



HCSC



U.S. Department of Veterans Affairs
Employee Job Aid
My Development Plan (MDP)

Employee Job Aid: My Development Plan (MDP)

(Revision Date: October 10, 2024)

Purpose

The purpose of this job aid is to guide you through the step-by-step process of navigating your My Development Plan (MDP).

In this job aid, you will learn how to:

- Task A. Use Best Practice
- Task B. Access My Development Plan
- Task C. Navigate My Development Plan
- Task D. Create Development Goal
 - Create a New Development Goal
 - Copy Goal from Previous Goal Plan
- Task E. Add Learning Activity to Goal
 - Add TMS Learning from Library
 - Add TMS Learning By Attribute
 - Create External Learning
 - Link External Learning to Another Goal
- Task F. Maintain or Edit Development Goals
 - Edit Development Goal & Learning Activities
 - Delete Development Goal & Learning Activities
- Task G. Edit & Print My Development Plan

Before You Begin!

VA's paper-based Individual Development Plan (IDP) is now the electronic My Development Plan, or MDP. MDP is available for VA employees and should only be used for professional development purposes. Any development goals and activities will not be used to assess or evaluate employee performance. MDP is a tool to help the employee enhance competencies, skills, and abilities in the current position and help prepare for a future role.

Before you create your MDP, you must validate your Supervisor/Manager using the **Validate/Update Manager** tile on your **TMS Home Page**. This important step allows your Supervisor/Manager to review, update, and certify the conversation about your development.

On the **My Development Plan** page, your Supervisor/Manager can review and edit your MDP. Supervisors/Managers are advised to have a conversation with you about any changes to your plan prior to making any modifications.

Support for MDP

Visit the **VA Learning Online Resources MDP Webpage** for more information, including step-by-step instructions for employees and managers. This site can only be reached from the VA network.

- Copy/paste this link to a new browser window:
<https://dvagov.sharepoint.com/sites/VAHCSC/SitePages/My-Development-Plan.aspx>
- For **OIT employees**, please contact VAITWDTMS@va.gov
- For more TMS resources, please visit the [TMS Resources](#) website

What's New for FY25

Navigation Changes

- Access MDP using the My Development Plan main menu selection or the Quick Card on the Home Page

Layout Changes and New Features

- Goals are now displayed as cards
- Add learning activities to a goal using the Manage Learning button
 - Add Internal Learning *By Attribute* or *From TMS Library*

- Create External Learning
- Link External Learning (to multiple goals)
- Managers-Supervisors-Matrix Managers search using the People Selector on the left to view direct-matrix reports' plans

Terminology Changes

- Competencies, skills, or tasks are now called Attributes
- The Search by Competency feature is now called *By Attribute*
- The Create Custom Learning feature is now called Create External Learning

Task A. Use Best Practice

- **Employee-** Open **My Development Plan** to add or edit a development goal.
- **Employee-** Observe the **Not Reviewed** visual cue for each goal prompting you to contact your Supervisor/Manager and discuss your development needs and help you identify appropriate learning activities to accomplish the goal.
- **Supervisor/Manager-** Review each goal. Click the **Edit Development Goal** link. On the details page, toggle the **Manager Reviewed** drop-down list from **Not Reviewed** to **Reviewed**, and save the change.
- **Employee and Supervisor/Manager-** Observe the **Reviewed** visual cue on the goal indicating the conversation about the goal was completed.
- **Employee-** Set a calendar reminder to return to MDP every September 1st to update the status of your goals and activities and add completion dates.

Task B. Access My Development Plan

1. From the VA TMS landing page, select the **Home** dropdown menu.
2. Select the **My Development Plan** option. This will navigate you to the My Development area of the TMS. **NOTE:** Selecting the My Development Plan tile under the Quick Actions section will also navigate the employee to the My Development area.



Task C. Navigate My Development Plan

1. On the My Development Plan page, select the **Fiscal Year** dropdown icon to select the current Fiscal Year's Individual Development Plan.
2. The **Goal Ribbon** displays the number of goals on your MDP as well as the status of each goal (Not Started, In Progress, On Target, Behind, Ahead, Complete).
3. The **Introduction** link expands and collapses the Introduction section. It is important to review this section before working on the My Development Plan.
4. The **Short-Term (0-1 Year)** section displays all short-term goals. **NOTE:** The goal summary includes the title of the goal, the Due Date, the status of the goal which can be edited, the number of learning activities, the number of attributes, and the More Actions icon.
5. The **Long-Term (1+ Years)** section displays all long-term goals. **NOTE:** the More Actions icon (...) displays a dropdown menu with the following actions: Edit Goal, Delete Goal, Add TMS Learning from Library, and Create External Learning.
6. The **Create Goal** button allows you to create a goal from scratch or copy a goal from a previous goal plan.
7. The **Print to PDF** icon allows you to print your MDP.

The screenshot shows the 'My Development Plan' interface. At the top, there is a header 'My Development Plan' with a dropdown arrow. Below it, the title 'FY25 Individual Development Plan' is displayed with a dropdown icon (1). To the right of the title are 'Create Goal' (6) and 'Print to PDF' (7) buttons. Below the title is a 'Goal Ribbon' (2) showing 3 Goals and a breakdown by status: 0 Not Started, 1 In Progress, 1 On Target, 0 Behind, 0 Ahead, and 1 Complete. Below the ribbon is an 'Introduction' link (3). The main content area is divided into two sections: 'Short-Term (0 - 1 Year)' (4) and 'Long-Term (1+ Years)' (5). The Short-Term section contains two goal cards: 'Increase Proficiency in Customer Service Relations' (Due Date: Sep 30, 2025, In Progress, 3 activities) and 'CPR Certification' (Due Date: Sep 30, 2025, Complete, 1 activity). The Long-Term section contains one goal card: 'Develop Leadership Skills' (Due Date: Sep 30, 2025, On Target, 1 activity).

