------------------------|-------|------------------------------------|-------|--|-------|---------------------------------|-------|---------------------------------------|-------|------------------------------------|-------|---------------------------------------|-------|---------------------------------|-------|-----------------------------------|-------|-------------------------------------|-------|---|-------|--|--|
| <p><b>Producer (Tier 1)</b><br/>           Operating independently. Becoming proficient at managing oneself and delivering outputs of value.</p> <p><u>Assessment (Completed Lesson, Individual Skills Rating)</u></p> <table border="0"> <tr> <td><input type="checkbox"/> Focus</td> <td>_____</td> <td><input type="checkbox"/> Planning</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Integrity</td> <td>_____</td> <td><input type="checkbox"/> Decision Making</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Habits</td> <td>_____</td> <td><input type="checkbox"/> Goal Setting</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Willpower</td> <td>_____</td> <td><input type="checkbox"/> Productivity</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Energy</td> <td>_____</td> <td><input type="checkbox"/> Patience</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Confidence</td> <td>_____</td> <td><input type="checkbox"/> Self-Awareness</td> <td>_____</td> </tr> </table> | <input type="checkbox"/> Focus                           | _____  | <input type="checkbox"/> Planning | _____ | <input type="checkbox"/> Integrity | _____ | <input type="checkbox"/> Decision Making | _____ | <input type="checkbox"/> Habits | _____ | <input type="checkbox"/> Goal Setting | _____ | <input type="checkbox"/> Willpower | _____ | <input type="checkbox"/> Productivity | _____ | <input type="checkbox"/> Energy | _____ | <input type="checkbox"/> Patience | _____ | <input type="checkbox"/> Confidence | _____ | <input type="checkbox"/> Self-Awareness | _____ |  |  |
| <input type="checkbox"/> Focus   | _____  | <input type="checkbox"/> Planning                | _____                             |       |                                    |       |  |       |                                 |       |                                       |       |                                    |       |                                       |       |                                 |       |                                   |       |                                     |       |   |       |  |  |
| <input type="checkbox"/> Integrity   | _____  | <input type="checkbox"/> Decision Making         | _____                             |       |                                    |       |  |       |                                 |       |                                       |       |                                    |       |                                       |       |                                 |       |                                   |       |                                     |       |   |       |  |  |
| <input type="checkbox"/> Habits  | _____  | <input type="checkbox"/> Goal Setting            | _____                             |       |                                    |       |  |       |                                 |       |                                       |       |                                    |       |                                       |       |                                 |       |                                   |       |                                     |       |   |       |  |  |
| <input type="checkbox"/> Willpower   | _____  | <input type="checkbox"/> Productivity            | _____                             |       |                                    |       |  |       |                                 |       |                                       |       |                                    |       |                                       |       |                                 |       |                                   |       |                                     |       |   |       |  |  |
| <input type="checkbox"/> Energy  | _____  | <input type="checkbox"/> Patience                | _____                             |       |                                    |       |  |       |                                 |       |                                       |       |                                    |       |                                       |       |                                 |       |                                   |       |                                     |       |   |       |  |  |
| <input type="checkbox"/> Confidence  | _____  | <input type="checkbox"/> Self-Awareness          | _____                             |       |                                    |       |  |       |                                 |       |                                       |       |                                    |       |                                       |       |                                 |       |                                   |       |                                     |       |   |       |  |  |

