

## City of Irving

### Leadership Plan

**What is the leadership plan:** The City of Irving is a diverse and unique organization with endless leadership opportunities. With a workforce of 2,000 employees, a wide variety of training and cross-functional capabilities, the occasion to be a leader exists at all levels.

The appropriate application of the leadership plan guarantees individual leadership qualities will be enhanced, exposed and put into practice for the good of the organization.

**Who should use this:** This plan should be originated by an individual who desires to expand existing leadership qualities to improve promotion preparedness.

**How to use this plan:** Individuals work with their immediate supervisor to assess the Strength, Weakness, Opportunities, and Threat (SWOT) analysis, training needs, team and leadership opportunities to prepare for promotion readiness. Use the plan and the SWOT analysis to compliment the individual performance plan and performance evaluation. Existing systems are listed at the bottom of the plan to enhance, improve, and correct items in SWOT.

#### LEADERSHIP PLAN CHECKLIST

- Complete SWOT analysis
- Review Plan and SWOT with Supervisor
- Create one-year growth plan
- Reassess quarterly

#### Existing Leadership Systems

##### Operations

- Complete City Council Cycle
- Exemplify Leadership Model
- Know and reflect vision, mission and values

##### Performance

- Strive for excellence on performance evaluations
- Maintain a current SWOT analysis
- Excel in quarterly follow-up with Supervisor

##### Communication

- Present at Strategic Briefing Review and/or beyond
- Participate in Speaker's Bureau
- Engage in manager meetings
- Report back through surveys
- Stay informed through Inet and internal media

##### Leadership

- Be a member on a Six Sigma Team
- Lead a cross-functional team
- Strengthen growth opportunities through mentorship

##### Training

- Complete all required training
- Improve weaknesses through prescriptive training
- Participate in proactive/elective training

SWOT Analysis

**Strengths**

Top tools to leverage

**Weaknesses**

Areas to improve or change

**Opportunities**

Roadblocks, both real-world and self-imposed,  
to overcome

**Threats**

Reasons why you might fail

Sample SWOT Analysis for John Doe

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>• Team Player</li><li>• Ability to get many tasks completed quickly</li><li>• Bilingual (Spanish)</li></ul>	<ul style="list-style-type: none"><li>• Presentation skills</li><li>• Operational knowledge</li><li>• Lack of supervisory experience</li></ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"><li>• Teach Spanish in the Workplace class</li><li>• Find a mentor</li><li>• Lead a cross-functional team</li></ul>	<ul style="list-style-type: none"><li>• New to profession</li><li>• No experience with electronics</li></ul>