

ENSURING YOUR INVESTMENT IN PEOPLE DEVELOPMENT TRULY ADDS VALUE...



Rolls-Royce

Many organisations invest considerable resources into developing and implementing robust processes for identifying and developing talent within their organisation,

including 360° Appraisals and Development Centres. All too often, however, the crucial feedback and information the employees receive from participation in such programmes is not capitalised on fully. This is largely because they then feel powerless to act upon the received insights and so rarely progress beyond a superficial level of change.

Controls and Transmissions, an area within Rolls-Royce plc, use Keil Centre-designed Development Centres as a key element of their Succession Planning and Talent Management strategy, informing the business of the capabilities, potential and development needs of its key employees.

Carol Arbon, the Employee Development Manager within Controls and Transmissions, wanted to ensure that learning does not begin and end with the Development Centre and that momentum is sustained. A plan of 'follow-on'



activities is therefore made available to participants to provide the necessary tools and techniques to produce and implement meaningful Personal Development Plans.

Part of the follow-on activities included a **Personal Development Planning Workshop**, designed and facilitated by The Keil Centre's

Chartered Occupational Psychologists. An important element of the design was to encourage participants to view their development as a personal responsibility, as opposed to something that is 'done' to them.

SOME OF THE ELEMENTS INCLUDED:

- A comprehensive Personal Development Report that builds on the outputs of the Development Centre fully integrating data from the Development Centre and 360° Questionnaires.
- Participation in an approach to learning and development that encourages active participant involvement, challenging debate and the frank exchange of ideas and information.
- Learning and practising how to use colleagues as a valuable learning resource and support in a threat-free environment
- Receiving expert guidance on Personal Development Planning and a host of suggested Development activities
- Recognising how one's own style impacts within a group setting and learning how to effectively harness the team's combined resources



Perhaps one of the least obvious features of this approach to development planning is its potential cost-effectiveness. Through its emphasis on in-house solutions to development needs, it can ease the burden on over-stretched training budgets by encouraging participants to generate solutions which utilise internal rather than external resources.

Carol Arbon, Employee Development Manager, comments

"We have seen the benefits that individuals gain from this experience – mainly having a rigorous understanding of their strengths and development needs. Taking them into a supportive environment and allowing them to take time to reflect on their learnings and experiences helps them focus on the next steps they need to take."

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