Your next step: Create a 70/20/10 plan

Collaborating to accelerate social impact

Making a 70/20/10 plan for yourself or a direct report

- This template accompanies the [70/20/10 introductory video](#)

- As the 70/20/10 name implies, the learning model calls for 70 percent of development to consist of on-the-job learning, supported by 20 percent coaching and mentoring, and 10 percent classroom training

- Step One:
  - Identify a critical skill you or your direct report needs to develop

- Step Two:
  - Come up with 3 job-based projects or assignments that will build this skill
  - Come up with 2 ways you or your direct report can leverage mentors and managers to better develop this skill
  - Come up with 1 formal book, conference, or other formal training experience that might support the development of this skill

- Step Three:
  - Share your 70/20/10 plan with your direct report or manager

For more resources, examples, and information visit:
www.bridgespan.org/leadershiptoolkit

Example 70/20/10 development plan

This page leaves room for 1 skill—print out 2-3 to cover all of the skills you will prioritize developing over the next 6-12 months

Development plan

Skill to develop	Job-based assignment (70%)	Who will you ask to help and how? (20%)	Formal training & self-study (10%)
Public speaking	1 Tape self giving presentation, watch tape, make notes, re-tape presentation	1 Ask manager to tell me when I am not speaking up enough in meetings	1 Podcast series colleague recommended
	2 Ask manager if I can present a program update at the next board meeting	2 Explicitly ask for feedback from participants after every presentation I give	
	3 Ask HR if I can lead a new hire training session this September		

Source: Adapted from Developing Cause-Driven Leadership®, Leadership Competency Development Guide, YMCA of the USA

Template development plan

This page leaves room for one skill—print out 2-3 to cover all of the skills you will prioritize developing over the next 6-12 months

Development plan

Skill to develop	Job-based assignment (70%)	Who will you ask to help, and how? (20%)	Formal training & self-study (10%)
	1	1	1
	2	2	
	3		

Source: Adapted from Developing Cause-Driven Leadership®, Leadership Competency Development Guide, YMCA of the USA

Remember! 70/20/10 plans should focus on **development goals**, not role objectives

DEVELOPMENT GOALS	**ROLE OBJECTIVES**
*The **skills** an individual should develop; may be specific to current role (i.e., performance) or in support of a future leadership role (i.e., potential)*	*The **objectives** an individual should accomplish for their role—i.e., the work they will perform to demonstrate particular skills and capabilities*

Examples

• Increase understanding and use of data in decision making to manage program area more effectively	• Identify highest priority opportunities to improve program quality and effectiveness and implement plan to address
• Improve relationship-building skills and effectiveness in representing the organization to external stakeholders	• Gain support from city officials for the program's new initiative • Establish relationships with two new major funders
• Become a more effective supervisor by providing more consistent coaching and feedback to direct reports	• Identify and develop a potential successor for the program area