Task D. Create Development Goal

Create a New Development Goal

1. Select the **Create Goal** button in the upper right corner of your My Development Plan.

Development Goal

FY25 Individual Development Plan

Oct 1, 2024 - Sep 30, 2025

3 Goals | 0 Not Started | 1 In Progress | 1 On Target | 0 Behind | 0 Ahead | 1 Complete

1 Create Goal

2. Select the **Create from Scratch** option.

Goal Creation Options

Hi, B0024 UATSUBORDINATE!

Choose how you'd like to create a goal:

2 Create from Scratch
Create a goal with a blank goal form.

Copy from Goal Plan
Create goals based on your previous goal plan.

3. Enter the desired field(s) on the **Create Development Goal** page. These fields include Goal Name, Category, Expected Outcome, Estimated Cost, Actual Cost, Goal Start Date, Goal Due Date, Attributes, Status, Date Completed, and Manager Reviewed. **NOTE:** The Goal Name and Status field are required.
4. Select the **Save** button.

5. The new development goal has been added to your My Development Plan.

The screenshot displays the 'FY25 Individual Development Plan' interface. At the top, it shows the period 'Oct 1, 2024 - Sep 30, 2025' and a 'Create Goal' button. Below this is a progress bar with six categories: '4 Goals' (Not Started: 1, In Progress: 1, On Target: 1, Behind: 0, Ahead: 0, Complete: 1). A large '5' in a black circle is positioned above the goal cards. Three goal cards are visible under the 'Short-Term (0 - 1 Year)' section: 'Increase Proficiency in Customer Service Relations' (Due Date: Sep 30, 2025, In Progress, 3 items), 'CPR Certification' (Due Date: Sep 30, 2025, Complete, 1 item), and 'PMP Certification' (Due Date: Sep 30, 2025, Not Started, 1 item). The 'PMP Certification' card is highlighted with a red border.

Copy Goal from Previous Goal Plan

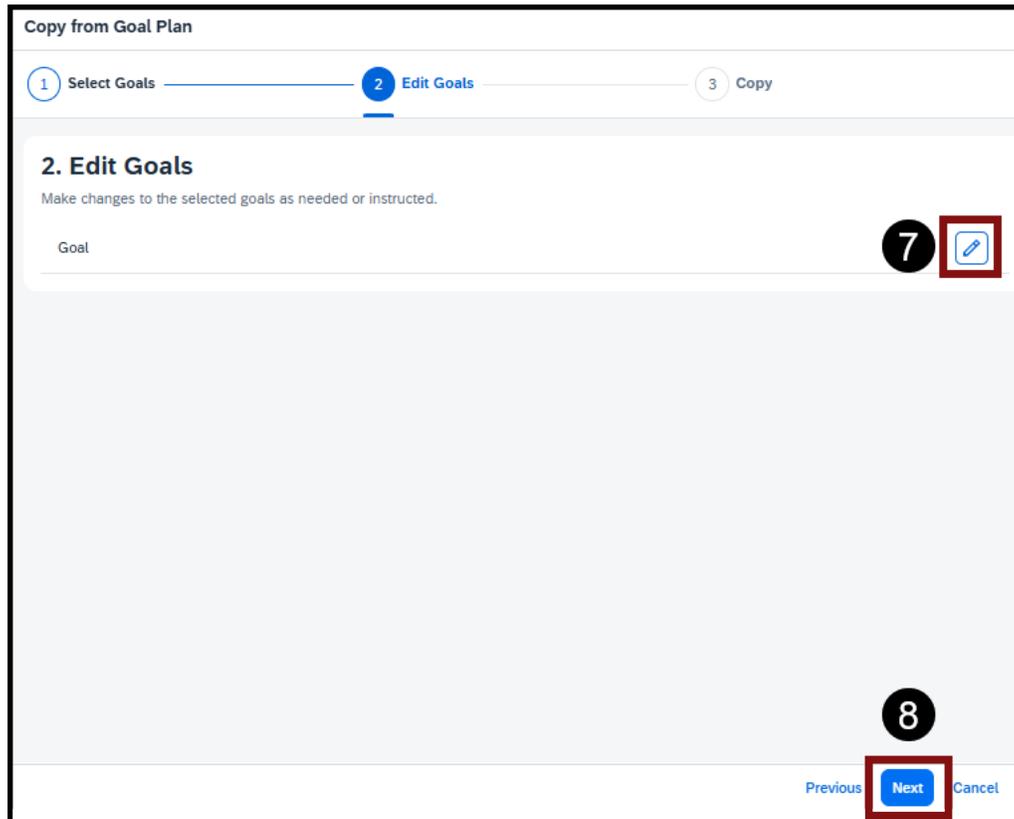
1. On the My Development Plan page, select the **Create Goal** button.

