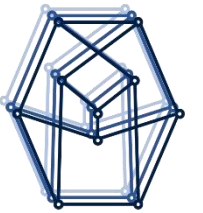


Management Practice

15. Personal development planning

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MPiE

30/11/2020

Course

Literature for the course:

Eisner, Howard. *Essentials of project and systems engineering management*. John Wiley & Sons, 2008.

Learning objective for this session:

- Able to describe the value of personal development planning (PDP) within management
- Able to describe the reflective process
- Able to relate PDP to lifelong learning within a company
- Able to complete a PDP



Industry productivity measurements

$$\frac{Q_t}{Q_{t-1}} = \exp \left[\sum_{i=1}^n w_{i,t} \left(\ln \frac{q_{i,t}}{q_{i,t-1}} \right) \right]$$

where

Q = the aggregate quantity of industry output, expressed as an annual index,

n = number of products,

q = quantity of product i in year t ; upon which is computed the natural logarithm of the ratio of quantity in the current year to that of the previous year, and

w = the average value share weight for product i in time t .

The average value share weight for product i is computed as:

$$w_{i,t} = (s_{i,t} + s_{i,t-1}) \div 2$$

where

s = the yearly share weight for product i in year t , which in turn is computed as:

$$s_{i,t} = p_{i,t} q_{i,t} \div \left(\sum_{i=1}^n p_{i,t} q_{i,t} \right)$$

where

p = price of product i at time t .

$$\frac{Q_t}{Q_0} \div \frac{L_t}{L_0}$$

where

Q = quantity of aggregate output, expressed as an annual index,

L = total labor hours worked, expressed as an annual index,

t = the current year, and

0 = the base year.

Industry productivity and human capital

- Industry productivity are affected by human capital
- It is likely that initially there are some adjusted costs associated with the introduction of new skills and capital into the workplace which are then followed by positive improvements in productivity

Human capital

- Human capital can be defined as skills and knowledge that individuals acquire through investments in schooling, on-the-job training, and other types of experience as suggested by Becker (1964)
- Human capital theory was originally developed to estimate employees' income distribution from their investments in human capital



Human capital in entrepreneurship

The entrepreneurship literature provides a number of arguments on how human capital should increase entrepreneurial success.

1. Human capital increases the capability of owners to perform the generic entrepreneurial tasks of discovering and exploiting business opportunities.
2. Human capital is positively related to planning and venture strategy, which in turn, positively impacts success.
3. Knowledge is helpful for acquiring other utilitarian resources such as financial and physical capital.
4. Human capital is a prerequisite for further learning and assists in the accumulation of new knowledge and skills

