

## A Guide to PDR Development Discussions for Grade 14+ Senior Leaders

### Purpose

The aim of the guide is to support managers on how to approach a development discussion with members of their team about their personal development needs. Holding these development discussions is important as it will support the development of a learning culture across the council. The guide outlines the **steps to follow, questioning techniques** and suggests some **tools to support** you. It also outlines how these development needs should be captured and maintained in the PDR digital app.

Development discussions closely link to the Performance Development Review which covers individual goals, career aspirations and development planning. The guide should be used to support the output from PDR, Talent Reviews and Succession Planning to enable effective development discussions.

### What is a development discussion?

Development discussions provide support and opportunity to develop individuals, build the right skills, knowledge and experience to both develop in their role and also support future career aspirations. It is important to highlight the majority of learning and development can be achieved through on-the-job experience. The 70/20/10 learning and development approach included in this guide 70%, the majority of learning come from on-the-job practical experience, with 20% learning from others and 10% through formal training.

Creating opportunities for careers and development benefits both individuals and the organisation, supporting the drive to a high-performance culture.

Career aspirations and development remain the individuals' responsibility to consider and take action to achieve. However, managers have a significant role to play in enabling and supporting individuals to develop. **Taking a coaching approach**

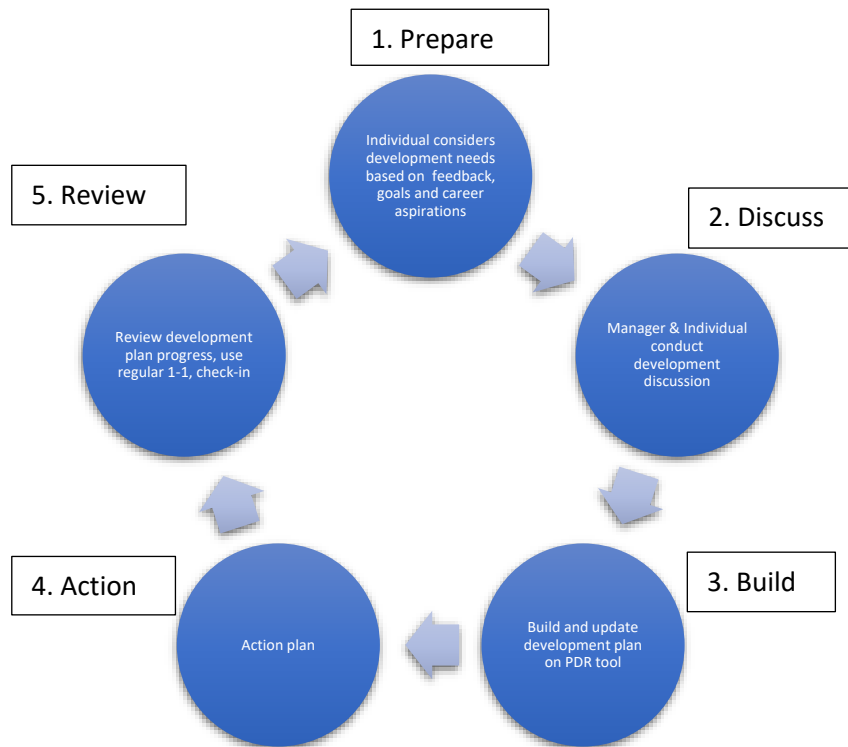
The manager should use a coaching approach when having a conversation with the individual about their development. Please see **Development Discussion Cycle** in next section for examples of the types of open questions you can ask to encourage the individual to think about their development needs. It is important that the individual is encouraged to take responsibility for their own development needs and the manager should ensure it is a two-way discussion to:

- Understand the development needs to achieve individual goals and career aspirations
- Empower the individual to take ownership for their own development

### Top Tips

- Development is not just about a promotion or the next role, it's about stretching the abilities and talents
- Challenging to think differently, take bold risks, and develop themselves, which by default will bring value to the organisation
- It's about reminding them who they are, what they bring, and what they can accomplish
- Coaching them to produce and strengthen and develop those skills and reaching their full potential
- Effective employee development conversations are essential if you want to help your employees identify their goals, realise their potential, and grow as professionals

## Development Discussion Cycle



### 1. Prepare

Preparation for the development discussion is key, the **Career** and **Personal Development Plan** sections in the **PDR** tool should be initially populated by the individual and will be developed further with the line manager.