| <b>Skill-Building Tier</b><br><b>+ Completion Status</b> (Done, Scheduled Date/Week, etc.)<br><b>+ Skills Rating</b> (1 Low to 10 High)  | <b>Professional Relevance</b><br>(High, Med, Low) | <b>Urgency, Timing</b><br>(Now, Q1, etc.)   |                                       |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
|--|---|---|---------------------------------------|-------|------------------------------------|-------|---|-------|-------------------------------------|-------|---|-------|----------------------------------|-------|--|-------|---------------------------------------|-------|---------------------------------------|-------|--|-------|--|--|--|--|
| <p><b>Communicator (Tier 2)</b><br/> Interacting with others. Learning behaviors and using communication vehicles to build powerful relationships.</p> <p><u>Assessment (Completed Lesson, Individual Skills Rating)</u></p> <table border="0"> <tr> <td><input type="checkbox"/> Empathy</td> <td>_____</td> <td><input type="checkbox"/> Storytelling</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Listening</td> <td>_____</td> <td><input type="checkbox"/> Building Trust</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Speaking</td> <td>_____</td> <td><input type="checkbox"/> Relationship Build</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Writing</td> <td>_____</td> <td><input type="checkbox"/> Reaction</td> <td>_____</td> </tr> </table>  | <input type="checkbox"/> Empathy                  | _____                                       | <input type="checkbox"/> Storytelling | _____ | <input type="checkbox"/> Listening | _____ | <input type="checkbox"/> Building Trust | _____ | <input type="checkbox"/> Speaking   | _____ | <input type="checkbox"/> Relationship Build | _____ | <input type="checkbox"/> Writing | _____ | <input type="checkbox"/> Reaction      | _____ |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Empathy   | _____   | <input type="checkbox"/> Storytelling       | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Listening   | _____   | <input type="checkbox"/> Building Trust     | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Speaking  | _____   | <input type="checkbox"/> Relationship Build | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Writing   | _____   | <input type="checkbox"/> Reaction           | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <p><b>Influencer (Tier 3)</b><br/> Inspiring others. Using communication vehicles to deploy logical and emotional tactics to inspire positive behavior in others.</p> <p><u>Assessment (Completed Lesson, Individual Skills Rating)</u></p> <table border="0"> <tr> <td><input type="checkbox"/> Master Craft</td> <td>_____</td> <td><input type="checkbox"/> Facilitation</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Influence</td> <td>_____</td> <td><input type="checkbox"/> Negotiation</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Persuasion</td> <td>_____</td> <td><input type="checkbox"/> Networking</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Talks</td> <td>_____</td> <td><input type="checkbox"/> Get What Want</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Presentation</td> <td>_____</td> <td><input type="checkbox"/> Perseverance</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Collaboration</td> <td>_____</td> <td></td> <td></td> </tr> </table> | <input type="checkbox"/> Master Craft             | _____                                       | <input type="checkbox"/> Facilitation | _____ | <input type="checkbox"/> Influence | _____ | <input type="checkbox"/> Negotiation    | _____ | <input type="checkbox"/> Persuasion | _____ | <input type="checkbox"/> Networking         | _____ | <input type="checkbox"/> Talks   | _____ | <input type="checkbox"/> Get What Want | _____ | <input type="checkbox"/> Presentation | _____ | <input type="checkbox"/> Perseverance | _____ | <input type="checkbox"/> Collaboration | _____ |  |  |  |  |
| <input type="checkbox"/> Master Craft  | _____   | <input type="checkbox"/> Facilitation       | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Influence   | _____   | <input type="checkbox"/> Negotiation        | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Persuasion  | _____   | <input type="checkbox"/> Networking         | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Talks   | _____   | <input type="checkbox"/> Get What Want      | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Presentation  | _____   | <input type="checkbox"/> Perseverance       | _____                                 |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |
| <input type="checkbox"/> Collaboration   | _____   |   |                                       |       |                                    |       |   |       |                                     |       |   |       |                                  |       |  |       |                                       |       |                                       |       |  |       |  |  |  |  |

