

GUIDE to the COMPLETION of A PERSONAL DEVELOPMENT PLAN

What is a Personal Development Plan?

The aim of creating a **personal development plan** is to document a process of self-analysis, personal reflection and honest appraisal of your strengths and weaknesses. This should enable you to evaluate the value of the leadership and management training you have received, and to consider your future leadership development.

What do I need to do?

An example of a PDP included later in this GUIDE, and should be read in conjunction with the requirements outlined below. This task is relatively short, succinct and designed to be helpful in evaluating your leadership development. It enables you to reflect upon your recent experience and to focus on the next stage of your training and development. Creating your PDP has three stages as follows:

- a. **Stage 1 – Personal Analysis.** The first stage is designed to analyse your strengths and weaknesses. You will be able to draw heavily upon your career and the outcomes of courses that you may have attended. These should be supplemented by the perceived opportunities that will have been derived from your experience and any threats to your continued success.
- b. **Stage 2 – Setting Goals.** This involves setting new and clearly definable goals for yourself which are measurable. The example PDP provides clear guidance on identifying these. You will need to consult your immediate superior (your first reporting officer/line manager)
- c. **Stage 3 – Personal Objectives.** This stage involves setting out your personal objectives. These can also be set in context within your civilian employment as shown in the example, which will be helpful in reinforcing its value.

Example of a Personal Development Plan

Mr A is a 25 year old graduate working for a well-known mobile telecommunications company. He is 2 years into their graduate recruitment programme. He joined the organisation while at university and transferred to his current department following graduation. After a year he was encouraged to enter a managerial leadership and management development programme. He re-joined his department as a junior manager.

His employer is supportive and has been reasonably flexible and supportive in making allowances for the additional time off work to complete all the training modules.

Once properly qualified and with more experience, he is keen to take on more responsibility and be seconded to another part of the company.

The example PDP is set out over the following page

PERSONAL DEVELOPMENT PLAN (EXAMPLE)

Name: Mr A

Department:

Organisation:

Date Personal Development Plan Completed:

Part 1 – Personal Analysis

Before setting your short medium and long term personal development plans, you should conduct a personal analysis: Eg - What are my strengths and weaknesses? What external opportunities or threats might affect any plans I might make?

Strengths	Areas for further development
<p><i>My personal administration in the company and basic skills are good and my detailed knowledge is generally sound for my level of training.</i></p> <p><i>I gained confidence from proving that I could cope with the pressures of the L and M course, even with sleep deprivation. I was assessed to be composed during practical work and provided clear direction.</i></p> <p><i>Having the opportunity to lead a team over an extended period of time, I demonstrated that I have the ability to provide clear direction and manage people to achieve specific tasks whilst under pressure.</i></p>	<p><i>It was difficult to maintain the work/life balance and maintain my physical fitness standards during academic studies. As a result I have lost some physical fitness.</i></p> <p><i>I need to take more time in planning a task thoroughly before briefing my subordinates. Ie provide the solution not present the problem. My understanding of the estimate planning process is still superficial in places and requires more detail.</i></p> <p><i>In order to build my confidence in command I need more experience of team management in different scenarios</i></p>
Opportunities	Threats
<p><i>Demonstrate to my employer that I have had both structured management and leadership training and</i></p>	<p><i>Balance work and personal commitments.</i></p>

experience of leading teams to achieve specific tasks. Also to highlight that I have been exposed to a more structured approach to analysing problems which will assist me in providing clear solutions will be of value to the quality of my work for the company I work for.

This activity provides a space for renewal in a hectic business environment to achieve a better work life balance allowing me to be refreshed and more focused at work.

I can call on the support of my line manager to give me guidance on personal development.

The company formal annual appraisal process will provide a source of guaranteed feedback.

Part 2 – Setting Goals

What do I want to learn?	What do I have to do?	What support and resources will I need?	How will I measure success?	Target date for review?
<i>Greater depth of knowledge of leading in the business external activities</i>	<i>Complete M and L Course (4 weekends) Training and the company Young Managers (YM) development programme</i>	<i>1. Regional Training Centre and YM Course Directing Staff. 2. Finding 2 weeks for the YM could be difficult.</i>	<i>1. Courses Assessment. 2. YM Course Assessment report. 3. Line managers Appraisal Report (LMAP) including mid-year appraisal will assess performance and potential.</i>	<i>Post 31 Mar report</i>
	<i>Get to know my department team and build their confidence and trust in me.</i>	<i>Advice from my Line Manager and team feedback</i>	<i>1. Formal and informal appraisal. 2. Self-appraisal.</i>	<i>Post 31 Mar report</i>
	<i>Identify key training opportunities in the Business Forecast of Events and de-conflict with work and social life. Because of YMs course I may not be able to engage in all business activities</i>	<i>I will need to discuss and agree my priorities with my Line Manager.</i>	<i>1. Prioritisation of goals forms part of my appraisal process. 2. Ensure that I have attended all the agreed high priority training.</i>	<i>Post 31 Mar report</i>
<i>Widen my understanding of leadership.</i>	<i>Learn from the more by observing experienced managers. Gain their friendship and trust.</i>	<i>Senior colleagues.</i>	<i>Mentoring and performance appraisal. During development programmes.</i>	<i>Post 31 Mar report</i>
<i>Improve my personal fitness.</i>	<i>Allocate specific evenings during the week for fitness training and allocate time at</i>	<i>Advice from Gym Fitness Instr</i>	<i>Improved fitness levels will be self-evident. Improved Personal Fitness</i>	<i>Quarterly Bi-</i>

	<i>weekends. Develop personal fitness programme to improve fitness and stamina.</i>		<i>Test score.</i>	<i>annually Annual</i>
<i>Achieve core business skills.</i>	<i>Complete mandatory organisation update training i.e. CPD</i>		<i>Secure bonus benefits as appropriate</i>	<i>31 Mar annually</i>
<i>Build confidence in as a leader/management.</i>	<i>Volunteer to lead ad-hoc cross functional projects to build credibility and experience as a leader</i>	<i>Line manager</i>	<i>Feedback from the team and the project sponsor.</i>	<i>End of the project</i>
<i>Improve planning/decision-making skills.</i>	<i>Gain further experience of business analysis processes. Use this in a working environment to speed up and improve complex decision making</i>	<i>Use training opportunities and revision.</i>	<i>Good YMs course report.</i>	

Part 3 – Personal Objectives

Short Term Goals (next 12 months)

Complete Young Managers Course in order to become eligible for engagement in complex business project activities.

(I accept that some of these goals may slip into year 2 but no further).

Have accountability for a significant cross-functional project at work.

Medium Term Goals (next 2 – 3 years)

Be given responsibility for leading and managing a small team of in support of a challenging business project.

Engage in supporting some functions of a cross-functional project team which gives me significant business exposure.

Longer Term Goals (beyond 3 years)

Gain promotion to middle management and gain a support of work colleagues and senior managers.

Be given responsibility for managing a large team of direct reports/ a number of teams (Work towards becoming a Head of Department).