2. Select the **Copy from Goal Plan** option.

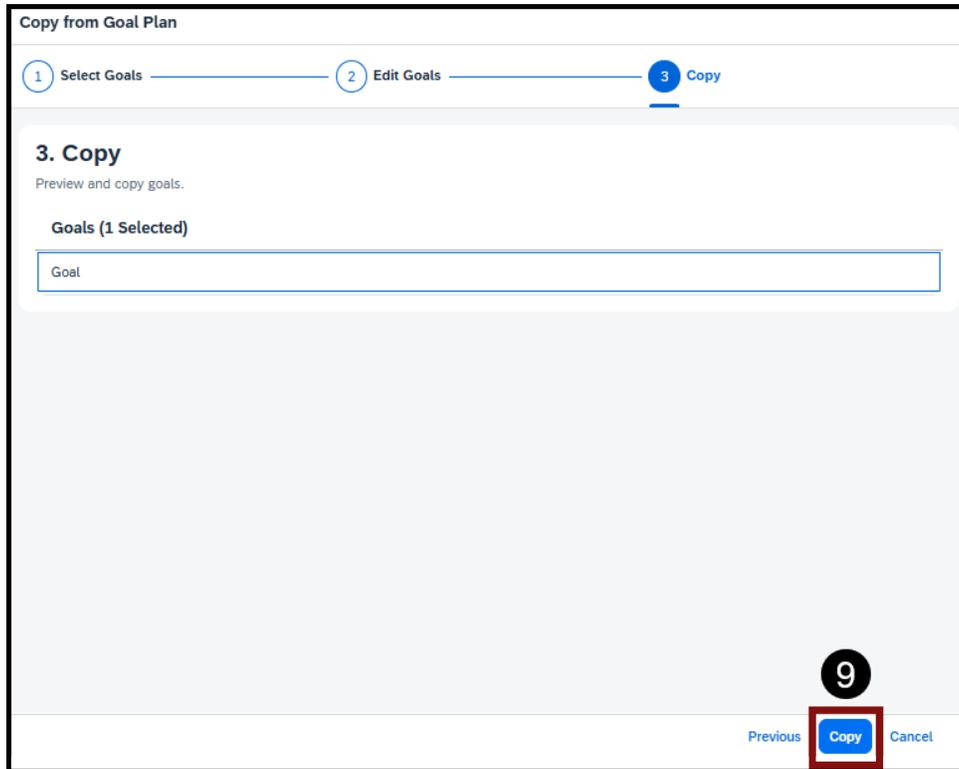
3. In the **1. Select Goals** window, select the **Goal Plan** dropdown menu.
4. Select the **Fiscal Year MDP** that contains the goal you wish to copy from the dropdown menu.

5. **Check** the box next to the development goal you wish to copy to your current Fiscal Year MDP.
6. Select the **Next** button.

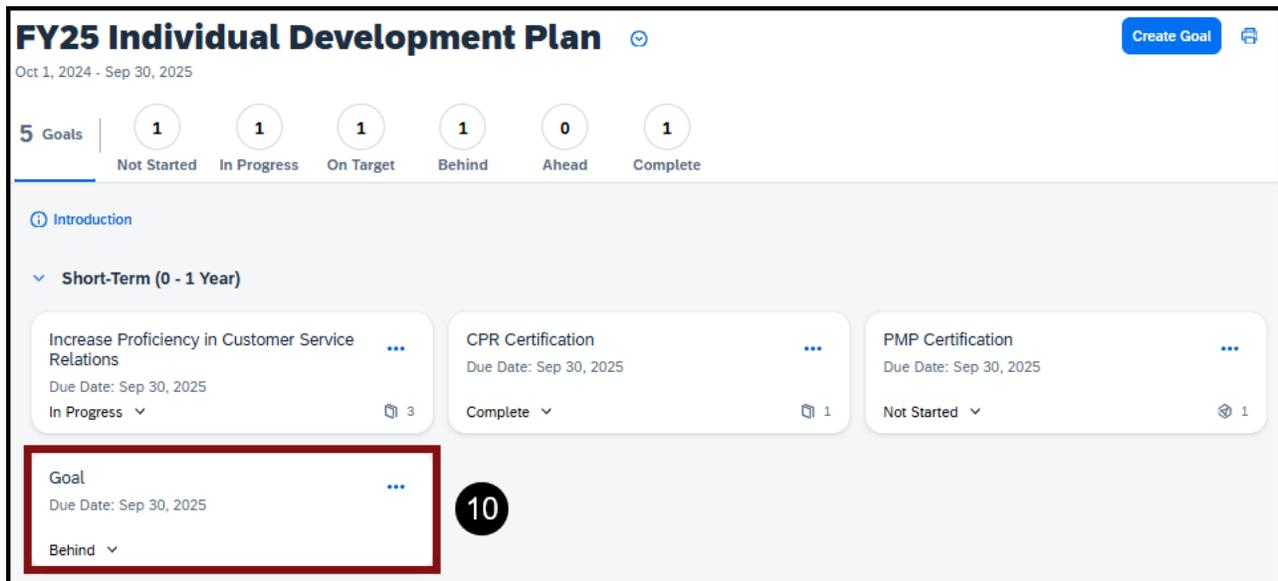
7. In the **2. Edit Goals** window, select the **Edit** icon to make any changes to the goal before it is copied to your new plan.
8. Select the **Next** button.



9. In the **3. Copy** window, select the **Copy** button.



10. The new development goal has been added to your My Development Plan.



Task E. Add Learning Activity to Goal

Add TMS Learning from Library

1. Select the **More Actions** icon in the upper right corner of the goal.
2. Select the **Add TMS Learning from Library** option from the dropdown menu.

