

Unit-311

Information Pack

Developing Yourself and Others



INTRODUCTION

Employers are increasingly aware of the importance of investing in their staff and often have structures and processes in place to provide opportunities for the training and development of their employees. Managers also need to take personal responsibility for renewing and updating their skills and knowledge throughout their working lives. Personal development is a continuous lifelong process of nurturing, shaping, and improving skills and knowledge to ensure maximum effectiveness and ongoing employability.

Personal development does not necessarily imply upward movement; rather, it is about enabling individuals to improve their performance and reach their full potential at each stage of their career. Adopting a constructive approach to personal development planning (PDP) will help individuals improve performance. Professional development refers to the process of identifying goals and learning new skills to help you grow and succeed at work, it may lead to a promotion or change in job, or simply to doing better in a current position. Wherever it leads you, professional development includes these elements: creating a vision of success, knowledge of the skills required to succeed, formal or informal assessments, and an individual development plan. This information pack is designed to take you through each of these elements.

Performance management is vital to the success of all organisations, regardless of their size, industry sector or internal culture. Each organisation should design a performance management system to suit its specific needs. Above all, the approach should aim to align strategic, department and individual objectives. Furthermore, performance management should be as simple as possible, command visible, involvement from senior management and be implemented consistently across the organisation.

This pack is designed for anyone who is ready to take the necessary steps towards learning and growth. It is also a guide for leaders and managers on how to support the development of their team members. This information pack, and the tasks within it, will introduce you to principles and practices associated with managing personal development and will enable you to tackle your own development confidently and efficiently. The exercises will require you to consider theories and models that align with each topic but, importantly, you will be expected to make parallels with your own experience of personal development in the workplace.

GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see the learning outcomes above treated in their own sections. Therein you will encounter the following structures;

Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

Example

The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

Contents

INTRODUCTION	2
GUIDANCE	3
Defining Development	6
What is Performance Management?	7
The Performance Management Cycle	8
Aims of Performance Management	9
Developing People	10
The Organisation	11
The Individual	12
Analysing the Need for Development	13
Organisational Analysis	13
P.E.S.T.L.E.	13
Personal Development Plans	15
Steps to writing a PDP	15
SWOT Analysis	16
Objectives	18
Planning your development	20
Training Needs Analysis	21
Setting Development Objectives	22
Learning Styles	24
The Methods of Developing the Team	31
Effective Monitoring Systems	33
The Deming Cycle	34
Performance Management Models	34
Identifying Individual Developmental Needs - Performance Gap Analysis	38
Individual Training Needs Analysis	41
Performance Improvement through Training	41
Training Techniques	44
Career Planning and Development Strategies	44
Performance Review	45

What is Performance Management?

Performance management is of utmost importance to the modern organisation. It not only provides purpose and meaning to individual jobs but also the means to ensure that the objectives and development of individuals are aligned with long-term organisational goals.

A good definition of performance management is provided by Stephen Bach in his 2005 book *Managing Human Resources: Personal Management in Transition*:

