



WORKING WITH OTHERS

Develops, motivates and supports others

Personal Development Planning

Effective learning at work happens in three ways:

70:20:10 Framework:

- 70% of impactful learning happens on the job (is experiential).
- 20% happens in social interaction.
- 10% happens in structured learning (formal courses).

(Eichinger, R and Lombardo, M, The Career Architect Development Planner, 1996)

This has implications for how you think about your staff's development. Allocating development time to a mentor or a problem-solving workgroup and then inviting team members to disseminate their new-found expertise to the team is as valid and often more cost effective than sending staff on a course. Some courses are, of course, necessary and useful. Some are required. Being selective is the key.

Negotiating their personal development with the individual is important, as is identifying what support needs they might have. Learning is an important task and needs attention to maximise its effectiveness.

There are also three perspectives that inform a well-designed development plan.

What does the team need to develop to reach our objectives? How can this staff member contribute to this goal?

Where can we improve – individually and collectively?

How can we support the aspirations of the individual?



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ACTIVITY

Draft a personal development plan for yourself using the information above. How is this one different from the one you already have? Discuss your learning with a mentor/manager.

What's the learning need?

How can it best be met?

Who will organise it?

By when?

What support will be needed?

What will it look like if the learning solution is effective?

How will you approach your next development planning meeting?

Key ideas:



Complete the Reflection sheet