

Individualized Growth Plan

Each CABLE Student Delegate will participate in mentoring sessions with their Faculty Mentor in April 2019, October 2019, and April 2020 and complete an Individualized Growth Plan.

With guidance from their Faculty Mentor, Student Delegates will use the Individualized Growth Plan to...

- Review the elements of Bioeconomy Knowledge, Career Skills and Leadership Habits that are necessary for successful leadership careers in the bioeconomy
- Set targeted goals for improvement
- Then track their progress toward those goals

Student Delegates and Faculty Mentors should review the instructions below and the information on the following pages, as it provides an overview of the elements of Bioeconomy Knowledge, Career Skills, and Leadership Habits that are necessary for a successful leadership career in the bioeconomy.

Keep in mind that goals are best when they are

- Specific (telling specifically what you will do)
- Measurable (it will be clear to you and others whether you have completed the goal or not)
- Time-bound (set a date by which you will complete the goal)

Examples:

- If you want to understand the drivers of growth and change in the bioeconomy, you might set a goal to "Subscribe to Biofuels Digest, and spend 1 hour each week reading articles, looking up terms I don't know, and writing down questions I will get clarification on from my Faculty Mentor. This goal will continue until I feel I have mastered the drivers of growth and change in the bioeconomy or until the CABLE program ends."
- If you want to improve at problem solving, you might set a goal to watch the Ted Talk [Creative Problem Solving in the Face of Extreme Limits](#) (from the [CABLE Suggested Resources](#) list) by October 15. Write a new goal by 10/31/18 focused on practicing what I learn from the Ted Talk."

By April 30:

Meet with your Faculty Mentor to review all of the following pages, and work together to set goals in the following areas. Once you have written your responses to the following prompts, submit a PDF on this assignment in our Classroom.

- **Prompt 1:** List 3 areas in Knowledge of the Bioeconomy (categories on p. 3) where you would like to grow/improve. Then write a goal for each growth area describing how you will increase your knowledge. Make sure your goals are specific, measurable and time-bound.



Cohort 1 CABLE Student Delegates presenting at Oak Ridge National Lab in Knoxville, TN

- **Prompt 2:** List 6 areas (2 per skill set) in Career Skills for the Bioeconomy (categories on p. 4) where you would like to grow/improve. Then write a goal for each growth area. Make sure your goals are specific, measurable and time-bound.
- **Prompt 3:** Review the 4 categories of Leadership Habits (see p. 4-6). For each category, list someone in your life who has strong leadership habits. For instance, list someone who has strong Personal Growth habits, someone who has strong Character habits, someone who has strong Striving Habits, and someone who has strong Leading Habits. Now, explain what you noticed that each person DID to lead in that category. Finally, describe 4 steps you will take to establish stronger leadership habits. Make sure the steps are specific, measurable and time-bound.

By October 30:

Meet again with your Faculty Mentor to review the goals you submitted in April and determine what progress you've made. If you have completed a goal or determined it's no longer a good fit for you, you may explain that and create a new goal. Once you have written your responses to the following prompts, submit a PDF on this assignment in our Classroom.

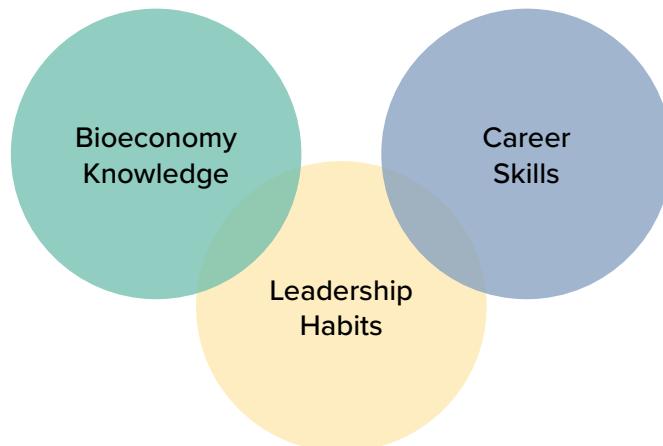
- **Prompt 1:** What have you done to make progress toward your goals related to Knowledge of the Bioeconomy? List the 3 goals you created and describe the steps you have taken toward each goal.
- **Prompt 2:** What have you done to make progress toward your goals related to Career Skills for the Bioeconomy? List the 6 goals you created and describe the steps you have taken toward each goal.
- **Prompt 3:** What steps have you taken to develop Leadership Habits for the Bioeconomy? Describe 4 new leaders (1 for each category) you have observed practicing strong leadership habits. Describe the steps you will take between now and April to practice these leadership habits

By April 30:

Meet again with your Faculty Mentor to review the goals you submitted in October and determine what progress you've made. If you have completed a goal or determined it's no longer a good fit for you, you may explain that and create a new goal. Once you have written your responses to the following prompts, submit a PDF on this assignment in our Classroom.