| <b>Skill-Building Tier</b><br><b>+ Completion Status</b> (Done, Scheduled Date/Week, etc.)<br><b>+ Skills Rating</b> (1 Low to 10 High)  | <b>Professional Relevance</b><br>(High, Med, Low) | <b>Urgency, Timing</b><br>(Now, Q1, etc.) |                                     |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
|--|---|---|-------------------------------------|-------|--|-------|--|-------|-----------------------------------|-------|--|-------|--|-------|---|-------|-----------------------------------|-------|---------------------------------------|-------|--|--|
| <p><b>Developer (Tier 4)</b><br/> Leading teams and coaching people. Motivating and guiding a team or individual to achieve a desired outcome.</p> <p><u>Assessment (Completed Lesson, Individual Skills Rating)</u></p> <table border="0"> <tr> <td><input type="checkbox"/> Hiring</td> <td>_____</td> <td><input type="checkbox"/> Delegation</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Team Building</td> <td>_____</td> <td><input type="checkbox"/> Promote Culture</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Managing</td> <td>_____</td> <td><input type="checkbox"/> Manage Change</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Motivating</td> <td>_____</td> <td><input type="checkbox"/> Resolve Conflict</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Coaching</td> <td>_____</td> <td><input type="checkbox"/> Manage Risks</td> <td>_____</td> </tr> </table> | <input type="checkbox"/> Hiring                   | _____                                     | <input type="checkbox"/> Delegation | _____ | <input type="checkbox"/> Team Building | _____ | <input type="checkbox"/> Promote Culture | _____ | <input type="checkbox"/> Managing | _____ | <input type="checkbox"/> Manage Change | _____ | <input type="checkbox"/> Motivating    | _____ | <input type="checkbox"/> Resolve Conflict | _____ | <input type="checkbox"/> Coaching | _____ | <input type="checkbox"/> Manage Risks | _____ |  |  |
| <input type="checkbox"/> Hiring  | _____   | <input type="checkbox"/> Delegation       | _____                               |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
| <input type="checkbox"/> Team Building   | _____   | <input type="checkbox"/> Promote Culture  | _____                               |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
| <input type="checkbox"/> Managing  | _____   | <input type="checkbox"/> Manage Change    | _____                               |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
| <input type="checkbox"/> Motivating  | _____   | <input type="checkbox"/> Resolve Conflict | _____                               |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
| <input type="checkbox"/> Coaching  | _____   | <input type="checkbox"/> Manage Risks     | _____                               |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
| <p><b>Visionary (Tier 5)</b><br/> Creating and predicting. Using expertise to create and implement market-moving ideas and predict trends.</p> <p><u>Assessment (Completed Lesson, Individual Skills Rating)</u></p> <table border="0"> <tr> <td><input type="checkbox"/> Synthesis</td> <td>_____</td> <td><input type="checkbox"/> Creativity</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Strategy</td> <td>_____</td> <td><input type="checkbox"/> Forecasting</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Idea Gen</td> <td>_____</td> <td><input type="checkbox"/> Prediction</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Diverse Think</td> <td>_____</td> <td></td> <td></td> </tr> </table>  | <input type="checkbox"/> Synthesis                | _____                                     | <input type="checkbox"/> Creativity | _____ | <input type="checkbox"/> Strategy      | _____ | <input type="checkbox"/> Forecasting     | _____ | <input type="checkbox"/> Idea Gen | _____ | <input type="checkbox"/> Prediction    | _____ | <input type="checkbox"/> Diverse Think | _____ |   |       |                                   |       |                                       |       |  |  |
| <input type="checkbox"/> Synthesis   | _____   | <input type="checkbox"/> Creativity       | _____                               |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
| <input type="checkbox"/> Strategy  | _____   | <input type="checkbox"/> Forecasting      | _____                               |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
| <input type="checkbox"/> Idea Gen  | _____   | <input type="checkbox"/> Prediction       | _____                               |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |
| <input type="checkbox"/> Diverse Think   | _____   |   |                                     |       |  |       |  |       |                                   |       |  |       |  |       |   |       |                                   |       |                                       |       |  |  |

## Library Quick-Access Section (Premium)

### 1. Producer Skills: Operating independently.

Available leadership lessons related to the foundational skills in the Producer Tier:

1. [Focus](#)
2. Integrity
3. [Habits](#)
4. [Willpower](#)
5. Energy ([single session](#), [5-day productivity challenge for annual members](#))
6. [Confidence](#) ([Overcoming Imposter Syndrome](#), [Mindset Mastery: Overcoming Limiting Beliefs](#))
7. Planning ([your week](#), [your day](#), [remote work](#), [5-day productivity challenge for annual members](#))
8. [Decision making](#)
9. Goal setting ([2023 session](#), [goals 2020](#), [case study](#), [5-day goal class - annual](#))
10. Productivity ([single session](#), [full 5-day productivity challenge](#), [email management](#))
11. [Patience](#)
12. [Self-awareness](#)
13. [Ultimate Health Blueprint](#)
14. [The Life Equation: Time, Health, Money](#)
15. [Financial Fitness \(Personal Wealth Building and Preservation\)](#)

Additional related lessons:

There will be activities [you can perform to create space in your life](#), which will allow you to be more effective at developing these skills and “getting your house in order” so to speak. And, you know how [important it is to reflect](#) to make sure you are locking in your progress and know how far you’ve come on your journey.

### 2. Communicator: Interacting with others.

Available leadership lessons related to the foundational skills in the Communicator Tier:

1. [Empathy](#)
2. [Listening](#)
3. Speaking ([Sending](#), [Designed for intent](#), [Talk organization](#))
4. Writing ([Talk organization](#), [Persuasion outline](#))
5. [Storytelling](#)
6. [Building Trust](#)
7. [Relationship Building](#)

8. Reaction ([Unexpected events](#), [Difficult and known situations](#))

### 3. Influencer: Inspiring others.

Available leadership lessons related to the foundational skills in the Influencer Tier:

1. Mastering your craft ([single session](#), [high performance](#), [5-part career accelerator](#))
2. Influence ([in general communication](#), [in pitching ideas](#))
3. [Persuasion](#)
4. [Talks](#)
5. [Presentation](#) (Developing + Delivering)
6. [Collaboration](#)
7. [Facilitation](#)
8. Negotiation ([targeted on pay raises](#))
9. [Employee Value Proposition for Your Employer](#)
10. [Employee Year-End Playbook](#)
11. [Networking](#)
12. [Getting what you want](#)
13. [Perseverance](#)

Additional related lessons:

Some other lessons to review as they relate to this point are [catapulting your career](#) and [planning your performance review opportunities effectively](#). These lessons go hand-in-hand with others in the [career accelerator program](#). The faster you can grow your career, the more residual credibility you'll realize.

