

## Agreeing Development Objectives: Getting Personal Development Plans to Work

This information sheet provides detailed information about the programme and its contents. If you have any questions please call 01638 565850.

### Learning Messages

Completing Personal Development records is often regarded as a chore. And as a result the development objectives that are recorded are not thought through properly. The emphasis is on getting the records complete rather than on agreeing a truly effective development objective that will benefit both the learner and the organisation.

The programme explains that the manager cannot 'develop' the other person but can – and must – ask questions to make the learner think.

The manager's role is to Ask Questions to help people:

- Think about their aspirations
- Consider how they need to change to achieve their aims
- Define how they will measure their achievement.

Agreeing Development Objectives illustrates how managers can use questioning skills to help learners think through their aspirations. By understanding the learner's real motivations, managers can agree development goals which are effective, measurable and aligned with the needs of the both the organisation and the individual.

The programme uses the mnemonic **A.I.M.** to help managers remember they must: explore the learner's real **A**spirations; align the objective with the **I**nterests of the organisation; and ensure that the learner's achievement is demonstrable and **M**easurable.

### Key learning messages:

- Real motives lead to real development – people will strive to achieve objectives which are in line with their aspirations.
- Everyone has aspirations. They just might not be the same as yours. The manager's role is to help people think about what they really want from their job.
- Learners need to consider what changes they need to make to themselves in order to achieve their aim.
- Development objectives have to be mutually advantageous: they have to be aligned with the person's aspirations – or they won't happen – and they have to be aligned with the organisation's interests too.
- Development objectives must be demonstrable.

## Synopsis

In reviewing Rafiya's notes on recent performance appraisals, Maria questions whether the personal development objective he has written on Matt's form is likely ever to be achieved. Rafiya concedes that realistically it is not - and that he and Matt had just been searching for something to put on the form....

Maria explains the importance of agreeing effective development objectives. She coaches Rafiya to use questioning skills to help the learner think through their aspirations and to explore what they need to be able to do differently to achieve their goal. Rafiya decides to tackle the personal development part of Matt's appraisal again, applying the lessons he has learned.

## What's Included

- **Drama**

Running time 18 minutes

The drama follows Rafiya's progress as he learns how to use questioning skills to agree *effective* development objectives.

- **Interview scenes:**

Key scenes from the drama.

Go directly to the individual interviews at the click of a button! Use the analysis of the scenes and readymade sessions in the User's Guide to use these short scenes to illustrate key points and engage participants in the learning.

- Maria and Safal interview
- Maria and Anna interview
- Rafiya and Matt first interview
- Rafiya and Matt second interview

- **User's Guide**

- **PowerPoint® presentation**

Readymade slides for you to download and use in your training sessions.

**Note:** the Drama and the individual scenes are all included on one DVD.

You can download the User's Guide and PowerPoint® presentation from this website for previewing purposes.

## How it was made

'Agreeing Development Objectives' was filmed on location at Breathe, The Workplace, Girton, Cambridge. ([www.breathegroup.com](http://www.breathegroup.com))

Company directors Mike and Vince warmly welcomed the production crew and Mike kindly vacated his own office for the Rafiya and Matt scenes.

## **Production**

'Agreeing Development Objectives' was filmed, edited and produced using the latest digital technology. Scott Bradbury employed Cambridge Film and Television Productions to make the programme.

We always film on location in real organisations. This makes for more realistic settings and means that we are able to incorporate people's real working lives into our programmes. The sound track you hear is the sound of real people doing real work. And the images you see are real work environments.

## **Script writer and author of guide: Hugh Murray FCIPD**

Hugh has a proven track record in writing and producing best-selling training programmes. He wrote *WHAM! Performance Coaching for Managers*, which was released by Scott Bradbury in June 2006 and the behaviour-based interviewing programme '*A Question of Evidence*' released by Scott Bradbury in March 2006. Hugh has a special interest in instructional design and combines his writing with his work as a director of Scott Bradbury.