

Personal Development Review Sessions – Guidance for Leaders

Introduction

Formal reviews of people's progress should be programmed into the system. They normally take place either every three months, every six months or once a year.

These reviews are very useful for everyone:

- They provide the opportunity for the member of staff to reflect on their progress and what this has taught them about themselves and to commit to further actions
- They give you the opportunity to reflect on the impact of your interventions and the team members' commitment to improvement, provide feedback and consider what changes you need to make to your approach
- They provide the wider leadership / HR team with useful information relating to the way the organisation is operating and the development of its people.

Process

In order to ensure that the reviews achieve the above, they should be carried out in a non-threatening way using a coaching style and techniques (it is not the same as a performance review).

The key point is that it is OK if the actions have not been successful, as long as the person has learnt from the process. In fact, it is a critical part of the personal development / improvement process.

Use the following questions as a guide:

Consider the goals in your Personal Development Plan. What progress have you made?

How has this helped you to achieve the organisation's values / objectives / required behaviours?

If progress hasn't been made, what is the cause of this?

What have you learnt about yourself in the process of working on these improvements?

What further actions will you now take?

Example of a Personal Development Review

Name: Steve Wood (Duty Manager) | Date of Review: July 2016

What progress have you made in relation to your personal development / improvement goals?	How has this helped you to achieve our Values	What have you learnt about yourself?	What further actions will you take?
<p>Spend more time out of the office with customers:</p> <p>I have reorganised my working day so that I complete my paperwork in the morning. As a result of this I am spending more time with customers.</p> <p>To do this I have developed more focus and manage my attention better. I have also created a new way of managing paperwork and my diary.</p>	<p>Spending more time during the day with customers has helped me to improve in relation to the following values / behaviours:</p> <ul style="list-style-type: none"> • <i>Friendly</i> • <i>Exceptional</i> <p>Given that I complete my work on time I have also improved in relation to the <i>Professional</i> value.</p>	<p>I can avoid distractions if I concentrate on it and by using simple techniques (e.g. turning off e-mail notifications). However, at the moment I have to concentrate on this consciously.</p> <p>I know realise that the main reason for not spending enough time with customers is that it is harder for me than staying in the office! I feel uncomfortable when I am out in the customer areas.</p>	<ol style="list-style-type: none"> 1. Consciously concentrate on managing my attention 2. Be proactive in communicating with customers (this will improve make me feel more comfortable) 3. Develop my verbal communication skills (new goal)
<p>Become a confident and skilled presenter:</p> <p>I haven't yet had the opportunity to practice as planned.</p>		<p>I can't achieve lots of improvements at once!</p> <p>I lack confidence in this area.</p>	<p>As per my PDP</p>
<p>Improve my IT skills, especially Excel and PowerPoint / Prezi:</p> <p>I have found and made use of a mentor to help me to improve my use of Excel. I can now use Excel competently to manage performance.</p>	<p>This has helped me to improve in relation to the <i>Professional</i> behaviours</p>	<p>I am not bad with IT! I just need to practice.</p>	<ol style="list-style-type: none"> 1. Find and use mentors to help me with PowerPoint and Prezi 2. Practice (as above)

What progress have you made in relation to your personal development / improvement goals?	How has this helped you to achieve our Values	What have you learnt about yourself?	What further actions will you take?
<p>Improve the way I engage staff in improvements:</p> <p>I am now using Team Improvement Sessions for operational improvements (e.g. housekeeping and environmental controls).</p> <p>These were difficult at first but are now starting to work.</p> <p>I am becoming a more effective facilitator.</p>	<p>This helps me to achieve the <i>Professional</i> value / behaviours.</p> <p>By engaging staff more effectively I am improving in relation to the <i>Friendly</i> value / behaviours.</p> <p>These actions are also helping the team to achieve the <i>Creative</i> value / behaviours.</p>	<p>My behaviour causes behaviour in others! If I constantly tell people to do things, they will always wait for me to tell them!</p>	<p>Present the challenges at the Duty Managers' Action Learning Set</p>