Development of your employees

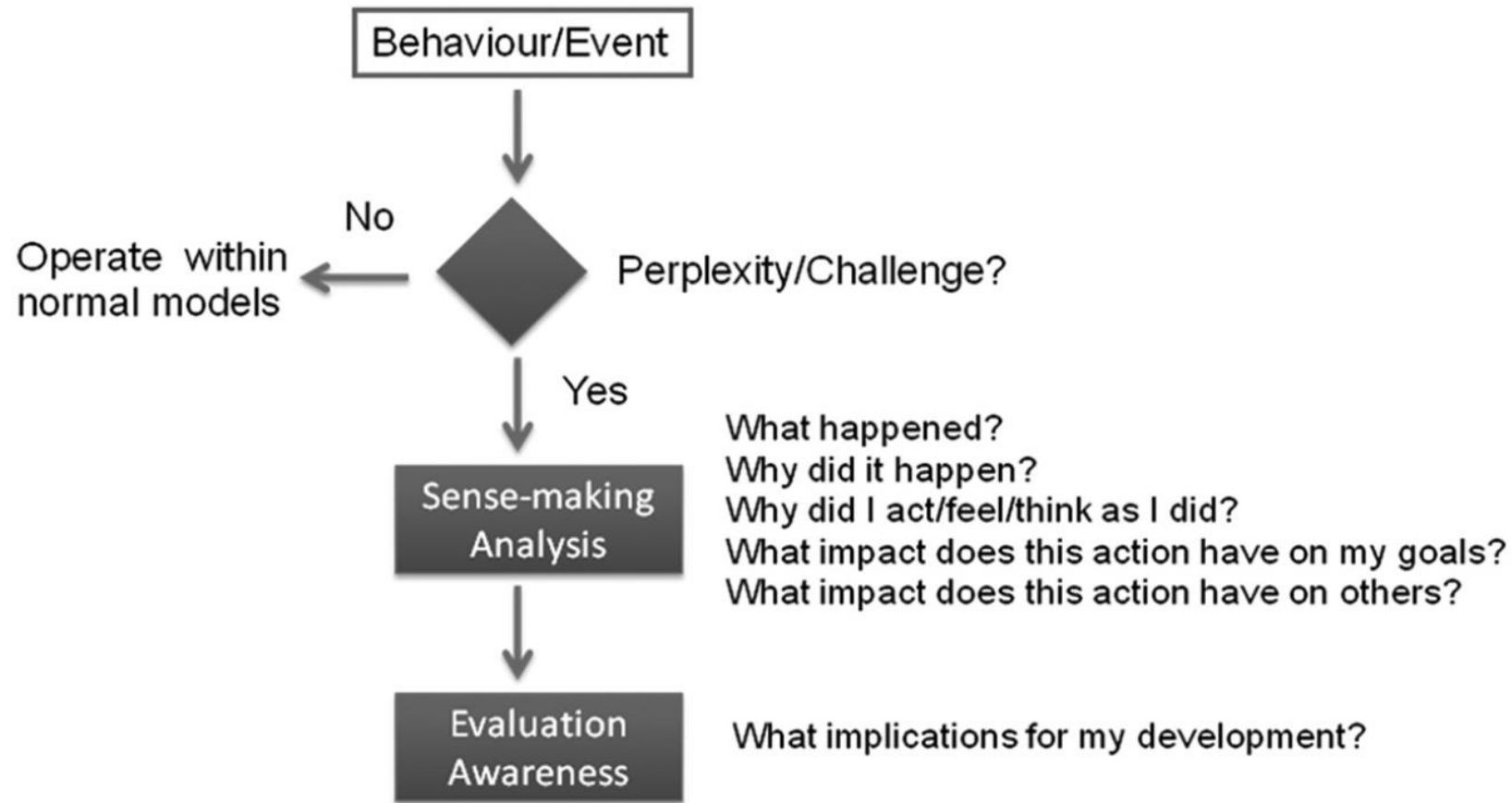
- Apple reinforces that employees have to be self-reliant and develop skills on their own.
- “We’re supporting leaders in spotting potential at every level, driving personal development through best-in-class learning and skills training”
Dyson
- At Facebook, most of the learning is employee-driven
- It is very important to invest in the employees by enabling and encouraging them to continuously reflect, learn and develop.

Self reflection

- Developing a new breed of senior managers that have the knowledge, the sensitivity, and the abilities necessary to lead organizations throughout the uncertain times ahead.
- The aim of self reflection is to take greater control of your knowledge acquisition and skill development, to increase your behavioural repertoire and leadership flexibility.
- Reflecting provides insight into the employee's own processes of learning.



Reflective process



Personal development planning

- Personal Development Planning (PDP) is a process designed to enable you to think about, and plan for, your own career development.
- In general a PDP can be described as an assessment tool embedded in a larger assessment cycle of development and performance interviews. It is used to gather and document information about the competencies the employee worked on and is planning to further develop in the near future.

The PDP

- It gives an overview of the competencies the employee worked on in the past (looking back) and of the competencies the employee is planning to work on in the future (looking forward).
- It is composed by the employee himself (self-direction by the employee), although the format of the PDP is mostly fixed.
- It is used as basis for or to structure the conversations with the supervisor or the coach, who provides the employee with feedback and stimulates the employee's reflection.
- It serves different decision-making processes, ranging from planning an individual training-program to whether or not giving an employee a promotion.