### 4. Developer: Leading teams and others.

Available leadership lessons related to the foundational skills in the Developer Tier:

1. [Hiring](#)
2. [Building Teams](#)
3. [Managing people](#)
4. [Motivating people](#)
5. [Coaching](#)
6. [Delegation](#)
7. [Promoting culture](#)
8. Managing change ([Team Apollo access only](#))
9. [Resolving conflict](#)
10. [Managing risk](#)
11. [Building and Operating a High-Performance Workplace](#)

12. [Measuring Leadership Impact: The Key Performance Indicators](#)

**5. Visionary: Creating and predicting.**

Available leadership lessons related to the foundational skills in the Visionary Tier:

1. Synthesis
2. Strategy Development ([Business Case Development](#))
3. Idea Generation ([in career accelerator program](#), [in productivity challenge](#))
4. [Creativity](#)
5. Forecasting
6. Prediction
7. [Diverse Thinking](#)
8. [Innovation](#)

## Meet Your Coach

Andrew LaCivita is a world- leading career and leadership coach, trainer, and speaker. He is the best-selling author of four books, including *The Zebra Code*, *The Hiring Prophecies: Psychology behind Recruiting Successful Employees* and *Interview Intervention: Communication That Gets You Hired*, and has dedicated his life and career to helping people and companies realize their potential.



During his career, he has served as an executive in large and small companies, board member, angel investor, and serial entrepreneur.

As a former consulting leader and executive recruiter turned career coach, he knows how to accomplish significant feats in his professional AND personal life. Working with more than 350 companies and 100,000 individuals in nearly 200 countries teaches you a lot about success, high performance, and what it takes to be THE best.

In 2015, Andrew created the milewalk Academy®, his training and coaching site to support people in their careers. Individuals will find incredibly valuable free and paid training and coaching related to every imaginable aspect of supporting their careers.

He also is the executive producer, writer, star, video engineer, and sound engineer of his Top 5 career vlog titled [Tips for Work and Life®](#). This multi-modality platform is designed to educate, entertain, and inspire the viewers via whatever medium they love. You can also find Tips for Work and Life® multi-cast on his [YouTube channel](#), [iTunes](#), and various other podcasting platforms.

As a career and leadership expert, Andrew serves as a trusted media resource and is often featured on television, radio, and Internet magazines for his insight and opinion on job searching, recruitment, and employment market trends. He has contributed to several prominent international news outlets such as Fox Business, ABC, Inc., Business Insider, and Forbes.

To learn more about his coaching, courses, and books, visit him at the [milewalk Academy](#).

Andrew LaCivita's



Our signature leadership program is designed to help you with "next-level" performance!

It's understandable everyone wants to leave a positive mark on this world. But not everyone is willing to do what it takes to make that mark.

This not only requires taking that big first step, but also taking those second, third, and fourth steps to ensure you're going in the right direction. You need to build and sustain serious momentum, stay focused, and overcome challenges along the way.

This day-in-and-day-out grind wears us down and makes us susceptible to giving up. That's why it's important to understand the finest points of leadership and self-improvement and implement awesome personal systems and habits that ensure you'll be successful. That's specifically what our Leadership Monthly mentoring program does for you!

Coach LaCivita channels experience from his 35-year career successfully consulting and coaching more than 350 companies and 100,000 individuals to design lessons related to the most critical growth areas.

Conducted live and recorded for your convenience, this monthly program teaches you "all things leadership" such as confidence,

focus, influence, communication, decision-making, organization tactics, energy management, time management, people management, goal accomplishing, and more.

Every month, you can join us for a 90-minute to 2-hour session, get the lesson, join in with the community, and ask your questions. We also offer challenges to help with your growth and conditioning of these leadership qualities and tactics.

After the session, you receive a wonderful workbook with a lesson summary, thought provokers to get you moving in the right direction, and written challenge instructions. These keepsakes are fabulous for lesson reinforce and journaling too.

*"I've known Andrew in so many capacities. To remark on only one wouldn't be enough. He gets to the heart and soul of inspiring maximum human potential. His path-breaking work is a must-read and must-follow for anyone who aspires to a fuller, richer experience of life AND those who seek to maximize professional expression of their potential."*

*-Chuck Peruchini*

We know you want to leave a positive mark. Now, we're wondering if you're willing to take that one first big step so we can work together on an ongoing basis!

For a complete list of benefits, features, bonuses, schedule, frequently asked questions, and enrollment details, see the [Leadership Monthly Live overview page](#) on the milewalk Academy® site!