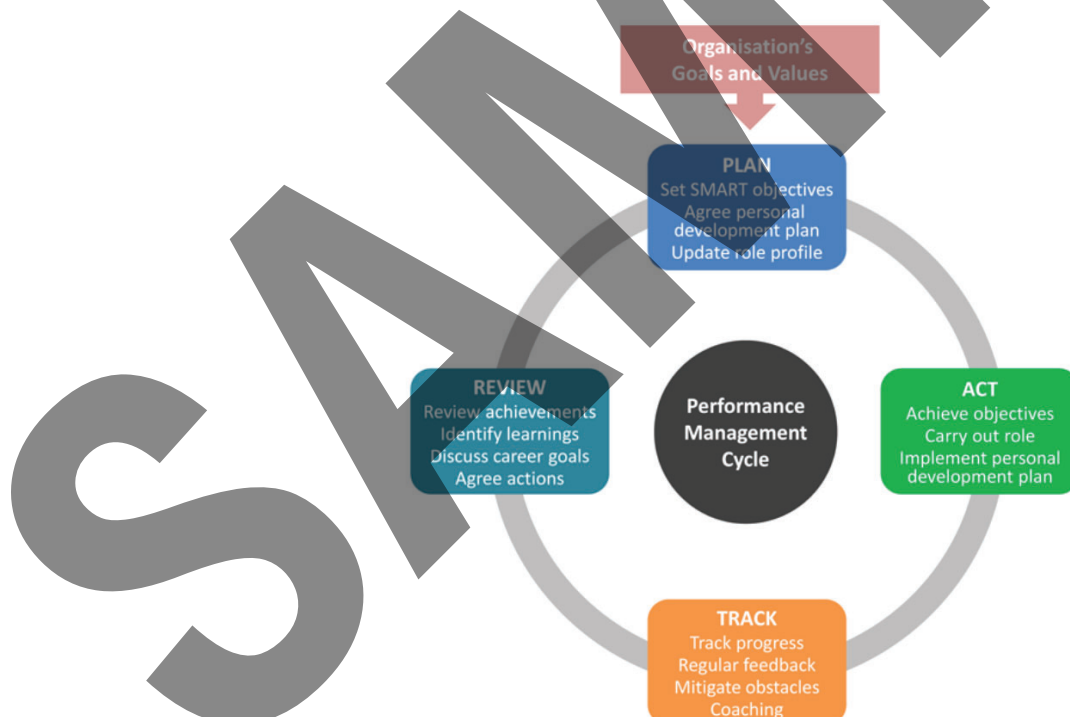
“A cycle of integrated activities which ensures that a systematic link is established between the contribution of each employee and the overall performance of the organisation.”

Another definition of performance management is provided by Michael Armstrong in his Handbook of Performance Management, which carefully and plainly lays out the Armstrong performance management cycle:

“Performance management is the continuous process of improving performance by setting individual and team goals which are aligned to the strategic goals of the organisation, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills and abilities of people.”

The main consideration should be that performance management is a continuous process- not a once-a-year activity. Quality performance management should, therefore, bring together a range of different, integrated activities to form an ongoing “performance management cycle”

Michael Armstrong detailed the Stages of the performance management cycle:



There is no single universally accepted model of performance management. Performance management is a concept in the field of human management, it is a continuous process of identifying, measuring and

developing the performance of individuals and aligning performance with the strategic goals of the organisation” (Aguinis, 2009).

The first stage of Armstrong’s performance management cycle is the “Planning” phase for the forthcoming period. Planning should involve:

- Agreeing on SMART objectives
- A personal development plan
- Actions to be taken in the coming months
- A Review of the employee’s job requirements, updating the role profile where necessary.

In the past, organisations tended to carry out this planning stage once a year. However, with the business environment becoming increasingly agile and fast-moving, many organisations are adapting their processes to set “near-term” objectives every three months. The organisation’s goals and values should feed into performance planning to ensure that individual performance aligns with the overall strategy of the organisation. Specifically, each SMART objective should contribute to achieving one or more of the organisation’s goals.

Personal development planning, meanwhile, should consider what behaviours, skills or knowledge the individual needs to develop to successfully achieve their objectives and uphold the organisation’s values.

Traditionally, organisations have placed a lot of their emphasis on the “Review” part of the cycle — often because a performance assessment is required for reward purposes. However, we have always advised that it is the “Act” and “Track” stages that are the most important. These stages are where performance is actually delivered and results achieved. Individuals need to be encouraged to schedule in regular time to work on achieving their objectives and personal development plans. Similarly, managers need to be checking in with their staff regularly. They must give frequent, effective feedback and use coaching skills to help their team members overcome challenges and identify opportunities for learning and performance improvement. If this is left until an end-of-year review, it is too late — objectives and development plans may end up only partially achieved.

Notice that in the above performance management cycle, there are no arrows between the four stages. This is because, in reality, the stages do not flow one after the other. Act and Track should be continuous throughout the year. Reviews may take place at any point and planning may take place several times during the year and be re-visited as the needs of the business change.

Theory

The Performance Management Cycle

Many commentators argue that effective performance management cannot be achieved by a single system or technique (such as appraisal). Rather, it involves a strategic, continuous cycle of activity which combines a range of tools, policies and procedures. The consensus in performance management literature is that