#### Career

The screenshot shows the 'Career' section of the PDR tool. It includes a navigation bar with 'Home', 'Goals', 'Career', 'Personal Development', 'Feedback', and 'End of year review'. The 'Career' section is active, showing a 'Career Aspirations' form. The form includes a 'Payroll' field (71049181), a question 'What would you like to achieve in your career in the next 12-18 months?', and a text area for 'Development within current role for next 12-18 months, with a view to longer term career progression'. There is also a section for 'Aspirations' with a dropdown menu set to 'Developing to higher grade in 18 months 3 years'.

#### Personal Development

The screenshot shows the 'Personal Development' section of the PDR tool. It includes a navigation bar with 'Home', 'Goals', 'Career Aspirations', 'Personal Development', 'Feedback', and 'End of year review'. The 'Personal Development' section is active, showing a 'Development Priority' form. The form includes a 'Development Priority' section with four priorities, a 'Development Activity' section with a text area, a 'Success Criteria' section with a text area, a 'Target Date' field (11/12/2001), and a 'Status' dropdown menu (Not started). There is also a 'Support' section with a text area and a 'Remember to consider the 70/20/10 approach for learning and development' note. At the bottom, there are 'Add New Priority' and 'Update' buttons.

**Feedback** from key stakeholders will also help understand individual strengths and development areas. Ongoing and realistic feedback is an important part of the development planning, asking for feedback on specific areas or projects can help understand their strengths and areas to support their development. Feedback should be recorded on the **PDR digital tool**. Discuss any feedback during your regular 1-1 meeting.

**Role profiles** can be used to identify development needs for current role. The role profiles can also be used for a role that the individual is interested in progressing towards to understand the type of skills, knowledge and experience required. The manager should support the individual to network with individuals in roles that they aspire to.

**Leadership Competency Framework** describe behaviours that are the foundation for good performance and the ‘how’ goals can be achieved. The behaviours are aligned to the Council’s values and the Competency Framework is a useful tool to describe the behaviours we want to see from our leaders. It will provide a common language and consistent framework for assessing and developing behavioural attributes across the Council. As a senior leader, you will focus on the ‘*Lead & manage the organisation*’ competencies. The descriptions provide an indication of the typical behaviours that might be ‘Below Expectations’, ‘Meets Expectations’ or ‘Exceed Expectations’. The descriptions are a tool to support development conversations.

**Our Behaviours**

Behaviours	Competencies
<p><b>DELIVERING RESULTS</b></p> <p>Seeking to deliver Council priorities in a timely and effective manner, we ensure that the needs of local people, communities and the public are at the centre of our decision making and service delivery. We will achieve high performance whilst driving progress at pace, both for ourselves and by leading and influencing those around us. Through self-awareness, feedback and reflection, we will review our personal performance, identifying opportunities to continuously improve.</p>	<p>Resident and Outcome Focused</p> <p>Delivering High Performance</p> <p>Learning through Delivery</p>
<p><b>LEADING AND WORKING THROUGH OTHERS</b></p> <p>We understand the political context of our own service area and how this impacts on the complex, diverse organisation in which we work. We collaborate and engage with stakeholders, both internally and externally, to build strong, trusting, relationships to achieve effective delivery. Enabling a learning culture, we lead and engage with others to establish and maintain high performance for ourselves and our colleagues.</p>	<p>Collaborative Leadership</p> <p>Influencing and Engaging Across Our Networks</p> <p>Politically Astute</p>
<p><b>SHAPING THE FUTURE</b></p> <p>As Inspiring Leaders, we are credible and impactful, bringing people with us. We drive transformation by providing clear strategic direction and plans that are aligned to Council ambitions. Effective service improvement will be enabled by applying evidence-based decision making and facilitating change sensitively. We are resilient, we embrace change and adapt and support others to do this.</p>	<p>Strategic Perspective</p> <p>Intelligent Decision Making</p> <p>Changing and Improving</p>

