



How to translate Assessment Feedback into Actionable Goals for an Individual Development Plan

Sergeants Major Course (SMC)

“Plans are nothing ... Planning is everything” – Dwight Eisenhower

Keep in Mind: An Individual Development Plan (IDP) is a *living document* that should change as the individual progresses. It should be relevant and easy for the individual to understand and follow.

Emphasize that the CLA: Athena assessment battery exists to increase self-awareness and guide self-development by helping students identify cognitive, personal, and leadership areas to leverage and/or develop. Assist the student in interpreting individual results, considering the desired behavior or attribute level. Define desired focus and outcome.

Use the online Project Athena Leader Self-Development Tool (<https://cal.army.mil/Athena/sd-tool/#/>) to identify developmental activities linked to desired focus.

- Document timeframe or status for achieving objectives.
- Specify progress indicators.
- Review and reinforce identified strengths.
- Review developmental needs the leader selects to focus on.

These are questions to guide the student to reflect on each of the feedback reports received and identify topics of interest.

Remember: Students are **not required to share specific results** from any Project Athena assessment.

Individual Development Plan (IDP)		
(1) Leader's Name:		
(2) Short-Term Goals (Personal/Professional, 0-1 Year):		(3) Long-Term Goals (Personal/Professional: 1-4 Years):
(4) Self-Assessment: Physical Fitness (ACFT ___/APFT ___):	(5) Cognitive: Critical Thinking:	(6) Leadership: Competencies:
Self-Assessed Strengths: A	C Communications (Reading; Writing; Verbal)	E
Self-Assessed Developmental Needs: B	D Technical & Tactical Knowledge (Warfighting): <i>course performance</i>	Self-Awareness: F
(7) Immediate Actions (Next 90 Days):		

Assessment	Think about these Questions	IDP Blocks
General Considerations	<p><i>Interpret and reflect on your results. How did they align with your self-understanding?</i></p> <p><i>Is there a gap between your expectations and the assessment results?</i></p> <p><i>What caught your attention in the feedback reports? What surprised you most about your results?</i></p> <p><i>What are your strengths?</i></p> <p><i>What are some developmental areas you need/want to work on?</i></p> <p><i>What do you need to stop doing?</i></p> <p><i>What do you need to start doing?</i></p>	
Army Critical Thinking Test (ACTT)	<p><i>Have you identified some aspects of critical thinking that could use strengthening? For instance:</i></p> <ul style="list-style-type: none"> ○ <i>Identifying issues, discrepancies, conflicts, inconsistencies</i> ○ <i>Assessing the relevance and credibility of information</i> ○ <i>Recognizing and questioning assumptions</i> ○ <i>Considering counterarguments or alternative ideas</i> ○ <i>Confirming or disproving evidence</i> ○ <i>Deciding whether further thought, action, or consideration is necessary</i> ○ <i>Understanding how different pieces of information relate to one another and what those relationships imply</i> ○ <i>Synthesizing information into an understandable, cohesive whole</i> ○ <i>Drawing and defending conclusions</i> ○ <i>Generating a variety of courses of action</i> <p><i>Do you feel your focus, cognitive flexibility, and emotional regulation thinking strategies are adequate?</i></p>	A B C

Individual Adaptability (I-ADAPT)	<p><i>Do you have what it takes to embrace change?</i> <i>Did you identify any area of adaptability you would like to work on?</i></p> <ul style="list-style-type: none"> ○ <i>Are you able to learn new tasks, technologies, and procedures effectively?</i> ○ <i>How good are you at coming up with unique or innovative solutions or finding new ways to use existing resources to do a task?</i> ○ <i>Do you handle stress as well as you would like?</i> ○ <i>How well do you adjust to rapidly changing situations?</i> ○ <i>Are you able to maintain calm and handle emergencies?</i> ○ <i>How well do you deal with difficult people or negative feedback?</i> ○ <i>Are you able to adjust your behavior or appearance to integrate into different cultures?</i> ○ <i>How well do you cope with extreme environments?</i> 	<p><i>A B E F</i></p>
Self-Assessment Individual Differences Inventory (SAID-I)	<p><i>Did you identify any personal characteristics that you would like to leverage more?</i></p> <ul style="list-style-type: none"> ○ <i>How you interact with others: Extraversion, Agreeableness, Team Orientation</i> ○ <i>How you approach duty/work: Detail Orientation, Dependability, Intellectual Curiosity</i> ○ <i>What motivates you or drives your success: Achievement Orientation, Self-Control, Perseverance</i> ○ <i>How you deal with challenges: Emotional Stability, Optimism, Self-Confidence</i> <p><i>How can you leverage your personal characteristics to lead others better?</i> <i>What characteristics would you look for in someone else to offset or enhance your personal characteristics?</i></p>	<p><i>A B E F</i></p>
Sensemaking (SENSE)	<p><i>How well are you able to use available information to understand the situation around you and identify gaps in your knowledge?</i> <i>How broadly and deeply do you consider information when trying to reach understanding?</i> <i>Are you able to figure out what right looks like in an ambiguous situation?</i> <i>Are you able to create accurate understanding of complex situations?</i> <i>Are you confident that you can create situational understanding in stressful situations?</i> <i>What cognitive skills can you develop to increase your sensemaking ability?</i></p>	<p><i>A B C E</i></p>
Systems Thinking Scale (STS)	<p><i>Are you able to see the big picture when assessing a situation?</i> <i>How skilled are you at determining root causes of a situation or problem?</i> <i>How often are you successful in predicting second and third order effects of decisions?</i> <i>Do you have an adequate range of skills and knowledge available to you for facing unfamiliar and complex problems?</i> <i>Are you confident that your modifications to existing systems will have the intended effects?</i> <i>Are you willing to pursue accurate understanding of complex interconnections?</i></p>	<p><i>A B C E</i></p>
Leader360 (LDR360)	<p><i>What leadership competencies do you need to strengthen the most?</i> <i>What leader behaviors do you want to become more effective at displaying?</i> <i>What behaviors are counter-productive to your future success? i.e., What should you stop doing?</i></p>	<p><i>A B E F</i></p>