

Unit 239: Manage personal performance and development

IDENTIFY DEVELOPMENT NEEDS



CONTINUOUS PERSONAL DEVELOPMENT

Is about

- continuously trying to improve both your skills and the way you work
- undertaking activities that improve your knowledge about yourself
- developing your skills and realising your potential.



BENEFITS TO YOU

- the opportunity to improve weaknesses and gain new skills
- its motivational effect on you
- an increased ability to embrace changes/challenges
- possible financial reward/promotion
- it increases your employability.



BENEFITS TO YOUR ORGANISATION

- improves employee skill base
- continually matches employees' skills to those required for the job
- motivates staff and can therefore increase productivity
- may improve staff retention if employees feel they are valued.



IDENTIFYING OWN DEVELOPMENT NEEDS

Ways to identify development needs are:

Self-assessment

- SWOT

Training Needs Analysis

Feedback

- appraisal – performance review
- inviting feedback
- 360° feedback.



SELF-ASSESSMENT

- What you are good at.
- What you need to improve.
- What future development would you like to have?

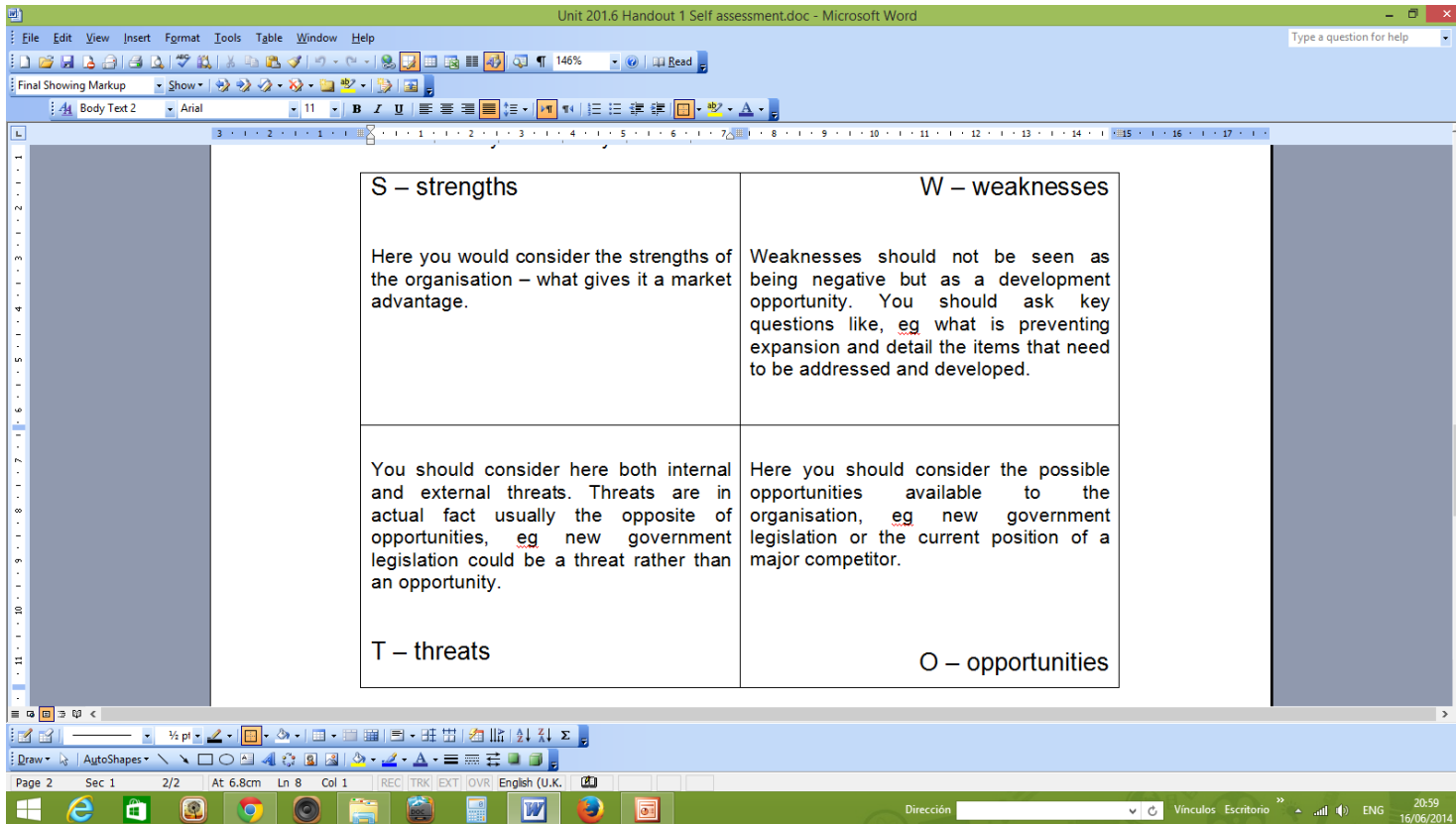


A SWOT ANALYSIS

- **Strengths**
- **Weaknesses**
- **Opportunities**
- **Threats**



LAYOUT



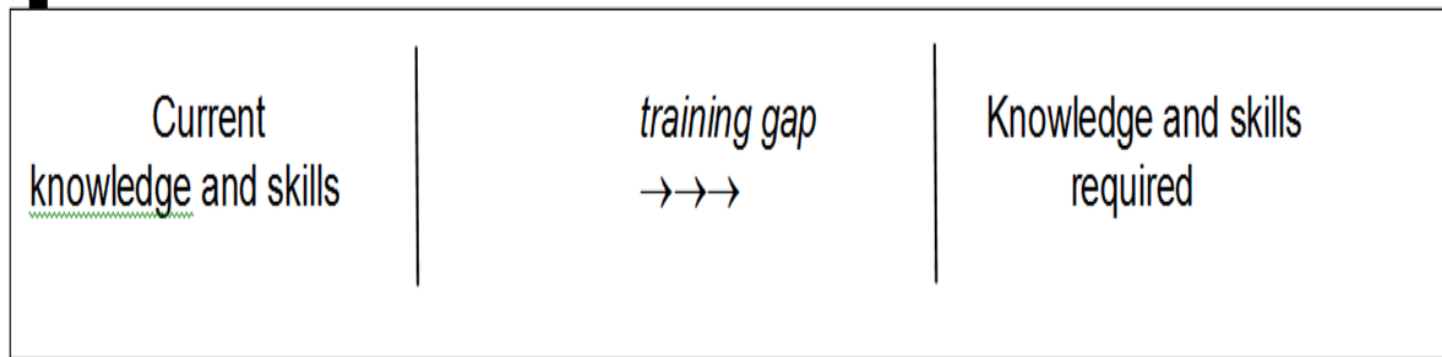
TRAINING NEEDS ANALYSIS

Training and development must meet both individual needs as well as business needs.

A Training Needs Analysis (TNA) aims to identify the gap between the knowledge, skills and actual performance of the workforce and the knowledge, skills and performance the organisation requires to be most effective.



PURPOSE OF TNA



TNA can be carried out at
organisation, team or individual level.



FEEDBACK

Formal:

- appraisal
- reviews
- one-to-one meetings.



Informal:

- eg thanks from a manager for a report or work you have completed.

Feedback can be oral or in writing.



FEEDBACK CAN BE POSITIVE OR NEGATIVE

- Even when the feedback is positive we can still learn, develop and improve.
- Negative feedback should not be seen as criticism but as pointing out areas for development.
- None of us are perfect and we will all have development needs.



HOW TO MAKE FEEDBACK CONSTRUCTIVE

Description not judgement

- Your communication skills are good. ✗
- You really got your point across clearly. ✓

Observation not implication

Do you always turn up late? ✗

I saw you were 30 minutes late this morning. ✓

Behaviour not the person

You're so tactless! ✗

Your comment about my work made me feel bad. ✓



APPRAISAL/REVIEW

Allows management the opportunity of reviewing and developing staff within a working situation.

Regular review (usually annual) of an individual's performance and progress in relation to their job role.

Formal, confidential interview between you and your manager.