## 2. Discuss

The development discussion should be an exploration of the individual’s development linked to agreed PDR goals, competencies, current role and any future career aspirations. They should share:

- the **Career input** from the PDR,
- discuss their thoughts on **strengths**,
- **career aspirations**; and
- potential **development areas**

## How to have a highly effective development conversation

**Introducing** and **setting the scene** is important, share your proposed approach to the conversation with the individual. **Offer positive support** and build trust through an **open, honest and considerate approach**.

**Active listening** is essential, don't interrupt with questions. **Reflect back** what you think they are saying, identify key themes and feed them back ('what I think I'm hearing is...' 'sounds like you are saying...' 'Is this what you mean?'). Taking a **coaching style** and approach can help individuals to focus and identify their specific development needs.

Here are some helpful questions:

### Development Questions

- Where do you see yourself in the next x years?
- How would you define "success" for your career?
- What impact do you want to have in your work?
- What do you need to learn so that your knowledge and skills are enhanced?
- What area do you need to develop to be ready for the next step in your career (both goals and behaviour)

Next step, understand the development needs. We recommend focusing on two or three **development priorities** at any given time. This could be a mix of shorter-term and longer-term goals for example, some needs may be very stretching and challenging and take 12 months to develop. Other needs may be building on a colleague's current strengths and take 3 months to develop. Remember to review the **leadership competency framework** to consider any behaviours for development.

Next **discuss development solutions**, once the development priorities have been agreed, you will need to establish the best development solutions. There are many ways to provide development, the **70/20/10 approach** highlights 70%, the majority of learning come from on-the-job practical experience, with 20% learning from others and 10% through formal training.



70%	20%	10%
<b>Shadowing roles</b> within the council and potentially with external organisations to learn more about different role or work areas and what this involves	Consider the option of <b>coaching</b> which is a structured intervention within a set period which helps you to work through problems and find solutions, achieve your goals and develop your potential	Register for workshops or courses that are being offered in the council via the link to <a href="#">Derbyshire Learning Online</a>
70%	20%	10%
<b>Delivering presentations</b> to different audiences, complex situations	Being <b>mentored</b> which is a longer-term approach than coaching and once again supports personal and career development	Search and attend <b>webinars</b> that might support specific development needs
<b>Opportunity to act-up in role</b> to take on more accountability and challenge	Approach colleagues to ask them to provide <b>feedback</b>	
<b>Secondments</b> into other roles or lateral moves to acquire the skills and knowledge that you can't acquire in your current area of work	<b>Community of practice</b> is a group of people who come together to share skills knowledge or abilities	
Being a <b>mentor</b> - sharing your own skills and knowledge	<b>Blogs</b> explore different ideas and thoughts, develop thinking	
Being part of a variety of different <b>Project</b> or working groups outside your current area of work. This will support individuals to develop new skills and understand more about different areas of the council	Explore opportunities to <b>network externally</b>	
Consider your internal and external <b>network</b> opportunities and reflect on new networks that might increase your level of skills and knowledge in a specific area		
<b>Volunteering</b> outside the council		
<b>Leadership Apprenticeships</b> offered at the Council provide learning through all elements of the 70/20/10 model – further details visit <a href="#">Our Derbyshire – leadership apprentices</a>		

**On-the-job experience** offers lots of opportunity to develop – see examples for consideration:

<b>Key experiences contribute to the development of leaders</b>	
<ul style="list-style-type: none"> <li>• Significant people change</li> <li>• Technical challenge</li> <li>• Team working challenge</li> <li>• Managing Budget/Finance</li> <li>• External interface</li> <li>• Working as part of a re-organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Exposure to managing people</li> <li>• Start-up projects</li> <li>• Influence without authority</li> <li>• Strategic challenge</li> <li>• Managing significant risk</li> <li>• Delivery challenge</li> </ul>

Once the development priorities have been agreed, consider the **support** required to achieve them and who can help. **Success measures** will also ensure a robust development plan, how will the individual know when the development activity is achieved, include a target date.

