PERSONAL DEVELOPMENT PLAN

<NAME>

<Date>
Introduction

JLT is committed to supporting your continued development. As you are aware, the development process in which you have participated is the start of a development journey and it is now up to you, with support from HR and the People Development Team, your manager and colleagues, to use what you have learnt to develop yourself, all the while taking account of:

- The JLT Behavioural Framework
- The feedback you have received
- Business goals and objectives

To do this in a way that will be beneficial for you personally and for the business, you will need to consider your strengths and consider how they might best be enhanced and deployed.

Investing in Yourself

Good development gives people the right experiences and consequently the opportunities to realise their potential. You may question whether the personal discomfort that sometimes occurs as we challenge ourselves to do things differently is worth it. JLT believes that there is value for you and for the company in making such an effort. The psychometrics you have completed and feedback session with one of the talent team should provide you with some insight into your behavioural strengths and development needs.

We consider that the next stage in the process is for you to agree with your HR or PD representative and/or your line manager a robust and realistic development plan that will set you up for further success - This will require some thought, planning and, more importantly, ongoing commitment from you.

Development Planning

Research shows that documenting your goals and planned activities significantly increases the likelihood of achieving them, when compared to mental planning alone. Writing a personal development plan (PDP) will help you to commit to your development goals through documenting them clearly, evaluating your progress and providing clear measures to assess whether or not a development gap has been closed.

We are firmly committed to supporting you as you develop, and this document is intended to help you plan your development effectively.
Investing in Your Capability

Learning is a process and to achieve a development goal you will, typically, go through four stages of learning, as shown below.

- **Unconscious Incompetence**: a state of ignorance where confidence exceeds capability because we don't know what we don't know.

- **Conscious Incompetence**: having discovered that there is a skill/behaviour we need or wish to learn (for example, driving a car, riding a bike), confidence drops as we realise our ability is limited. We need practise in order to learn. This sometimes means not succeeding at the first attempt, which can be challenging, but is a necessary part of learning.

- **Conscious Competence**: we acquire the skill/new behaviour, but we still need to consciously concentrate on what we are doing each time we exercise it. However, confidence is increasing.

- **Unconscious Competence**: with further practise, new skills/behaviours become habits - we can then do them while our mind is on other things. Confidence and ability have peaked, we no longer have to consciously concentrate on the new skill/behaviour - we can do it, but are no longer always aware of how we are doing it. In different areas of our life we will be at different stages on different learning curves.

- **Complacency**: over time, as new skills and behaviours become 'second nature', we need to guard against contented self-satisfaction, which can block the need for new learning.

Sometimes, in order to habituate a new behaviour, you may first need to 'unlearn' an ingrained, unhelpful behaviour. You may have been responding in the same way to a given situation for a number of years or even decades, so change will require motivation, commitment and continued practise. Simply resolving to oneself to change a given behaviour usually doesn't lead to success of its own accord, however, there is a clear methodology you can follow (6A's and an F shown overleaf) that can provide you with assistance in changing deeply ingrained behaviour.
The public commitment to change in the "Announcement" phase involves explaining what, why and how to others who will be closely affected by the change. Although this might seem somewhat radical and highly public, there are two advantages:

- Firstly, it will be difficult to retract or procrastinate
- Secondly, others will see that you are serious and be less likely to respond destructively with "he/she has been on a course and it'll wear off soon".

This phase is not about publishing your intentions to the world, but it is about letting those upon whom the new behaviour will impact know that you are serious about doing things differently.
Guidance on Constructing your Personal Development Plan (PDP)

Establishing Goals:
A number of development areas may have arisen from your feedback, however focus first of all on just 3, perhaps:

- 1 big thing - a development objective that will take 12 -18 months to achieve
- 1 quick win - a development objective that will take 1-2 months to achieve
- 1 medium challenge - the length of this development objective will depend on the circumstances, but is likely to take 3 - 9 months to achieve.

Setting yourself up for success - SMART
Structure your development goals clearly and in a manner that will allow them to be easily measured. The structure of the PDP form (see page 8) will help you to do this. The SMART acronym, which you may have used for objective setting, applies equally to your development goals. Here is a re-cap:

**Specific**
Your objectives should be concrete, detailed, focused and well defined. They must emphasise action and the required outcome. To set specific objectives, ask:

- Are my objectives written using strong, action verbs such as conduct, develop, build, plan, execute, etc, to give them a focused, action-oriented feel?
- Is it clear who is involved?
- Where it will happen?
- Is it clear what needs to happen?
- Is the outcome clear and will this objective lead to the desired results?
- Is the objective well understood?