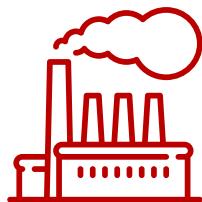
- **Prompt 1:** What overall progress have you made toward your goals related to Knowledge of the Bioeconomy? List each goal below, explain your progress toward each one, and explain how you completed it. Have you identified new areas for growth in bioeconomy knowledge?
- **Prompt 2:** What overall progress have you made toward your goals related to Career Skills for the Bioeconomy? List each goal below, explain your progress toward each one, and explain how you completed it. Have you identified new areas for growth/improvement in career skills?
- **Prompt 3:** Describe the steps you have taken to develop Leadership Habits for the Bioeconomy. Describe the Leadership Habits you feel you excel in. What Leadership Habits have you identified where you need additional growth, development or practice?

Leaders in the bioeconomy need:



Through CABLE, Student Delegates will be exposed to a great deal of information to help them develop a more comprehensive understanding of the bioeconomy. Student Delegates should work with their faculty mentors to determine where they may need additional mentoring and exposure and set goals using the Individualized Growth Plan form to acquire that additional knowledge and exposure.

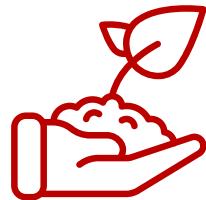
Bioeconomy Knowledge



Sectors of Industry



Public Policy



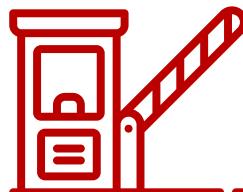
Drivers of Growth & Change



Industry Growth/
Emerging Market



Emerging Trends & Technologies



Barriers to Success of Industry



Research Literacy
(conversion technologies, algal biofuels, feedstock supply, sustainability)

While CABLE is primarily focused on helping student delegates to grow in their knowledge of/exposure to the industry and to develop leadership habits that are needed in the bioeconomy, some of our time will be spent on career skills like time management, public speaking, teamwork and inclusiveness. We do not, though, have the capacity within the CABLE program to train Student Delegates on all of the career skills (below) that we believe are important for the bioeconomy. Student Delegates and their Faculty Mentors should work together to identify areas where growth is needed and to set goals to help the student delegate grow in those areas during the course of the CABLE program.



Career Skills for the Bioeconomy

Adaptability Skill Sets:

- Risk comfort/management
- Critical thinking
- Creative thinking
- Problem solving
- Flexible role orientation
- Managing organizational change
- Systems thinking
- Life-long learning
- Career management
- Time management

Information Management & Communication Skill Sets:

- Listening and questioning
- Gather/prioritize/analyze data (including charts/graphs)
- Convey knowledge gained through data analysis
- Inclusiveness/cultural understanding
- Public speaking/presentation
- Technical writing
- Teamwork/team building
- Negotiation
- Persuasion
- Networking
- Meeting management
- Group facilitation
- Interest-based conflict resolution

Business Skill Sets:

- Project Management
- Product management/marketing
- Sales/customer service
- Goal setting
- Focusing on data, results, & solutions
- Basic business finance
- Business modeling
- Management of people - especially virtual

Leadership Habits for the Bioeconomy

Personal Growth Habits:

- Know yourself to grow yourself
- Ask why - be curious and listen
- Take time for reflection

Character Habits:

- Live above the line
- Demonstrate awareness of others' feelings and cultural needs
- Surround yourself with the right people
- Your word is your bond

Striving Habits:

- Set goals to get from where you are to where you want to be
- Find models you can learn from
- Look for problems to solve
- Do more together

Leading Habits:

- Use influence for good
- Make a contribution
- Grow other leaders

In order to better understand these leadership habits, review these descriptions:

KNOW YOURSELF to GROW YOURSELF

Have you ever sat down and reflected on the person you are? What is your vision for your life, and WHY is that your vision? How are your skills a fit for that vision? Where are you strong and where are you weak? What knowledge and skills do you need to develop in order to be effective? Understanding your passions, strengths and weaknesses makes it easier to plan for them. A personal growth plan isn't a one-size-fits-all strategy. Decide where you need to grow and intentionally plan how you are going to get there.

ASK WHY: BE CURIOUS & LISTEN

There is a yawning chasm between the person who neither formulates interesting questions nor asks for help and the person who poses profound questions to others and seeks advice. What questions could you pose in order to learn from others? How do you show people you're listening?

