

# AGILE BASED COMPETENCY MANAGEMENT

ABC Management

Output 1 / Activity 4

**Article: Building individual development plans**

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## 1. What is an Individual Development Plan (IDP)?

IDP is an activity/process that each professional needs to perform in collaboration with its line manager. It intends to achieve clear objectives, all directed towards professional growth. We can list the following once:

- Defining SMART (Specific, Measurable, Achievable, Realistic and Timed) objectives in terms of improve competencies or acquire new once that are needed for an optimum performance of the job position (current or future).
- Identifying strengths to maximise them and areas of improvement, and plan learning paths to improve them.
- Planning of professional future career development.

## 2. How to design the IDP?

There is no standardised way for designing an Individual development plan. Every company sets a process to follow. However, they all take as a starting point the competency-based assessment results; previously performed. We can say that the majority of the IDPs include the following steps:

- Pre-Planning: Both the line manager and the professional realise an individual preparation before meeting together.
- Meeting for planning: After the first step, they meet and discuss several aspects related to the IDP to be designed. They usually discuss and agree strengths, areas of improvement, interests, goals, organizational requirements, milestones and dates for monitoring them.



- Preparing IDP: The professional in collaboration with his/her manager completes the IDP.
- Implementing the IDP: The professional starts putting into practice the agreed actions, including training, supervision, mentoring and coaching.
- Monitoring / Evaluating the IDP: Based on agreed dates, the professional and his manager/supervisor meet to evaluate the outcome of the undertaken actions and make any adjustments, if needed. This is on one hand. On the other hand, the global outcomes of the IDP have to be evaluated.

### **3. Why designing competencies-based IDP?**

The best way to develop a specific IDP is to integrate the competencies and orient all the development actions of the plan to achieve an improvement of knowledge, skills and attitudes. Competencies allow:

- Defining and describing the required behaviours to effectively fulfil a job position.
- Assessing whether objectives are achieved as they are observable and measurable.
- Completing a self-assessment of current performance and compare it against a set framework, in order to help individuals to identify and prioritise specific areas for improvement.

### **4. How to identify the competencies to include in the IDP?**

If job positions are defined on the basis of competencies (knowledge, skills and attitudes), then any of the IDP needs to be connected with the specific competences related to the job position. Other competences needed for future positions can be identified and included. Some of the competencies that are more usually identified are:

Analytical thinking - Strategic thinking - Managing people - Orientation to achievements - Customer focus - Teamwork - Communication - Flexibility - Business Thinking - Delegation - Vision of the organization - Resource management - Negotiation - Networking - Coaching - Time Management - Information Management - Integrity - Emotional balance

### **5. Coaching as a process of monitoring progress of IDPs**

The bottom line of an IDP is to successfully put in practice all of its components. This only happens if new behaviours are implemented. As coaching is a process that allows continuous action-feedback-based relation between the manager and the employee, it makes it possible to create a deep impact on the daily performance.