Development Planning Toolkit

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Contents

1. **Employee Development Suggestions/Recommendations**
   - Employee Ownership
   - Leader Enabled

2. **Employee Development Template**
   - Recommend completing with your one-up leader
   - Leverage the development suggestions/recommendations tool to assist in the design of your development plan

3. **Common Measurements for Success**

4. **Common Action Verbs Used in Development Plans**

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Empowering Employees to Own Their Own Development

1. **Research Providers and Programs:**
   - Identify programs to enhance technical or leadership skills.
   - Present a business case for approval when a budget is required.
2. **Explore Mentorship Opportunities:**
   - Research and identify potential mentors within or outside the organization.
   - Select a mentor and initiate the engagement process.
3. **Pursue Formal Learning Opportunities:**
   - Research and present relevant courses, conferences, and webinars requiring budget approval.
   - Leverage free or low-cost online resources like webinars, eBooks, and certifications (e.g., Coursera, LinkedIn Learning).
4. **Engage in Industry Knowledge:**
   - Find and follow industry-related articles, blogs, publications, groups, or podcasts.
   - Set specific targets and a frequency to stay consistent with learning efforts.
5. **Network Strategically:**
   - Network with industry professionals and establish specific targets and a frequency for maintaining connections.
   - Participate in community business groups or local chapters to stay informed about industry trends and share best practices.
6. **Follow Thought Leaders:**
   - Identify and follow thought leaders on social media platforms to gain insights and inspiration.
7. **Shadow and Learn from Others:**
   - Conduct one-on-one discovery sessions with leaders within the organization and industry.
   - Request opportunities to shadow colleagues in different roles or departments.

1. **Take on Stretch Assignments:**
   - Volunteer for assignments outside your usual scope to gain exposure to other areas of the business and build new skills.
2. **Participate in Organizational Groups:**
   - Join company committees or clubs to expand your network and foster relationships.
3. **Practice Communication and Presentation Skills:**
   - Join public speaking groups like Toastmasters to enhance communication and storytelling skills.
4. **Engage in Self-Reflection and Feedback:**
   - Regularly seek feedback from peers, mentors, and supervisors to identify development areas.
   - Maintain a journal or portfolio of learning experiences and achievements to track progress.
5. **Participate in Competitions or Projects:**
   - Engage in cross-functional projects, hackathons, or industry competitions to develop problem-solving abilities and learn from peers.
6. **Engage with a Career Coach:**
   - If possible, work with a career coach to receive personalized guidance on achieving personal and professional goals.
7. **Leverage Organizational Tools:**
   - Internal tools like Learning Management Systems (LMS) or knowledge bases can be used to access training resources independently.

What Leaders Can do to Support Employee Development

1. **Align on Development Areas:**
   - Work with employees to identify critical areas of development and objectively assess their strengths and improvement opportunities.
   - Clearly define their ambitions for growth and align them with organizational needs.
2. **Communicate Expectations:**
   - Clearly outline what needs to be addressed and why, ensuring employees understand the importance of their development goals.
3. **Support Learning Proposals:**
   - Review and approve proposals for external training (e.g., courses, conferences, webinars, workshops) that align with development goals and the organization's priorities.
   - Offer tuition reimbursement for programs that support professional growth and benefit the business.
4. **Assign Stretch Assignments:**
   - Provide challenging assignments or committee projects that expose employees to new skills, functional areas, significant projects, or leadership roles.
5. **Increase Responsibility Opportunities:**
   - Reevaluate organizational structures and roles to identify opportunities for employees to take on more responsibility.
6. **Encourage Cross-Functional Learning:**
   - Identify opportunities for job shadowing, cross-department training, or involvement in cross-functional projects and formalize a plan for these experiences.
7. **Foster Mentorship and Networking:**
   - Support employees in selecting mentors and engaging in mentorship programs.
   - Encourage participation in professional associations, community groups, and industry networks to expand their connections and knowledge.
8. **Facilitate Formal Coaching:**
   - If the budget allows, consider arranging a formal coaching engagement for employees to accelerate their growth.
9. **Conduct Regular One-on-Ones:**
   - Schedule meaningful monthly one-on-one sessions to focus on development areas, helping employees build skills and confidence.
10. **Follow-Up on Learning Application:**
    - After employees attend courses, workshops, or conferences, discuss how they can apply their knowledge.
11. **Encourage Peer Learning:**
    - Promote peer-to-peer learning opportunities, such as lunch-and-learns or internal workshops, to share knowledge and expertise.
12. **Model Lifelong Learning:**
    - Demonstrate your own commitment to learning by sharing your journey, insights, and growth experiences with your team.
13. **Recognize and Celebrate Development Efforts:**
    - Acknowledge and reward employees for taking ownership of their development to reinforce a culture of growth.
14. **Track and Measure Progress:**
    - Regularly review development plans with employees and adjust them as necessary to align with their growth trajectory and organizational goals.
15. **Provide Feedback Training:**
    - Equip employees with the skills to give and receive constructive feedback, fostering continuous improvement.
16. **Create a Personal Development Fund:**
    - Allocate a specific budget for employees to decide how best to use it for their growth.
17. **Facilitate Resource Access:**
    - Provide access to tools such as Learning Management Systems (LMS), internal knowledge libraries, or leadership book clubs to support independent learning.
18. **Encourage Thought Leadership:**
    - Support employees in following thought leaders on social media platforms and exploring trends in their industry.