The screenshot displays the 'FY25 Individual Development Plan' interface. At the top, it shows the period 'Oct 1, 2024 - Sep 30, 2025' and a progress summary: 2 Goals, 1 Not Started, 0 In Progress, 1 On Target, 0 Behind, 0 Ahead, and 0 Complete. Below this, there are sections for 'Introduction', 'Short-Term (0 - 1 Year)', and 'Long-Term (1+ Years)'. Two goals are listed under the Short-Term section: 'CPR Certification' (Due Date: Sep 30, 2025, On Target) and 'Increase Proficiency in Customer Service Relations' (Due Date: Sep 30, 2025, Not Started). A dropdown menu is open for the second goal, showing options: 'Edit Goal', 'Delete Goal', 'Add TMS Learning from Library', and 'Create External Learning'. Red boxes and numbers 1 and 2 highlight the 'More Actions' icon and the 'Add TMS Learning from Library' option, respectively.

3. Search by **keyword** to find courses that can be added as a Learning Activity for your development goal.
4. (Optional) Refine your search by specifying the **Learning Type, Source, Delivery Method, Rating, and Categories**.

The screenshot displays the search interface of the Human Capital Services Center (HCSC) TMS 2.0. At the top, there is a search bar with the placeholder text "Search" and a magnifying glass icon, highlighted with a red box and a circled number 3. To the right of the search bar is a "Language & Currency" button. Below the search bar, the text "49477 COURSES" is displayed. To the right of this text are icons for a grid and a list view, and a "Sort By" dropdown menu set to "Relevance".

On the left side, there is a "Refine By" section with several filter categories, each with a dropdown arrow: "Learning Type", "Source", "Delivery Method", "Rating", and "Categories". The "Rating" section includes an unchecked checkbox labeled "Include unrated". This entire "Refine By" section is highlighted with a red box and a circled number 4.

On the right side, a course card is displayed. It features a profile picture of a woman with a star and microphone icon in the background. The course title is "Perfecting Your Resume" with Kathy... (VA 4561711). Below the title is a rating of four stars and a star (4.5) with 1417 reviews. A "Done" button is located at the bottom right of the interface.

5. Once you have found the course, select the **Add to Learning Plan** link.

The screenshot displays the 'COURSES' page in the Human Capital Services Center. On the left, a 'Refine By' sidebar contains filters for Learning Type, Source, Delivery Method, Rating (with an 'Include unrated' checkbox), and Categories. The main content area features a course card for 'Excel Basics' by Skillsoft. The card includes a course image, the Skillsoft logo, the course title 'Excel Basics (NFED 4631645)', and a 4.5-star rating from 81 reviews. At the bottom of the card, the 'Add to Learning Plan' button is highlighted with a red box, and a notification bubble with the number '5' is positioned next to it. A 'More' link with a downward arrow is also visible. The top right of the page shows a 'Sort By' dropdown menu set to 'Relevance'.

- The status of the course will change to **Assigned**.
- Select the **Done** button.

The screenshot displays the 'COURSES' section of the Human Capital Services Center interface. On the left, there are filters for 'Refine By' including Learning Type, Source, Delivery Method, Rating, and Categories. The main area shows a course card for 'Excel Basics' by Skillsoft. The course title is 'Excel Basics (NFED 4631645)' with a 5-star rating and 81 reviews. The status 'Assigned' is highlighted with a red box, and a badge with the number '6' is next to it. At the bottom right, the 'Done' button is also highlighted with a red box, with a '7' badge next to it.

Add TMS Learning By Attribute

If your organization is using **Attributes** (Competencies, Skills, Tasks, etc) connected to the various positions of the VA employees, you may use the By Attribute feature to find curated TMS Learning Items by attribute.

1. Select the **goal** to navigate to the **Goal Details** page. **NOTE:** You could also select the More Actions icon next to the goal as shown in the Add TMS Learning from Library workflow.

FY25 Individual Development Plan ⌵

Oct 1, 2024 - Sep 30, 2025

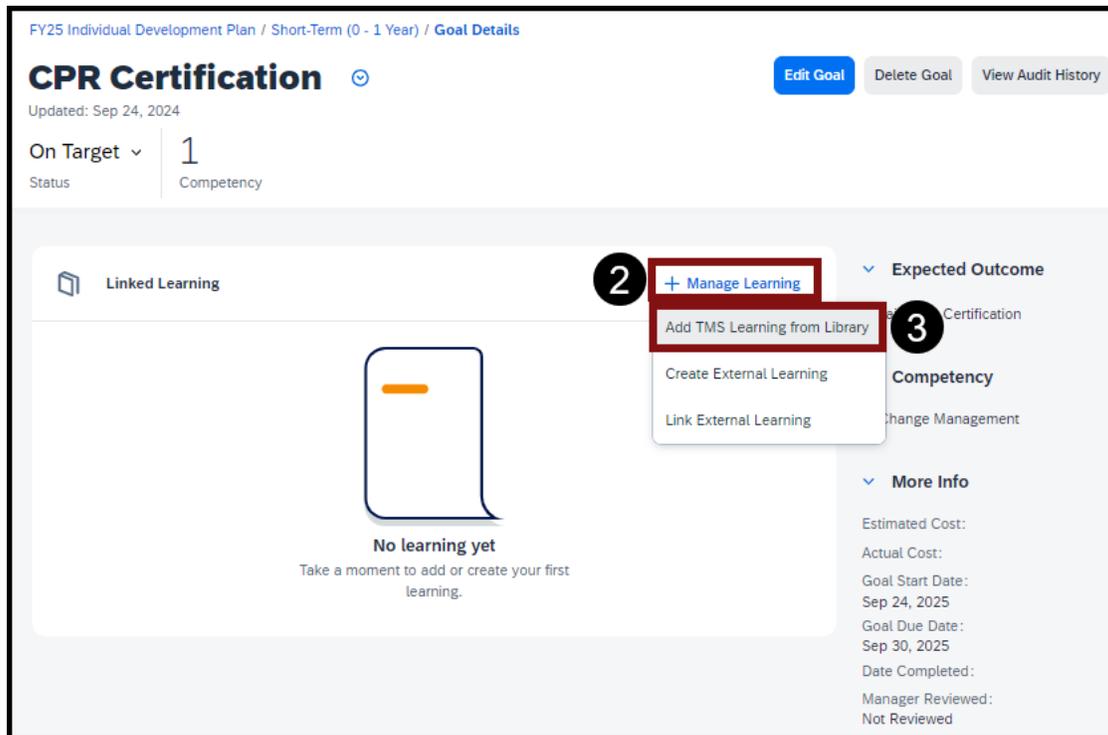
2 Goals | **1** Not Started | **0** In Progress | **1** On Target | **0** Behind | **0** Ahead | **0** Complete

