

The P&D Dialog

Training in development planning

The Request

Akzo Nobel introduced the P&D Dialog Program in 2005. It contains development planning as part of the objective setting process at the beginning of each year.

Development plans support the achievement of annual objectives. Competing and constantly changing markets require continuous updates to Akzo Nobel's strategy and business models. This creates a strategic priority for continuous change and development in the capabilities of employees. Akzo Nobel understand that encouraging employees to develop to their maximum potential ensures long-term success.

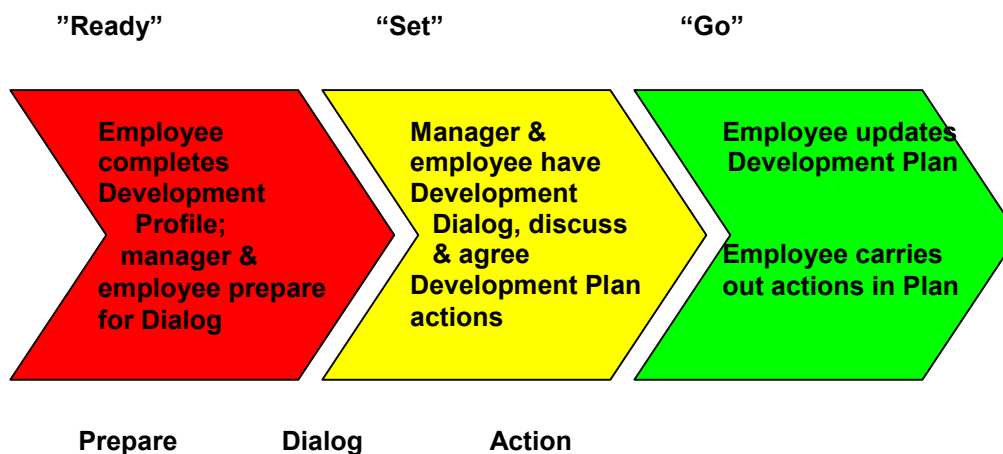


Employees and managers work together to create Development Plans. Once agreed, career discussions that focus on the skills, knowledge, experience and behaviours necessary to achieve the goals of the Development Plans follow.

Our Approach

The Development Dialog is an important feedback session between the manager and employee where they can move beyond the day-to-day performance and look toward the future of the individual and the organisation. S&N International would embed the skills needed for a successful and stronger focus on development which through the P&D Dialog Program can create a better work environment for employees and help attract top talent and skilled workers. S&N International ensured further support followed for more in-depth Development Dialog, as part of the annual P&D Dialog process focusing on an employee's ongoing development in their current job as well as longer term goals, not limited only to annual objectives.

The key steps for a Development Dialog are the following



The Result

The Development Dialog program installed a sense of confidence and value in the organisation. It supported managers in the development of their competencies and behaviour in line with agreed expectations, as expressed in the P&D Dialog. Employees and managers now effectively use the opportunity to discuss development, awareness and understanding of abilities, development areas and potential in a very focused way.

Some of the comments given by the participants are:

- It is a "refreshing" of old tools and is a good way for personal reflection;
- Participants experienced a better possibility for discussion in their P&D dialog;
- Start thinking of how to address emotions and/or handle situations with 'difficult' people;
- A difficult part was objective and subjective assessing: which objectives and motives need to be considered;
- The different role plays used were very recognizable and universal for Akzo.