**Measurable**
Arguably the most important consideration, because it clarifies the success factors that will let you know when/if a development goal has been achieved. It has been achieved when you have evidence to demonstrate that you are consistently employing a new behaviour or skill. A measurable objective also enables actions and progress towards that objective to be tracked.

**Achievable**
Achievability promotes motivation, but there also needs to be 'stretch', although not so much that strain sets in. To set achievable objectives it helps to ask:

- Can it be done in the proposed timeframe?
- Have the limitations and constraints been considered?
- Can it be done with the resources available?
- Has anyone else done this successfully?

**Realistic**
Realistic means that resources necessary to the achievement of an objective are available: for example, human resources, time, money, opportunity. Some objectives
may require a change in priorities to make them happen or support from another to create the time that is needed.

**Time-bound**
This means setting deadlines for the achievement of your goals and the actions you will take to reach them, otherwise the timescale for attainment remains 'open ended' and your achievement un-measurable.

**Creating your Personal Investment Plan**

Here are some steps that should help you to construct it and some questions to help you think it through. They follow the structured model, but also clarify what needs to go into a less structured plan:

- **Identify** your most important development need and the competency it relates to. Write the name of the competency in **column 1** and then describe specifically what you would want to learn or be able to do better/differently.

- **In column 2**, commit yourself to a timescale for achieving your goal. Be realistic but be sure to give yourself a deadline. Also make a commitment to yourself to review your progress by giving yourself a progress check deadline.

- **In column 3**, write down all the things you could do to achieve your development goal. Use a mixture of options - courses, e-learning, web resources, coaching/mentoring, learning from other colleagues, opportunities to contribute to business projects in and/or outside your own area.

- **Column 4** is crucial. Unless you have criteria to determine whether or not you have achieved a development goal, you will be unable to measure and build on your success. Ask yourself what you want to be doing differently/better in 3, 6 or 12 months time (depending on the goal) that will demonstrate you have met this development objective?
  - What will be happening that is not happening now?
  - How will people be responding to you that is different from the way they respond now?
  - What targets will have been achieved that are not being achieved now?
  - What new capabilities will you have and what access to important new areas will they give you that you don't have now?

Create a mental picture of the future 'you' and describe it in as much detail as you can. You can then check your progress against this and adjust the actions you are taking accordingly.

- **Column 4** will help you keep track of the actions you are taking, evaluating them, adjusting them and building on them as you go.

Once you have drafted your development plan, ask yourself if it will really challenge you and push you out of your comfort zone? If it won't, then you need to set yourself more stretching goals. You should be drawing on existing capabilities and experience in the business where possible, and agreed with your manager and a member of the People Development Team/your HR Team.
# Example Personal Development Plan

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<th>Date</th>
<th>Proposed Actions</th>
<th>Success Criteria</th>
<th>Activity Record</th>
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**Competency = Planning & Organising**

In order to function effectively, handle multiple tasks and ensure appropriate structure, I will develop my skills by:

- Setting goals and priorities automatically, attending to details and achieving deadlines.
- Clarifying objectives, and scope of activities.
- Taking a disciplined, structured approach to self-management.
- Generating a range of contingency plans, considering all likely eventualities.

This is important because without being able to demonstrate these skills I am unlikely to secure promotion.

Within 9 months. Review actions at end of each month and progress at 3, 6 and 9 months.

- Taking time to agree the objectives and timescales of our activities and projects with my stakeholders.
- Using e-learning courses to help me with the right approach of achieving deadlines and attending to the details.
- Peter is good at taking a disciplined, structured approach to self-management. I will set up a meeting to learn from him and discover what he does that I could do.
- Consult colleagues in order to produce contingency plans and then consider all possibilities.

When I am functioning effectively, handling multiple tasks and meeting deadlines I will be:

- Spending time specifically on explaining and clarifying the objectives and timescales of my tasks and projects to ensure all stakeholders are on board.
- Managing my own activities in a time efficient way.
- Generating contingency options that take into account all possibilities.
- Ensuring I keep motivated in order to progress.
- Meeting deadlines, hitting milestones along the way, taking corrective action if I’m off track.
- Receiving positive feedback in relation to timely delivery.

- Agreed and set my objectives and timescales.
- Got myself up to speed with an e-learning course on achieving deadlines and attending to details. Currently committing 15 minutes of my time every day to planning and re-prioritising.
- Scheduled a meeting with Peter to help me with self-management. I’m trying asking myself the question, “What’s the most important thing for me to pay attention to now?”
- Reading books and articles on self-management and orchestration.
- Etc.
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**Notes:**

- Ensure each objective is specific, measurable, achievable, relevant, and time-bound (SMART).
- Regularly review progress and adjust plans as necessary.
- Consider seeking feedback and support from colleagues and mentors.
- Celebrate successes and learn from challenges to continuously improve skills and knowledge.
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