

# MOTIVATED DEVELOPMENT PLANNING™

Traditional development has, almost invariably, been associated with correcting weaknesses exposed in a competency assessment. There are several significant problems associated with this approach which is why traditional development has not been a productive activity in many organizations:

Knowledge does not always equal competence. Taking a course or reading a book about “how to do” something does not provide competence. Competence can only be accomplished through practice.

- Weaknesses or deficiencies usually exist because the individual was never motivated toward the use or development of the particular competency.
- Without motivation, development of a specific competency is an uncomfortable and dissatisfying chore that seldom achieves success.
- People are usually strongly motivated to practice their strengths and will, therefore, more often achieve success in development.

An alternative to traditional development is “*Motivated Development Planning.*” The process involves an employee meeting with the manager to determine the critical needs of the department. The employee then creates a project around the critical needs that also uses one or more of the employee’s strengths.

The two models can be contrasted as follows:

Traditional Development	Strength-Based Motivational Development
Gap analysis	Strength-based
Focus on weaknesses	Natural
Seldom completed	More satisfying
Little or no improvement	Enhances contribution
Little or no development	Often exceeds expectations
Low ROI	High ROI

To round out the development and ensure that the employee is developing those competencies required to do the job effectively, three kinds of goals should be reviewed:

1. **Strength-Based Goals** (65-75%)
  - Highly motivating to employees
  - Develops skills to new levels of competence
2. **Weakness-Based Goals** (15-25%)
  - Pursued if it’s an important job requirement
  - Should be paired with a motivated strength
3. **Untested Abilities** (0-10%)
  - Arises because there’s a need
  - Don’t know yet if it’s a strength or a weakness

*Train your employees to*

- *Master Motivated Development Planning*
- *Create valuable projects that improve performance*
- *Solve real problems...*

See <http://www.cdteam.com/sbdp.html>

## Benefits of Motivated Development Planning

1. Employee development becomes a highly motivated process.
2. Development produces results that directly benefit the organization
3. Managers have their priorities addressed.
4. Managers are relieved of the burden of generating ideas for employee development.
5. Employees win because they are doing things they’re motivated to do.