PDP and professional development

- There is an increase in use of PDP in order to stimulate professional development, which is certainly related to the central role PDPs are taking in performance appraisal interviews nowadays.
- This is a direct driver for management to ensure that PDPs are correctly implemented.
- Keep in mind when a PDP is used for certification/assessment, presenting oneself in a positive light becomes more important



Value of PDP

- A review study indicated that most empirical studies show that PDP assessment is effective for learning, personal or professional development and improving professional practice.
- Bunker and Leggett (2004) did not find this positive relationship, so it is multidimensional.
- One limitation is that conclusions often rely on studies with small sample sizes. This indicates that care needs to be taken in terms of generalizability.



One practical view (n=1)

- When creating development plans, managers and individuals should focus their goals around three areas: competence, passion, and organizational need.
 - Your competence is areas of skill and ability in which you naturally do well.
 - Your passion is things that energize you—those things you love to do, independent of how well you do them.
 - The organizational needs are activities or service that are greatly needed and valued by your organization.



Continuing professional development (CDP)

- The PDP is an intermediate stage to CDP.
- In the PDP, three major feedback questions take up a central role:
“Where am I now?”, “Where am I going?”, and “Where to go next?”
The third has a feed-forward function.
- Most of the research available is within the educational research field only some caters for industry despite the wide use of PDP in companies as part of CDP.



Lifelong learning

- The whole PDP agenda is nested within the employability framework.
- There is considerable debate about employability and whether its focus is purely on the development of skills required by employers from graduates, and the extent to which it fits within the broader lifelong learning agenda, which in turn relates to broader conceptions of social and human capital.
- “The entire education system is designed to facilitate lifelong and ‘lifewide’ learning and the creation of formal, non-formal and informal learning opportunities for people of all ages... The concept of lifelong learning requires a paradigm shift away from the ideas of teaching and training towards those of learning, from knowledge-conveying instruction to learning for personal development and from the acquisition of special skills to broader discovery and the releasing and harnessing of creative potential. This shift is needed at all levels of education and types of provision, whether formal, non-formal or informal.”

