

Tools for SMALL Businesses

Level 2 Question 6: Do we have clear development paths for our employees?

Title	People Development plan
Why	As you company grows, more and more people will join, and some of the early joiners, will gradually have spent several years in your organization. In the early days, this is enough for most people, But as time passes and the organization grows, Most people will start to wonder, what their future looks like.
What	A career model defines what directions an employee should aim for his or her future development. Most particularly if the employee should pursue a leadership role or increase his/her skills in order to become more of a specialist. Additionally a Project management carrier or a more asmin-support rolle could be considered.
How	<p>As the company growth it is necessary to define career path to retain and attract key talent.</p> <p>The key to successful people development is to align your development plans with your People strategy and Business strategy.</p> <p>Input: Business strategy, People Strategy, Workforce development plan, Output: People Development model</p> <p>Six Steps to build your People Development model</p> <p>:</p> <ul style="list-style-type: none"> • Core Values and Behaviours • Competence development plan (Skills matrix) • Career Paths • Performance management • Feedback model <p>1. Core Values and behaviours: If You haven't done so already, you should translate your core Values into specific behaviours that you would like to see displayed in your people. No matter how skilled your people are, bad behaviour cannot compensate for high skills, as it kills the team spirit and culture in your team</p> <p>2. Skills Matrix: Looking at your business strategy and Competence development model, you can map out which skills are needed for your company to grow successfully. You will typically use this information for your recruitment efforts, but it is even better to upskill your current people as they already are integrated into your company and are more likely to stay, if you give them opportunities to grow. So your Personal development model should include an overview of the employees key skills, as well as some of those you need to develop to grow.</p>

3. Career paths

Next you will need to think about what career paths you want to have in your company. Typically there are 4 main path, that an employee can take:

- a. Leadership
- b. Specialist
- c. Project manager
- d. Admin/professionell

You can see an example of a career paths below.

Leadership	Project Management	Specialist	Admin or professionell
The position holder manage a number of specialists and professionals	The position holder is managing projects Does not have any direct reports but several indirect reports	The position holder is a specialist (has a university degree and x years of experience) Does not have any direct reports	The position holder is a professional working in an Admin function (does not have a university degree) but has x years of experience Does not have any direct reports

4. Performance Management

An important part of a people development model, is being able to set objectives, measure these objectives and set new goals for the coming year.

The three Common Goals of performance management		
1	Develop People	<ul style="list-style-type: none"> • Individual development • Coaching and mentoring • Retention of top performers • Leadership development • Succession planning
2	Reward fair and equitable	<ul style="list-style-type: none"> • Pay for contribution • Promotion and advancement • Total rewards
3	Drive organisational Performance	<ul style="list-style-type: none"> • Goal alignment • Strategic communication • Culture development

	<p>5. Performance review -Feedback model: An effective feedback model – and culture is crucial for all companies, and very often one of the most difficult to realize. However. By integrating the People development model and the Performance management model, you can use your feedback session with your employee to discuss not only how well they perform in relation to specific targets, but also HOW they perform how they behave, and if there are any hard-skills areas where the individual needs to improve his or her skills.</p> <p>Setting performance and development goals need to be a continuous process of dialog between the manager and the employee. Traditionally companies, set targets at the beginning of the year both for the business, departments and individuals, and then they follow up at the end of the year. This model is generally considered to be antiquated and inefficient. Although the basic elements are always the same, the frequency of follow up and feedback needs to increase...ultimately to a weekly or monthly event between the leader and the employee. Feedback can also be given more informally and verbally. But it is important to record critical feedback, as it makes it easier to discuss development with the employee.</p> <p>GROW Model</p> <p>6. Individual Development Plan Development needs are identified based on ongoing feedback from manager to employee. Managers are accountable for acting as coaches to develop employees' strengths. At the same time, employees are expected to own their individual development. Agreed actions are captured in the personal development plan and attached in the performance review system. Development actions should reflect 70/20/10 principles.</p> <p>The best companies develop employees and managers by focusing on their future capabilities to succeed. In addition, these companies have an integrated approach to development referred to by most as the 70/20/10 model:</p> <ul style="list-style-type: none"> • 70% focused on on-the-job development, • 20% focused on learning from key relationships • 10% from formal training (classroom or virtual) <p>Employees must get critical on-the-job experiences to build required capabilities. This should be supported by targeted use of development plans and linked to succession planning.</p>
Examples	Example of Individual Development plan