ⓘ Introduction

Short-Term (0 - 1 Year)

- CPR Certification** **1** ⋮
Due Date: Sep 30, 2025
On Target ⌵ 📦 1
- Increase Proficiency in Customer Service Relations** ⋮
Due Date: Sep 30, 2025
Not Started ⌵ 📦 1

2. Select the **+ Manage Learning** link.
3. Select the **Add TMS Learning from Library** option from the dropdown menu.



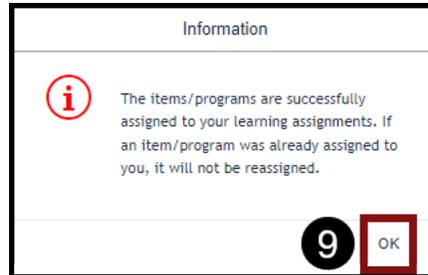
4. Select **By Attribute** to display all TMS Learning Items that are associated with the Attribute (Competency) attached to the goal.
5. The Attribute is identified in the upper left corner. In this example, the Attribute attached to this goal is **Change Management**.
6. Review the **TMS Learning Items** that are associated with the Change Management Attribute.
7. **Check** the box in the **Select** column to choose which Learning Item will be assigned to your Direct Report.
8. Select the **Assign** button.

The screenshot shows the 'Add TMS Learning from Library' interface. At the top, there is a filter set to 'By Competency' (labeled 4) and a 'From Library' button. Below this, the 'Learning Activities by Attributes' section is visible, with a dropdown menu showing 'Change Management' (labeled 5) and its current and expected ratings. A table lists three learning items (labeled 6):

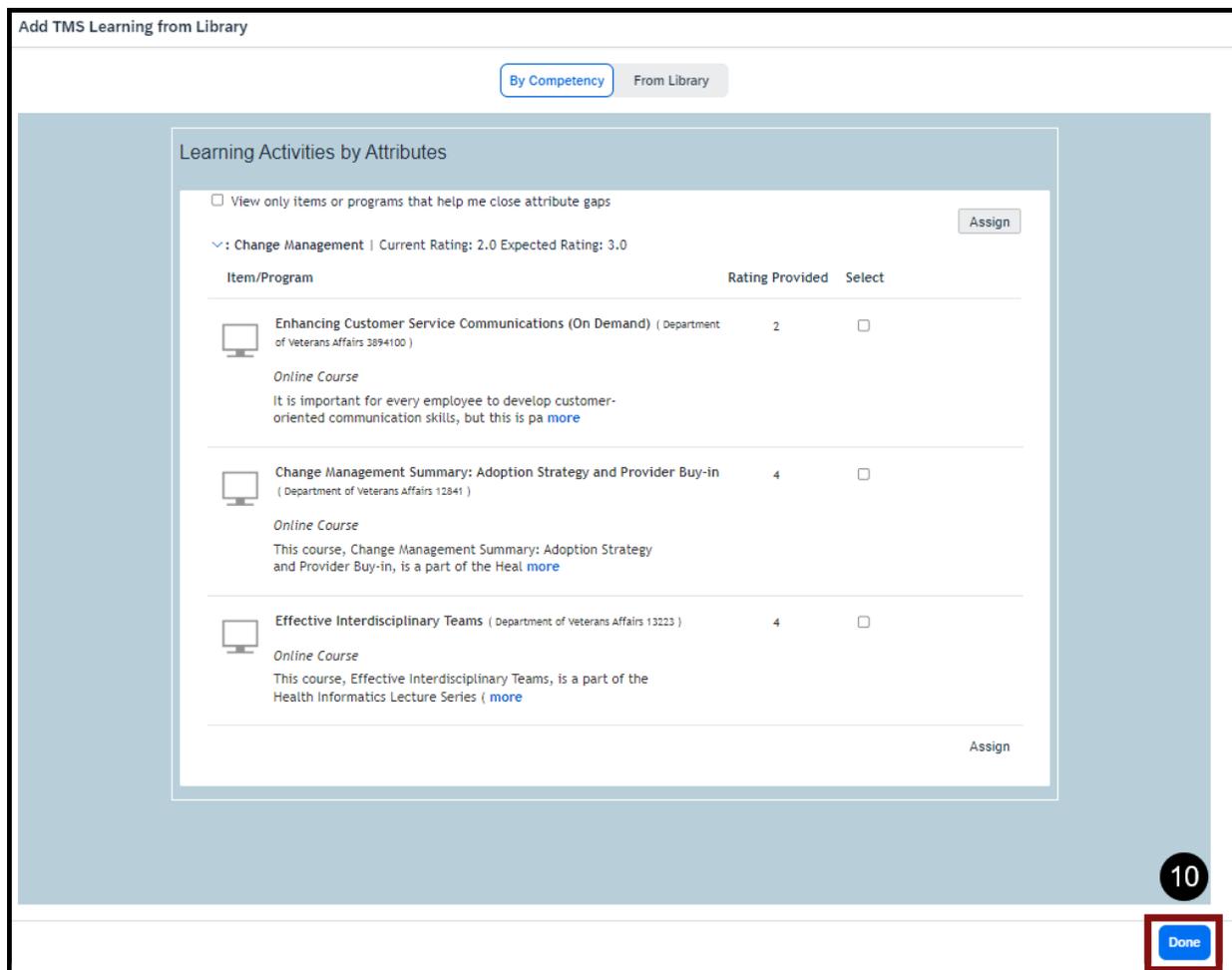
Item/Program	Rating Provided	Select
Enhancing Customer Service Communications (On Demand) (Department of Veterans Affairs 3894100) <i>Online Course</i> It is important for every employee to develop customer-oriented communication skills, but this is pa more	2	<input type="checkbox"/>
Change Management Summary: Adoption Strategy and Provider Buy-in (Department of Veterans Affairs 12841) <i>Online Course</i> This course, Change Management Summary: Adoption Strategy and Provider Buy-in, is a part of the Heal more	4	<input type="checkbox"/>
Effective Interdisciplinary Teams (Department of Veterans Affairs 13223) <i>Online Course</i> This course, Effective Interdisciplinary Teams, is a part of the Health Informatics Lecture Series (more	4	<input checked="" type="checkbox"/> (labeled 7)

