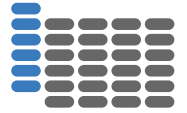


Personal development plans



Berg Kaprow Lewis

Personal development plans (PDPs) provide a powerful, flexible way to link employees' professional and personal development with the development of your business.

A PDP is a short, unambiguous written document — usually one side of A4 paper — that maps out how a person can develop skills and progress in his or her job. Using PDPs, you can engage your people's abilities, commitment and knowledge to maximise their potential and that of your business.

This briefing outlines:

- What personal development plans involve.
- Who needs PDPs.
- How to implement PDPs.

1 More than training

Using PDPs is not the same as simply putting groups of employees through traditional training programmes.

1.1 PDPs focus on the development of the individual **employee**.

- The company will also benefit if the PDP is working well.
- To reap the benefits of a PDP, it is essential to secure the trust of your employees. Let them know you are fully committed to meeting the expectations that will be generated by PDPs.
- You will also need to enlist the commitment of the managers responsible for running PDPs, and provide appropriate training

1.2 PDPs are **personal** for each employee, reflecting his or her individual aspirations.

- Make sure employees define their own PDP objectives to ensure commitment.

1.3 PDPs look at your employees' broad, long-term **development**, rather than short-term training needs.

- The PDP is typically based on development objectives for the next 12 months.
- Objectives do not always have to be directly related to specific work tasks. For example, a PDP goal might be to improve language skills.
The benefit to your company is having a more accomplished employee whose motivation and self-esteem have grown through achieving a PDP objective.

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See also **Assertiveness**.

1.4 PDPs must be **structured** and documented.

- Agreed long-term objectives are the foundation of each plan. These can then be broken down into short-term goals.
- Once you have agreed the objectives you can decide how best to achieve them.

The new recruit's PDP

Using a PDP is an ideal way to manage the development of a new employee.

- A** The broad **objective** will be to enable the newcomer to become a useful member of the team. Within that, typical objectives might be:
- To find his or her way around, learn who the key people are and company policies.
 - To build a productive relationship with his or her manager and co-workers.
 - To be able to communicate with customers in a professional manner. Each of these objectives should have a target deadline.
- B** For each objective, the most appropriate **method** can be agreed. For example:
- A formal induction programme, with copies of appropriate company documents for self-study, to cover company knowledge.
 - Computer skills could be developed in training courses and on-the-job training.
 - Working relationships might simply be allowed to develop, but kept as part of the plan for review.
 - The customer communication goal might be addressed later, by seconding the trainee to the sales team.
- C** The PDP might initially be **reviewed** monthly, with the aim of moving to quarterly reviews after three months. Reviews will aim to ensure the objectives are met.
- D** Over time, the new recruit should start to have more **input** into setting objectives.
- The employee will report on how well the objectives are being achieved, and how effective the training has been.

- Regular reviews are essential to ensure that the PDP is on track. PDP reviews should be held at least twice-yearly and can be built into your formal appraisal system.

See **Performance appraisals**.

1.5 Consider what **resources** you need to support employees' PDPs and review them regularly.

- You may need to provide access to training, mentoring, finance or equipment.

If you underestimate the resources required, you risk setting employees up to fail and damaging morale, productivity and the trust of employees.

“Although developing employees may cost money, if the development need has been identified as part of a PDP, you should already know that it is a worthwhile investment.”
Paula Grayson, CIPD Recruitment Forum

2 Who is involved?

2.1 Ideally, **every employee** should have a PDP.

- Junior employees benefit from PDPs that help them to develop their roles within the business (see box).
- Managers and employers also benefit from PDPs, which keep them motivated and stop them resting on their laurels (see box, page 3).

“Buy-in from the employee is essential, as it is the employee who makes the improvements during the course of the year.”
Frank Thaxton, Thames Valley Partners business advisers

2.2 Typically, each employee's **line manager** is responsible for the employee's PDP.

- Managers need appropriate training to ensure they can manage PDPs effectively. Developing these skills can be built into the manager's own PDP.

Courses to develop the relevant skills of counselling, coaching and mentoring are widely available.

For further information, contact your Business Link or the Chartered Institute of Personnel and Development (020 8612 6200; www.cipd.co.uk).

- The most senior employees — and those whose performance has the most impact on the performance of the business — may benefit from an external mentor (see **Using training effectively**).

“When creating a PDP questionnaire, the ‘ASK’ approach can be useful — grouping items under the headings Attitude, Skills and Knowledge.”
John Leppard, Leppard Development Services

2.3 Get the involvement of all your people by encouraging a **learning culture**.

For example, senior employees may be involved in mentoring others.

- Provide support and training to enable mentoring.

3 Setting objectives

3.1 To help the **employee** determine PDP objectives, use a standard PDP questionnaire.

This triggers issues for discussion and shows that everyone is being treated the same way.

Useful questions might include:

- What do you want to get out of work?
- What are your strengths and which parts of your work would you like to improve?
- Where would you like more responsibility?
- What is preventing you from developing as you would like?
- Which interests or abilities would you like to develop?
- Which new skills, or improved skills, would enhance your work performance?

A PDP for the boss

As people become more senior in a business, there is a strong tendency for them to be forgiving of their own weaknesses. This is particularly true of hard-working owner managers, who may readily criticise employees, without ever beginning to address their own shortcomings.