What Does Winning Look Like? Objectives – Be Specific (Specify what you need to do/demonstrate/learn/develop, etc..	Actions to be taken (Identify what actions need to be taken for success - be specific and ensure each line item begins with an action verb)	Timelines for success (Align with the action items)	How will you know you have won? (What are your measurements for success?)	Status

Common Measurements for Success Used for Development Plans

Can be one measurement or a combination of several measurements for each area of development.

1. **Completion Ratio** - Track the percentage of development activities (e.g., courses, workshops, webinars) completed within the specified timeframe.
2. **Application of Learning** - Evaluate how effectively you apply newly acquired knowledge or skills, such as implementing new processes or tools.
3. **Demonstration of Skills or Behaviors** - Assess observable improvements in targeted skills or behaviors as outlined in the development plan.
4. **Feedback from Others** - Gather qualitative and quantitative feedback from peers, managers, or mentors to measure progress in key development areas.
5. **Achievement of Specific Goals** - Measure progress against short-term and long-term goals set in the plan, ensuring they align with the time-bound objectives.
6. **Behavioural Changes** - Monitor changes in behaviour using performance reviews, 360-degree feedback, or assessments.
7. **Skill Proficiency** - Use pre- and post-assessments to measure the growth in technical or leadership skills.
8. **Impact on Role Performance** - Track improvements in key performance indicators (KPIs), such as productivity, quality of work, or decision-making effectiveness.
9. **Expanded Responsibilities** - Assess your ability to handle additional responsibilities, such as stretch assignments or leadership roles.
10. **Mentorship Engagement** - Measure progress in mentorship engagements by tracking milestones, such as specific skills learned or career advice implemented.
11. **Network Growth** - Evaluate the expansion of professional connections through participation in committees, networking events, or industry groups.
12. **Completion of Development Activities** - Monitor the number and timeliness of completed development activities compared to the plan's expectations.
13. **Employee Confidence** - Use self-assessments or surveys to gauge changes in confidence levels related to new skills or responsibilities.
14. **Peer Learning Engagement** - Measure participation in knowledge-sharing initiatives, such as lunch-and-learns or collaborative projects.
15. **Leadership Opportunities** - Track involvement in leadership projects or decision-making forums and assess the impact of your contributions.
16. **Feedback Ratings Over Time** - Measure the improvement in feedback ratings from colleagues and leaders across multiple review periods.
17. **Frequency of One-to-One** - Ensure consistent development-focused one-to-one meetings and measure their impact on your progress.
18. **Promotion Readiness** - Assess readiness for new roles or promotions by evaluating skills, behaviours, and performance improvements.

Common Action Verbs Used for Development Plans

Adapt
Adjust
Align
Advise
Analyze
Assemble
Attend
Balance
Categorize
Calibrate
Champion
Circulate
Coach
Collaborate
Compose
Compare
Coordinate
Design
Develop
Devise
Elevate
Evaluate
Explore
Enrol
Enlist
Exhibit
Examine
Facilitate
Formulate
Gather
Generate
Grow
Identity
Illustrate
Implement
Improve
Investigate
Manage
Mentee
Mentor
Obtain
Organize
Outline
Plan
Present
Produce
Propose
Recommend
Refine
Register
Research
Review
Schedule
Search
Select
Solicit
Study
Summarize
Synthesize
Teach
Train
Transfer
Transform