At the bottom right of the table area, there is an 'Assign' button (labeled 8) and a 'Done' button at the very bottom right of the interface.

- A pop-up window will appear, confirming that the Learning Items were successfully assigned. Select the **OK** button.



- You will be returned to the **By Attribute** page. Select the **Done** button to close the window.



- The assigned **Learning Item** will be displayed on the **Goal Details** page.

FY25 Individual Development Plan / Short-Term (0 - 1 Year) / Goal Details

CPR Certification

Updated: Sep 24, 2024

On Target ▼ | 1 Competency

Status

Linked Learning (1) + Manage Learning

▼ TMS Learning

- Effective Interdisciplinary Teams
This course, Effective Interdisciplinary Teams, is a part of the Health Informatics Lecture Series (301) based on the Core Content for the subspecialty of Clinical Informatics, as outlined by AMIA. Present... Planned*

▼ Expected Outcome

- Obtain CPR Certification

▼ Competency

- Change Management

▼ More Info

Estimated Cost:
Actual Cost:
Goal Start Date: Sep 24, 2025
Goal Due Date: Sep 30, 2025
Date Completed:
Manager Reviewed: Not Reviewed

Create External Learning

1. Select the **+ Manage Learning** link.
2. Select the **Create External Learning** option from the dropdown menu.

CPR Certification Updated: Sep 24, 2024

On Target 1
Status Competency

Linked Learning (1)

TMS Learning

- Effective Interdisciplinary Teams
This course, Effective Interdisciplinary Teams, is a part of the Health Informatics Lecture Series based on the Core Content for the subspecialty of Clinical Informatics, as outlined by AMIA. Planned*

+ Manage Learning

- Add TMS Learning from Library
- Create External Learning**
- Link External Learning

Expected Outcome

- Gain CPR Certification

Competency

- Change Management

- In the **Create External Learning** window, enter details about the external event. **NOTE:** The Learning Activity Name and Status fields are required.
- Select the **Save** button.

Create External Learning

Learning Activity Name - Required: *
CPR Certification Training 230 characters left

Completed Date:

Description:
How to perform CPR 3982 characters left

Cost:

Additional Information:
 1024 characters left

Status - Required: *
Planned* ▼

Development Goals:
CPR Certification

Save Cancel

- On the Goal Details page, the external learning event you created will appear under the **External Learning** section.

CPR Certification Edit Goal Delete Goal View Audit History

Updated: Sep 24, 2024

On Target 1
Status Competency

Linked Learning (2) + Manage Learning

External Learning 5

CPR Certification Training
How to perform CPR
Planned* ...

Expected Outcome
Obtain CPR Certification

Competency
Change Management

More Info

Link External Learning to Another Goal

1. Select the **+ Manage Learning** link.
2. Select the **Link External Learning** option from the dropdown menu.

Increase Proficiency in Customer Service Relations ⌵ [Edit Goal](#) [Delete Goal](#) [View Audit History](#)

