



Personal Development Plan

Guide for Career Coaches

Instructions

- Start the conversation with the employee by explaining the importance your organization places on career development, and explain (or review) the career development program and schedule.
- Then say something like: “I have some specific questions I’d like to ask you so that I can better support you and help you achieve your career goals. Do you have any questions before we begin?”
- Ask the bolded question and/or three questions from each category (or modified question).
- Record the answers in the employee’s Personal Development Plan (PDP). The employee should record, the manager should review.
- It will likely take several career development discussions to complete the PDP the first time. Subsequent career development discussions will likely take less time, updating areas that have changed.

CAREER PLANNING

What are your interests, hobbies and passions?

- How do you like to spend your free time?
- What are your hobbies?
- What do you read in your spare time?
- What subjects do you research?
- What are you passionate about? If you won \$10 million dollars, what work would you do and what causes would you support?

What are your strengths (skills and talents)?

- Of all the things you do well, what two do you do best?
- What work brings you the most satisfaction?
- Which of your strengths do you believe adds the most value to the team?
- Which of your strengths is being underutilized?
- How can I help you use your strengths more in your role? Are there activities or other parts of your role that you want to do more frequently?

What are your career aspirations and long-term career goals?

- What are your dreams?
- What do you want the pinnacle of your career to look like?
- Which goal do you want the most? Why?
- Where do you see yourself in five years?
- What do you want to accomplish in the next 18 months?

What position(s) are you targeting?

- What is the most important position for you to obtain? Why?
- What alternative positions might you be interested in?
- If your alternative position became available before your first choice position, would you take it or would you wait for your first choice position?

What are some potential obstacles (competency deficits)?

- What is it going to take for you to achieve your career ambitions?
- What skills don't you have that you think you'll need in your ideal position?
- What can people who are in that position do that you can't do yet?
- Which development activities do you feel would be most beneficial to achieving your career goals?
- What can I do to help you achieve your development goals?

What do you want to learn?

- What do you need to learn to move in the direction of your dreams?
- What projects, committees, or other responsibilities would you like to be part of to help develop your career?
- Can you think of how the two of us might create a new experience or project that would help you build on your strengths and achieve your career goals?
- Who are people that I know who could be helpful to you? (Follow up by asking if they'd like an introduction.)

AREA TO BE DEVELOPED

The general area to be developed, such as

- *Business Development*
- *Client Facing Experience*
- *Proposal writing*
- *Negotiating*
- *Delegation*

Make sure that at least one development area is focused on building an existing strength. Make them a guru in some area.

ACTIONS I WILL TAKE

Actions the employee will take to achieve their objective.

Should include sufficient detail so that the employee can be held accountable. For example, instead of "Find ways to get in front of clients more often." write something like:

- *Accompany VP of sales on 2 sales calls.*
- *Ask the PM director if I can prepare a project brief and present it to the client.*
- *Accompany QA manager on next client site visit.*

SUPPORT REQUIRED

How will you, their manager, support them?

- *Regular coaching meetings on this specific development area*
- *Introductions to key contacts*
- *Making arrangements with other dept. heads*

SUCCESS CRITERIA

Specific measures to quantify development.

- *Attend and contribute to 6 client meetings*
- *Shift 10 hours of low ROI work to delegates*
- *Write 3 proposals. Participate in 2 negotiation meetings and lead 1.*

TARGET DATE

Date by which the success criteria is expected to be met.

Note: The PDP form is in a Microsoft Word document and the columns and rows can be adjusted depending on your needs.