



## Long-term Development for Individuals

Planning to increase the long-term value of an employee by deliberately seeking to take advantage of opportunities within the current role to provide the means for development. Through creating an individual development plan and by working with reference to a standard, strategies to promote skill development can be developed around current tasks and will enable staff to develop to meet the future needs of the organisation.

### Issues

- No clear target for individuals to develop towards
- Focus on short term needs
- Organisation less able to respond to new opportunities

### Benefits

- Translating long-term development needs into short-term tasks facilitates development while the individual still delivers value
- Staff with greater long-term value to the organisation

## The product in action - a case study

### The Client

An international chemical company employing more than 32000 people worldwide.

### The Need

The company recognised that as part of Performance Management there was a need to address both long-term as well as short term-targets. The immediate priority of any line manager is the performance of an individual in the immediate job, so systems were required to encourage managers to develop people for the long-term, to ensure that their contribution would increase through time.

### What we did

Eric Thompson worked as part of a team that developed internal processes to deliver the overall objective. The starting point was to ensure that a standard was available against which the individual could be developed. Processes were then developed to ensure that individual gained sufficient breadth and depth of experience (perhaps through a number of roles) to meet the requirements of the standard. Evidence of behavioural competencies was also gathered to ensure that individuals could develop the desired behaviours to embrace more demanding roles in the future.

**Consultant(s):** Eric Thompson

### How the client benefited

Individuals were developed with the longer-term needs of the organisation in mind so that they were ready to take on greater responsibilities when asked.

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