Updated: Sep 24, 2024

Not Started ⌵ 0
Status Competencies

Linked Learning (2) 1 **+ Manage Learning** ⌵ **Expected Outcome**

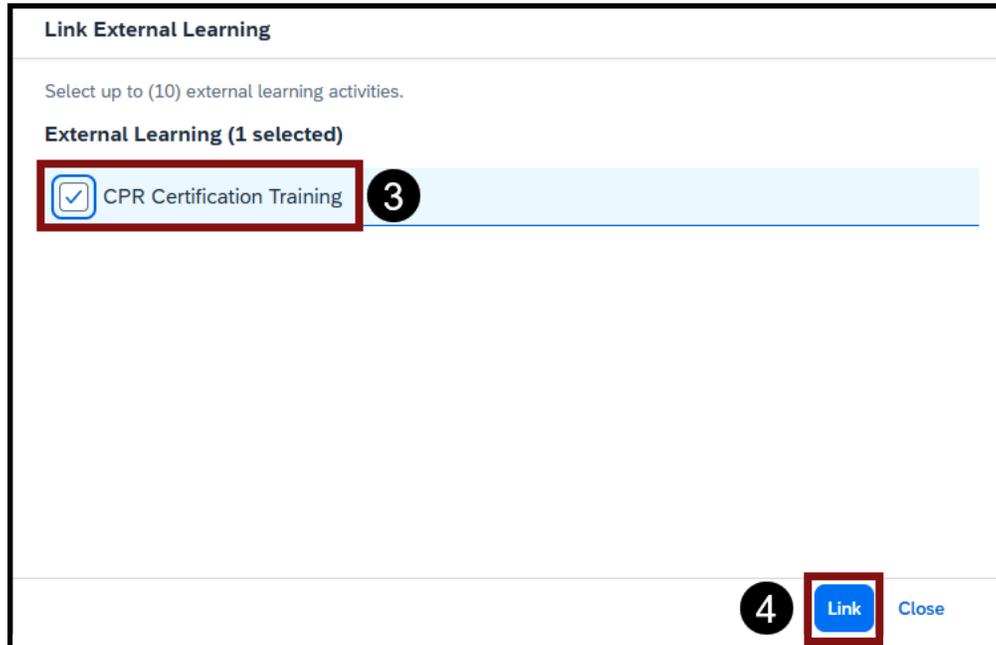
⌵ **TMS Learning**

Growing Employees and Leaders with Marcus Butler - The Audacity
In this episode, Dr. Shari Dade interviews Marcus Butler. M... B...
Director of Logistics for the Office of Electronic Health Rec...
Planned*

2 **Link External Learning**

More Info
Estimated Cost:
Actual Cost:

3. The Link External Learning pop-up window displays external learning activities created for other goals that can be linked to your goal. **Check** the box next to the **External Learning** you want to link to this goal.
4. Select the **Link** button.



- As an example, for this job aid we are using the **CPR Certification Training** external learning activity is now linked to the **Increase Proficiency in Customer Service Relations** goal. The CPR Certification Training was originally created as an external learning activity for the CPR Certification goal.

Increase Proficiency in Customer Service Relations

5

[Edit Goal](#)
[Delete Goal](#)
[View Audit History](#)

Updated: Sep 24, 2024

Not Started ▾

Status

0

Competencies

Linked Learning (3)

[+ Manage Learning](#)

> TMS Learning

▾ External Learning

Customer Service
Planned* ...

CPR Certification Training
How to perform CPR
Planned* ...

▾ Expected Outcome

▾ More Info

Estimated Cost:

Actual Cost:

Goal Start Date:
Oct 1, 2024

Goal Due Date:
Sep 30, 2025

Date Completed:

Manager Reviewed:
Not Reviewed

Task F. Edit, Delete, and View Audit History of a Goal

1. Select the **Goal** you want to edit from the My Development Plan page.

FY25 Individual Development Plan 📄

Oct 1, 2024 - Sep 30, 2025

2 Goals | **1** Not Started | **0** In Progress | **1** On Target | **0** Behind | **0** Ahead | **0** Complete

[Introduction](#)

▼ **Short-Term (0 - 1 Year)**

CPR Certification 📄 1 ⋮
Due Date: Sep 30, 2025
On Target ▼ 📄 2 📄 1

Increase Proficiency in Customer Service Relations ⋮
Due Date: Sep 30, 2025
Not Started ▼ 📄 3

2. Select the **Edit Goal** button on the Goal Details page.

FY25 Individual Development Plan / Short-Term (0 - 1 Year) / **Goal Details**

CPR Certification 📄 2 📄 Edit Goal Delete Goal View Audit History

Updated: Sep 24, 2024

On Target ▼ **1**
Status Competency

📄 **Linked Learning (2)** + Manage Learning

▼ **Expected Outcome**
Obtain CPR Certification

▼ **TMS Learning**

3. Edit any of the fields on the **Edit Development Goal** page.
4. Select the **Save** button.

Edit Development Goal

Goal Name: * 3

CPR Certification 483 characters left

Category:

Short-Term (0 - 1 Year) ▾

Expected Outcome:

Obtain CPR Certification 3976 characters left

Estimated Cost:

0

Actual Cost:

0

Goal Start Date:

Sep 24, 2025

Goal Due Date:

Sep 30, 2025

4

Save Cancel

- To view the Audit History of the goal, select the **View Audit History** button.

CPR Certification
[Edit Goal](#)
[Delete Goal](#)
[View Audit History](#)

Updated: Sep 25, 2024

On Target 1

Status Competency

5

- Select the **Record** on the Audit History pop-up window.
- The **Record Details** will display on the right.
- When you are finished reviewing the Audit History, select the **Close** button.

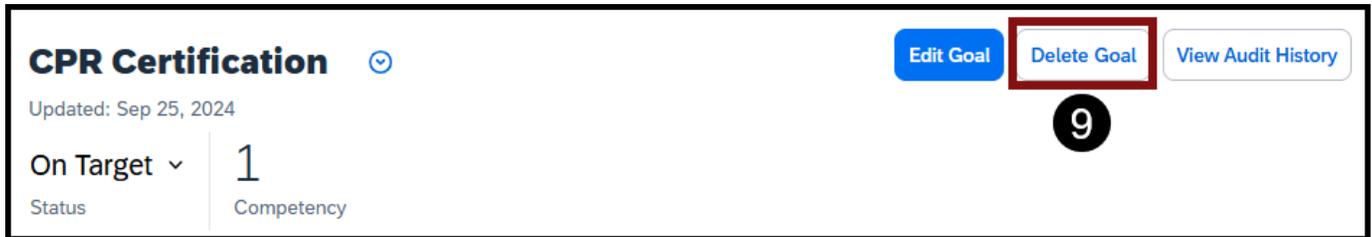
Audit History

Records (4)				Record Details		
Time	Action Type	Action Taker		Field	Original Value	New Value
Sep 25, 2024 10:26AM	Modified	B0024 UATMANAGER	>	Status	Behind	On Target
Sep 25, 2024 10:24AM	Modified	B0024 UATMANAGER	>			
Sep 24, 2024 1:38PM	Modified	B0024 UATMANAGER	>			
Sep 24, 2024 10:19AM	Created	B0024 UATMANAGER	>			