Part of the problem is that employees are reluctant (or scared) to give feedback to their bosses. So the first step to improve is to involve a neutral, professionally-skilled person to come in and ask employees and colleagues what they think (this is known as 360 feedback). This person can then help the boss evolve a suitable PDP.

Typical problems that are revealed are:

- Reluctance to 'let go' by delegating work and trusting people to do it.
- Poor listening and lack of interest in — or understanding of — what makes employees tick.
- Autocratic rule by the boss, where better results would come from introducing efficient management structures and systems.
- Lack of communication, so that employees are left unclear about where the business is going and what their own priorities are supposed to be.
- Unrealistic ideas of what can be done, so that too much work is taken on.

All these weaknesses can be identified and successfully addressed using a PDP.

- How do you like to learn?
- What skills or experience would allow you to feel more confident at work?
- Who would you like to oversee your personal development plan?

You can create different questionnaires for different roles in the business, but these questions are relevant to everyone from the MD to the cleaner.

Asking the same question in different ways can help you to uncover the key issues.

3.2 See where the employee's PDP objectives can be matched to the requirements of your **business**.

- With the questionnaire, provide a copy of the company's objectives or business plan. This makes it easier to agree what is and is not in line with your plans.
- When updating your business plan, identify what new demands will be placed on employees.
- It can take skilled negotiation to harmonise the employee's objectives with those of the company.

3.3 Agree the development objectives.

- You may need to compromise with the employee. For example, agreeing one objective which suits the company and one which suits the employee.
- Unless the employee genuinely accepts the objectives, and believes they are worth striving for, the PDP will not lead to change.
- With short-term objectives in particular, make each objective SMART (specific, measurable, agreed, realistic, time-limited).
- Resources are limited, so prioritise the objectives with the employee.
- Limit the number of main objectives to three or four. You can then add subsequent objectives if appropriate, as progress is made.
- Agree the action points necessary to achieve each objective.

Be positive and upbeat. For example, if absenteeism is a problem, talk in terms of 'improving attendance' rather than 'stopping absenteeism'. Provide challenges for the next period rather than criticising the previous one.

4 Developing

4.1 Many PDP objectives can be achieved through learning in the **workplace**.

“Unless the employee seriously intends to change, the whole PDP process can be a waste of time. The key skill for the manager is the ability to bring about that desire to improve.”

**Simon Macaulay,
Anglo Felt
Industries**

“There are no hard and fast rules about PDPs and what goes in them. That is the point. They are personal and unique.”

**Liz Trumper,
management
consultant**

- Assign a suitably skilled manager or colleague to provide guidance to the employee, as requested.
- Delegate additional tasks (and authority) to the employee, expressly to develop new skills. Or second the employee to a different department.

4.2 More formal **training** can help to develop specific knowledge and skills.

- Objectives that are common to many employees, or that demand special expertise, are often suited to formal training.

See **Using training effectively**.

4.3 Self-directed development can be the most powerful way of ensuring employee 'buy-in'.

For example:

- An employee with an 'attitude problem' may resolve it independently if you bring it to his or her attention. The issue can then be monitored as part of the PDP reviews.
- More senior or expert employees may be highly motivated by achieving development objectives independently.

Managers can encourage self-directed development by making it clear they will support and reward employees' efforts.

Any form of development will be more effective if the employee takes responsibility for reviewing its effectiveness (see **5**).

5 PDP reviews

Like any strategy for growth, PDPs must be managed and monitored to yield results.

5.1 Schedule your next PDP meeting according to the **timescales** outlined in the previous PDP session.

- This can be as often as necessary — even monthly, in times of rapid change. Twelve months between PDP reviews is too long.

5.2 Give each employee a **self-assessment form**, based on the questionnaire used to set objectives (see **3.1**), before your meeting.

The form should cover:

- What the employee feels has gone well.
- What the employee feels can be improved.
- What training, if any, would help the person achieve future goals.

5.3 Use the PDP session to give **feedback**.

This should be done in a positive spirit.

- Recognise achievements.
- Focus on ways to improve areas where development has been slow, rather than writing them off as failures.

For advice on building a performance appraisal system, see **Performance appraisals**.

6 PDPs in action

The power of PDPs is that they focus on the development of the individual. But certain employees may still have similar needs.

6.1 High fliers need to be challenged. If they are not constantly developing, at the speed they feel is necessary, they may leave.

- Such employees may wish to consider objectives such as winning promotion, running an exciting new project or getting involved in setting business strategy.

6.2 Under-performers need clear-cut, short-term objectives.

- For example, a driver who has a problem with lateness needs to focus on correcting the cause of this bad habit.
- An under-performer must start by recognising his or her own failings, rather than blaming other people. Otherwise there is no motive to improve.

7 Measuring success

7.1 Use **performance measures** to track the business benefits brought by PDPs.

- Compare the benefits and costs, for each individual.
 - Link your business performance indicators with employee performance and identify areas where employee development would be beneficial.
- Results may not come instantly. Be prepared to take the long-term view.

7.2 Identify factors that have **prevented** the achievement of objectives. They may reveal underlying problems.

7.3 Look for **hidden** benefits. For example, the customer loyalty brought about by improved handling of complaints is a major asset to your business.

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Further help

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