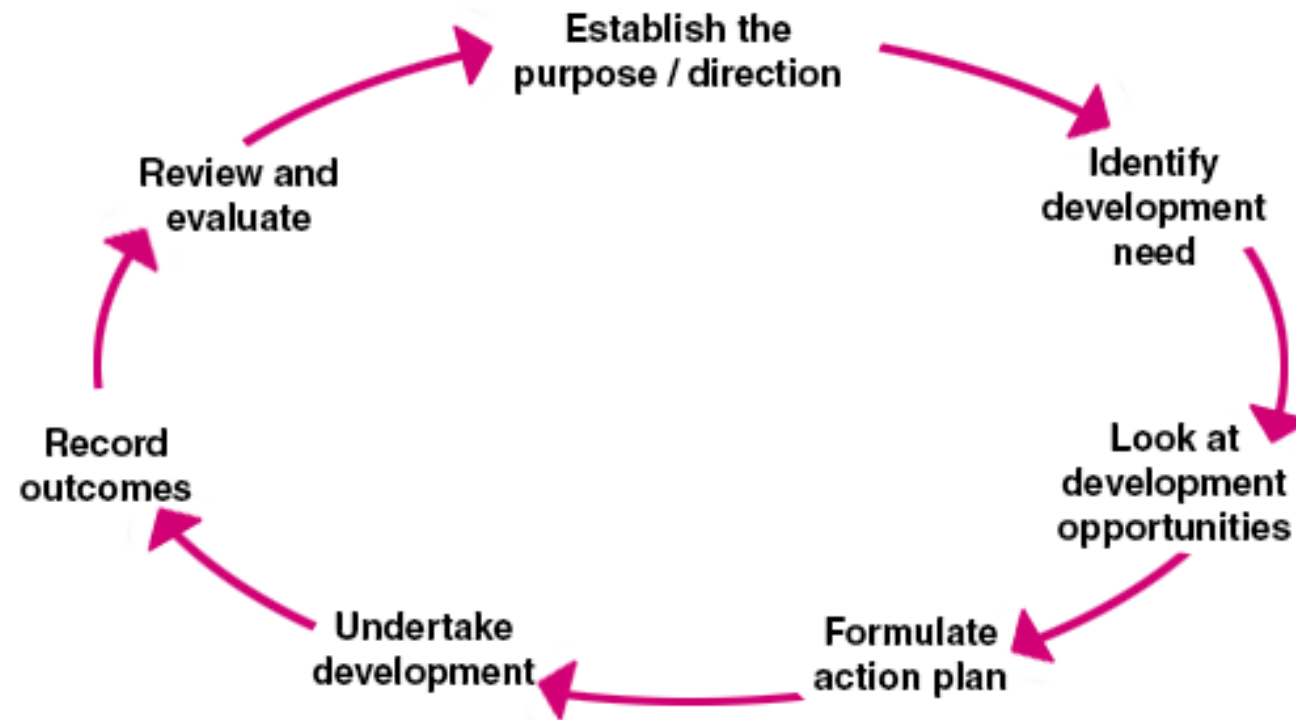


PDP by CMI

Personal development planning is the process of:

- establishing aims and objectives (or goals) - what you want to achieve or where you want to go, in the short, medium or long-term in your career
- assessing current realities
- identifying needs for skills, knowledge or competence
- selecting appropriate development activities to meet those perceived needs.

PDP by CMI



PDP by CMI

Action checklist

1. Establish your purpose or direction
2. Identify development needs
3. Identify learning opportunities
4. Formulate an action plan
5. Undertake the development
6. Record the outcomes
7. Evaluate and review

<https://www.managers.org.uk/wp-content/uploads/2020/04/Personal-Development-Plan-Example-Guide.pdf>

Personal Development Plan



Personal Development Plan

Your portable record of professional aspirations and activities

Logged on as Jeroen.bergmann@eng.ox.ac.uk [Log off](#)

 DASHBOARD

 DEVELOPMENT GOALS

 ACTIVITIES

 SETTINGS

 ABOUT US

<https://pdp.bcs.org/Login?returnUrl=https%3A%2F%2Fpdp.bcs.org%2F>

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 depravation. 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>

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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 (LMA) 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</i>	<i>Learn from the more by observing experienced</i>	<i>Senior colleagues.</i>	<i>Mentoring and performance appraisal.</i>	<i>Post 31 Mar</i>

Part 3 – Personal Objectives

Short Term Goals (next 12 months)

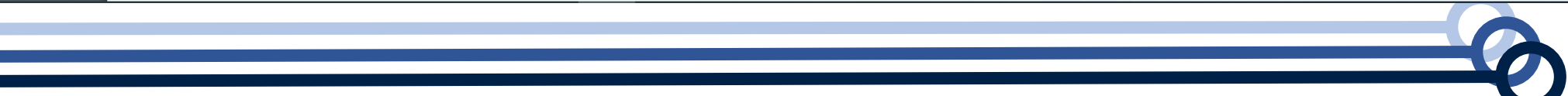
*Complete Young Managers Course in order to become eligible for engagement in complex business project activities.
(I accept that some of these goals may slip into year 2 but no further).
Have accountability for a significant cross-functional project at work.*

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).*




Goals


View / Edit Development Goal

★ denotes a required field

[Save Goal](#)

Goal Title: ★ ?

Start Date:  ?

End Date:  ?

Desired Outcome: ?

Keywords: (comma separated) ?

Status: ☒ Pending ☐ In Progress ☐ Complete ?

[Show Advanced Fields](#)

Questions?

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