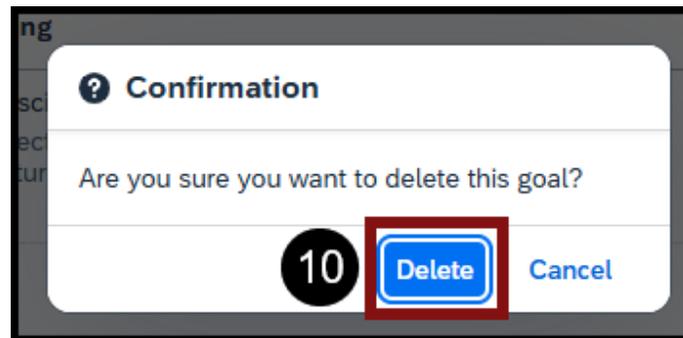
7

Close

9. To delete the goal, select the **Delete Goal** button.



10. On the Confirmation pop-up window, select the **Delete** button.



Task G. Edit & Print My Development Plan

1. Select the **More Actions** button next to the development goal that needs to be updated.
2. Select the **Edit Goal** option from the dropdown menu. **NOTE:** You can also edit a goal from the Goal Details page which is featured in Task F.

The screenshot displays the 'FY25 Individual Development Plan' interface. At the top, it shows the plan title, a 'Create Goal' button, and a date range of 'Oct 1, 2024 - Sep 30, 2025'. Below this is a progress bar with six categories: 'Goal' (1), 'Not Started' (0), 'In Progress' (0), 'On Target' (1), 'Behind' (0), 'Ahead' (0), and 'Complete' (0). The main content area is titled 'Introduction' and is divided into 'Short-Term (0 - 1 Year)' and 'Long-Term (1+ Years)' sections. In the 'Short-Term' section, a goal for 'CPR Certification' is listed with a due date of 'Sep 30, 2025' and a status of 'On Target'. A red box labeled '1' highlights the three-dot menu icon next to the goal. A dropdown menu is open, with a red box labeled '2' highlighting the 'Edit Goal' option. Other options in the dropdown include 'Delete Goal', 'Add TMS Learning from Library', and 'Create External Learning'.

3. Edit the desired field(s) on the **Edit Development Goal** page. These fields include Goal Name, Category, Expected Outcome, Estimated Cost, Actual Cost, Goal Start Date, Goal Due Date, Attributes, Status, Date Completed, and Manager Reviewed.
4. Select the **Save** button.

Edit Development Goal

Goal Name: *
 483 characters left **3**

Category:
 Short-Term (0 - 1 Year) ▾

Expected Outcome:
 3976 characters left

Estimated Cost:

Actual Cost:

Goal Start Date:
 📅

Goal Due Date:
 📅

Attributes:

Status: *
 On Target ▾

Date Completed:
 📅

Manager Reviewed:
 Not Reviewed ▾

4

5. To print your My Development Plan, select the **Print to PDF** icon.

6. **Check** the boxes to indicate which Display Options and goals you want to print.
7. Select the **Print** button.

8. On the Print Preview window, select the **Print** button.

Print
Total: 1 sheet of paper

Printer: IR-ADV C5045

Copies: 1

Layout: Portrait Landscape

Pages: All Odd pages only Even pages only

Color: Color

Print on both sides: Print on both sides

More settings

Print **8** Cancel

9/25/24, 10:56 AM SuccessFactors: Goal Management

Goal Plan: FY25 Individual Development Plan Category: Short-Term (0 - 1 Year)
Owner: B0024 UATSUBORDINATE Print Date: Sep 25, 2024

Increase Proficiency in Customer Service Relations

Updated: Sep 25, 2024

Not Started 0
Status Competencies

Linked Learning

TMS Learning

Growing Employees and Leaders with Marcus Butler - The Audacity to Fail Podcast Episode 4
In this episode, Dr. Shari Dade interviews Marcus Butler. Marcus Butler is the Director of Logistics for the Office of Electronic Health Record Modernization. He is responsible for program oversight and executive leadership in the areas of Transportation Management, Facilities Management, Equipment Management, Analytical Reporting, and Logistics Operations and the accomplishment of the overall OEHRM mission.

In this conversation, Marcus shares the missteps leaders may confront when developing tomorrow's leaders, today. Listen in to uncover the key lessons that were hiding behind this leader's missteps.

Key Lessons:

There is an importance in knowing your team. Notice the various skillsets your team brings to the table and delegate tasks that will help them shine and grow. Get involved by checking in early with your team about their individual vision and goals. Ask where they envision themselves in the future and partner with them to get there. Replace the worry of losing employees as they grow with the excitement of shaping them so they can reach new heights. Leaning into learning from failure can feel like a drag.

Get up and dance to Marcus Butler's suggestion of Pharrell's "Happy" for a quick pick up!

Transcript Available: Click the paper clip icon below and then select transcript to open the PDF. Planned*