### 3. Build

Talking to the individual about career aspirations and development is great but if you really want to support them, then these conversations need to be followed by action plans. The PDR digital tool includes the **Personal Development Plan** to record and track development. The individual should capture the input from the development discussion. **See Appendix 1 for example Personal Development Plans.**

#### Personal Development

### 4. Action

The Personal Development Plan is a live document, the individual should progress actions, actively review and share progress with their Line Manager. Ask for support with development activities, ensure regular conversations.

### 5. Review

Personal development planning is essential to continuing personal growth as well as enhancing capability and performance as an organisation. As both personal and organisation priorities change, individuals should regularly review their personal development plan. Managers should follow up with individuals after the development discussion as part of regular 1:1s to see if they are progressing or need further support.

#### Development Plan – Summary of the top tips

- ✓ Development plan is owned by the individual, manager supports
- ✓ Engage individual to create their personal development plan
- ✓ Ensure that the development goals and career expectations are realistic
- ✓ Focus on no more than two or three development priorities in an agreed time frame
- ✓ Include a plan of action to achieve each goal
- ✓ Focus on development activities where the individual can maximise their strengths and focus on development areas
- ✓ Establish achievable timeframes and clear success measures
- ✓ Development plan is as a living document that continuously reflects changes in the individual's situation and skills and should be reviewed on a regular basis



## Appendix 1 – Example Personal Development Plans

<b>Development priority</b> What is the development need?	<b>Development Activity</b> How are you going to develop in this area?	<b>Support</b> What support is required and by whom?	<b>Success criteria</b> How will you know when you have achieved this?	<b>Status</b> Drop down menu	<b>Date completed</b>
<b>Priority 1</b> Develop the <b>skills</b> and <b>knowledge</b> and <b>behaviours</b> to work at a strategic level	<b>Develop skills at a strategic level</b> Shadow colleagues from other departments to develop the knowledge and skills  Attended council meetings  Attend webinars about strategic planning  Present on behalf of the director at SMT  <b>Develop the strategic perspective competency</b> – take an active role in developing the departmental plan by the end of March 2023 and cascading it to the rest of the department using a diverse range of approaches to engage all colleagues delivering on the plan	Director arranging for me to attend SMT  Arranging date with line manager  Arrange a date to attend the next SMT and prep for the meeting  Support from my line manager to develop the next strategic plan.  Produce and deliver a plan for how to engage and communicate the departmental plan to the rest of the department	Gained a much greater understanding about the background work and timescales required to develop the annual departmental plan  Reflect on learning during one-to-one meetings  Share learning with line manager during my one-to-one meeting  Seek feedback from stakeholders who attend the SMT meeting  Work in conjunction with the strategic director to develop the departmental plan by March 2023 and take the lead on communicating and embedding it with the team including successfully cascading into the PDR / My Plan process using a variety of different approaches	<b>Started In progress Completed</b>	

<p><b>Priority 2</b> Develop the skills and knowledge to provide expert leadership and support and empower line managers to lead their own teams effectively</p>	<p>Undertake a higher-level apprenticeship - level 7</p> <p>Agree and implement plans to empower my managers to carry out all the responsibilities of their leadership roles effectively – My Plan, One to One, absence management, staff engagement activities etc</p>	<p>Support from line manager to undertake the apprenticeship and provide the support to enable me to dedicate sufficient time to my studies</p> <p>Refresh my knowledge of key policies and procedures, seek advice and support from the HR Team if required, set targets through the My Plan for my managers to undertake all line management aspects of their roles</p>	<p>Achieve a level 7 leadership qualification and have acquired the skills and knowledge to apply for senior roles</p> <p>Managers being competent in all aspects of line management and taking ownership and accountability for their teams enabling me to focus on all aspect of my leadership role</p>		
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