TAKE TIME for REFLECTION

Reflect on an event or a relationship. What turned out to be the main thing? What deserved more or less of your time? Which relationships helped you grow? What outcomes did your choices produce? Did those outcomes satisfy you? Did those outcomes move you toward your goals? Reflection brings closure and understanding...and growth.

LIVE ABOVE the LINE

According to John Maxwell, a leader can't garner respect from others unless their ethics are without question. "A leader not only stays above the line between right and wrong; he stays well clear of the 'gray areas'." What behaviors are above the line, and what behaviors are below the line? Will we all see the line the same way?

DEMONSTRATE AWARENESS of OTHERS' FEELINGS & CULTURAL NEEDS

Culture is too often thought of as just someone's race, ethnicity, or religion. A person's culture is formed by much more than that. It's critical to discover your own cultural lens and work to expand it. How do you show respect and understanding of others' feelings and cultural needs? In what ways are you unconsciously biased toward those with different cultural needs than yours?

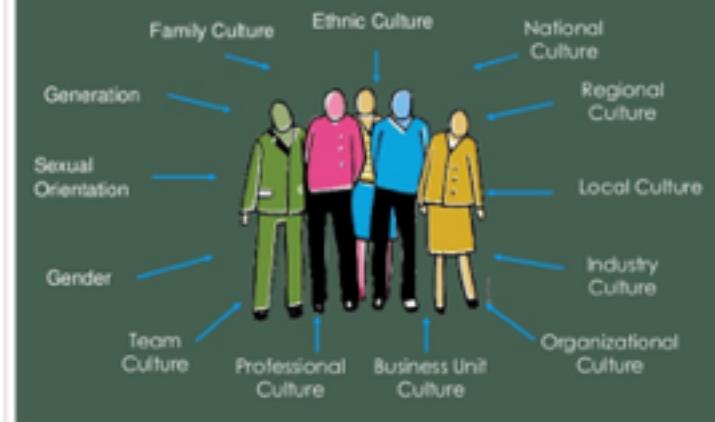
SURROUND YOURSELF WITH the RIGHT PEOPLE

Nutrition tells us, "You are what you eat." Well, you also are what you hear from those who surround you. The relationships in our lives lift us up or tear us down. They add, or they subtract. Great friends and colleagues make you better than you are. They challenge you and support you in doing what you do best. Those closest to the leader will determine the level of success for that leader.

YOUR WORD is YOUR BOND

Historically, keeping your word was a sign of honor. Today, we don't talk much about honor, but we can see that good leaders follow through on their promises. They know that the influence they have on others is only as strong as the trust that others place in them.

The complexity of cultural difference



SET GOALS to GET FROM WHERE YOU ARE & WHERE YOU WANT TO BE

A bridge builder doesn't begin work without first understanding the terrain on both sides, as well as what lies in the gap. A leader does the same thing. What skills and experiences form the gap between where you are and where you want to be? What do you need to do to bridge that gap? It will take clear, measurable goals and an intentional focus on growth to get where you want to be.

FIND MODELS YOU CAN LEARN FROM

The people you follow, the models you emulate, the mentors you take advice from help shape you. It's hard to improve when you have no one besides yourself to follow. Who is your next-step mentor who can help you grow to the next level? Who can help you sharpen your skills? Who are your long-term models – your idols?

LOOK FOR PROBLEMS to SOLVE

When you hear the word “problem”, is your emotional response positive? Probably not. But problems bring opportunities. Turbulent winds could be seen as a problem for an eagle, but those winds help the eagle reach greater heights, use less effort, stay up longer, and fly faster. A problem is only a problem if you allow it to be. What happens when you view problems as opportunities?

DO MORE TOGETHER

Perhaps Vanilla Ice was smarter than anyone thought. In his hit Ice, Ice Baby, he coined the phrase, “Alright stop. Collaborate and listen.” Collaboration – working together more interdependently than in simple cooperation – elevates group work in a way that merely being agreeable with each other would not. Collaboration is built on respect and shared values; together, we can do more.

USE INFLUENCE for GOOD

At its essence, leadership is about having influence over others. That's power. Each leader has a choice whether they use that power for good or for bad. Ultimately, those who use their influence to manipulate or coerce others are doomed to lose; people won't continue to follow someone they can't trust. On the flip side, leaders who use their influence to affect positive change will find themselves with loyal lifelong followers.

MAKE a CONTRIBUTION – GROW OTHER LEADERS

Selfish leaders seek to keep power; they are like reservoirs that continually take in water only to fill themselves up. In contrast, leaders who grow other leaders are like rivers; whatever water they receive, they give away. At each stage of your life and career, you can make a true contribution by sharing your knowledge and growing other leaders.