Personal Development Plan

NAME **POSITION** **TIME IN CURRENT POSITION** **DATE**

XX XX XX XX

DEVELOPMENT FOCUS
Xx

ACTIVITIES TO REACH MY GOALS
XXXX

ACTIVITY	HOW TO APPLY IN DAILY WORK	DEADLINE

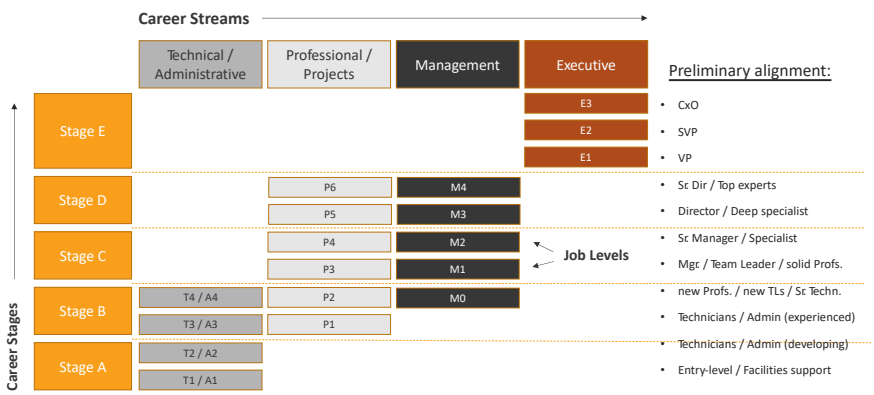
DATE FOR FOLLOW UP ON PLAN

Manager's signature, date: **Employee's signature, date:**

Example of Job Hierarchy

JOB & CAREER FRAMEWORK MODEL: DESIGN FOR ALVOTECH

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Template	See templates on next page

Grow Model

The GROW Model is a coaching framework used in conversations, meetings and everyday leadership to unlock potential and possibilities. GROW was created by our co-founder Sir John Whitmore and colleagues in the late 1980s. It has since become the world's most popular coaching model for problem solving, goal setting and performance improvement.

What is the GROW Model?

GROW is more than a coaching model loved by the coaching community. It is also a top leadership tool that works across all disciplines and cultures. With its four deceptively simple steps, GROW has proved successful all over the world. It forms the backbone of coaching in many organizations and universities globally, due to the outstanding results. It helps people to achieve success personally or as part of a team.

How does the GROW Model work?

As the GROW Model image above shows, the name is an acronym for the four key steps in GROW coaching: **G**-oals, **R**-eality, **O**-ptions and **W**-ill. With a few powerful coaching questions, a leader or coach can quickly raise awareness and responsibility in each area:

G: goals and aspirations

R: current situation, internal and external obstacles

O: possibilities, strengths and resources

W: actions and accountability

The key is to set a **Goal** which is inspiring and challenging, not just SMART (specific, measurable and achievable in a realistic time frame). Then move flexibly through the other stages, including revisiting the goal if necessary. The final **Will** element is the barometer of success. It converts the initial desire and intention into successful action.

The GROW approach promotes confidence and self-motivation, leading to increased productivity and personal satisfaction.

Example questions for the Grow Model

GOAL

- What do you want? What is your aim for this discussion/session?
- How would you like it to be?
- What does that look like?
- What will you be saying to yourself?
- What will that enable you to do?
- What will other people be saying to you?
- What will you have that you don't have now?
- Imagine 3 months from now, all obstacles are removed and you have achieved this:
 - What do you see/hear/feel?
 - What new elements are in place?
 - What is different?

REALITY

- What is happening at the moment?
- How important is this to you?
- On a scale of 1-10, if an ideal situation is 10, what number are you at now?
- What number would you like to be at?
- How do you feel about this?
- What impact is this having on you?
- What's on your shoulders?
- How does this impact other areas of your life?
- What are you doing that takes you towards your goal?
- What are you doing that is getting in the way of your goal?
- How much ...?
- How many ...?
- Who else does it affect?

OPTIONS

- What could you do?
- What ideas do you have?
- What alternatives do you have?
- Is there anything else?
- If there were anything else, what would it be?
- What has worked in the past?
- What steps could you take?
- Who could help you with this?
- Where could you find out the information?
- How could you do that?

WILL

- What will you do?
- How will you do that?
- When will you do it?
- Who will you talk to?
- Where will you go?
- Is there anything you need to put in place before that?
- How committed are you to taking that action?
- What will it take for you to commit to that?