

Topic: Professional Development

Professional development is an ongoing process of ensuring that employees are developing the competencies necessary not only to perform their current job well, but to take on further responsibility in the future. The following are key principles in professional development: the majority of development happens through on-the-job tasks and projects, an organization needs to differentiate development, in order to ensure that employees with the highest potential get the development they need, and professional development needs to be tied both to the individual's career goals and the organization's goals and strategy.

Most helpful		
Article Citation Author (Last Name, First Initial), Article Title	Summary	Type of Article
1. Huselid, M., Beatty, R., Becker, B., "A" Players or "A" Positions,	The article describes the importance of identifying "A" players, that is, the organization's star performers. The authors argue that an organization should invest more in their "A" players' professional development. They describe industry leaders such as IBM who link an evaluation of leadership strengths and weaknesses with ongoing development. Additionally, the authors note that a senior-level executive devotes all of his time to programs designed to develop the executive capabilities of people.	Best practices/theoretical
2. Harvard Business Press, Employee Development: Helping People Grow in Their Careers,	The article holds that employee development begins with an understanding of an employee's current state of workplace know-how and performance, aspirations, and motivation. Once a manager establishes this knowledge, s/he needs to work with the employee to create a development plan that serves both the company's interests and the employee's aspirations. The article describes four major ways of developing employees: job redesign to move the employee out of lower-level tasks into higher-level tasks, task delegation, skill training, and developing a career ladder for employees by determining the gap between where they are and where they want to go, and what it takes to get there.	Best practices
Further Reading		
3. The 70-20-10 Principle,	In a presentation for anyone seeking to learn about this model, the author describes the idea that 70 percent of	Best practices

<p>http://www.slideshare.net/charlesjennings/the-702010-framework;</p> <p>Video on 70-20-10: http://www.youtube.com/watch?v=t6WX11iqmg0&feature=youtu&data_player</p>	<p>learning happens through on-the-job-experience, 20 percent happens through discussions with and feedback from others, and 10 percent through structured courses, trainings, and formal programs. The article provides examples of the types of activities that fall within each of the development categories. It also describes the role of managers in the development process. Though the examples are corporate, the principles are applicable to nonprofit organizations. The second link is a video in which Charles Jennings, the author of the slide deck, explains the 70-20-10 Principle. The video serves as a useful companion piece to the slide deck.</p>	
<p>4. Center for Creative Leadership, High Potential Talent,</p>	<p>This study describes how high potential employees are currently developed at companies. It describes how high potential employees are identified, how this designation influences them and others, how high potentials are developed and engaged, and how they develop others. The authors support differentiated development, with more development for high potentials than others, but they recommend that organizations be cognizant of how the designation is viewed among staff. They also suggest that high potential employees can be more involved in developing other staff members.</p>	<p>Best practices</p>
<p>5. US Office of Personnel Management, Individual Development Planning,</p>	<p>This guide written for government agencies describes the benefits of aligning a professional development plan with both the individual employee’s career goals and the organization’s goals and succession planning. It discusses the responsibilities of managers, the development planning process, and the key elements of the plan itself.</p>	<p>Best practices</p>
<p>6. Warner, J., Using a Performance and Potential Grid to Guide Coaching Interventions,</p>	<p>The article describes how to use the performance and potential grid, a tool for professional development and succession planning. The author describes the significance of the different categories in the grid, how to determine which category an employee is currently in, and how to tailor the employee’s development accordingly, to help them grow and be an effective contributor to the organization.</p>	<p>Best practices/tools</p>

Questions for Discussion:

1. Why is it important for a manager to help employees develop and learn in their roles and prepare them to take on greater responsibility? How can a manager facilitate this development?
2. What are the key takeaways from the articles regarding the following principles of employees development:
 - a. 70-20-10 Learning Model
 - b. Differentiating development
 - c. Aligning individual career and development goals with the organization's goals and succession planning
3. What is our opinion, as a leadership team, of the elements of professional development described in the articles?
4. Do these elements already exist in our organization? If not, how should we think about incorporating them?