

Introducing Personal Development Plans

Personal development plans help individuals to identify their development needs, primarily to achieve their business objectives, but also their career aspirations, i.e. they set out the actions individuals, themselves, propose to take to learn and develop.

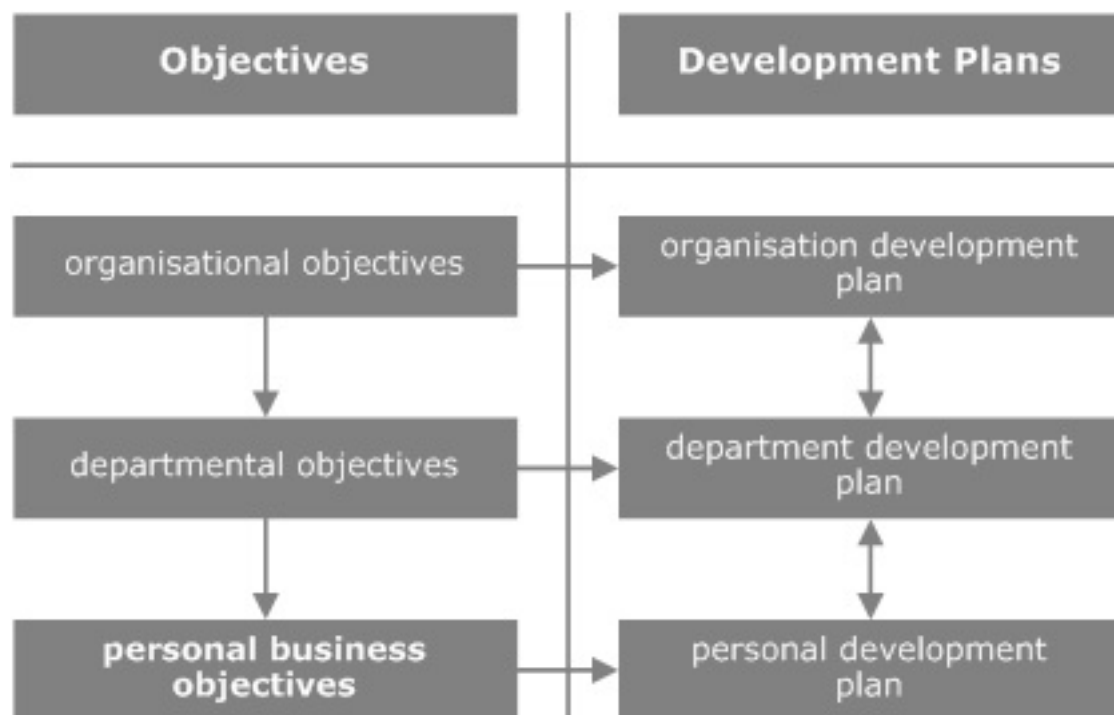


You will normally help your team to develop their personal development plans during the 'determining performance expectations' part of the performance management cycle, as proposed by Torrington and Hall.[1] As shown in the diagram below, this part of the cycle involves looking forward, and it is here that you will discuss and agree, with individual team members, the direction of their whole job, key responsibilities and objectives, and how their performance will be measured.



Source: D. Torrington and L. Hall, *Personnel Management: Human Resource Management in Action*, 1995. The Performance Management Cycle © Prentice Hall 1995.

The table below demonstrates the influences that help determine personal development plans, and how the development planning relates to personal, departmental and organisational objectives:



The arrows indicate directions of influence.

This diagram illustrates that development plans are influenced by many different factors and personal development plans are aligned to the department and organisation development plans. Development plans are also directly related to objectives at all levels. For instance, when developing the department development plan, direction would

be taken from both departmental objectives and patterns emerging from organisation and personal development plans.

[1] D. Torrington and L. Hall, *Personnel Management: Human Resource Management in Action* (Prentice Hall, 1995).

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