

## EXAMPLE: Small Firm Development Plan

The company's development plan is set out below. It details the ways in which the company needs to develop individual and collective capability to meet the core business objectives.

Business Objective	Development Need	Who?	How will need be met?	When by?	Evaluation	
					Success criteria	Actual impact
1. Business growth	Improved sales management and sales capacity	JB	Coaching from directors	1 day per week up to Sept 2003	Reduced involvement of Directors in sales management	
		New sales recruits	TBA	TBA	Sales figures in line with performance targets	
2. Business focus and customer fit	Keeping team up-to-date on business priorities and key customers	All	Monthly briefings	Ongoing, for review at quarterly management reviews	Client ratio in line with marketing plan targets	
3. Customer satisfaction and commitment	A consistent approach to client handling	All client facing staff	Guidelines and briefing for all	January 04	Improved relationships and reduction in breakdowns with key clients.	

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4. Expanding networking and communications services	Continuously increasing knowledge and experience in developing communication and networking technologies	Engineering support team	Project plan for developing capability in this area	Plan by June 2003	Increased flexibility of engineering team  Enhanced relationships with large clients	
5. Looking after and motivating staff	Greater knowledge of best practice on staff incentives and rewards	Directors	Research among partners, clients and suppliers	Sept 2003	Coherent package of performance-related incentives for staff	
6. Manufacturer's accreditation	To continue to meet manufacturers' requirements	Sales and technical staff	Manufacturers' workshops and shared information	Ongoing	Retain accreditation	

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7. Development to meet role requirements	Induction	New starters	Induction programme plus 3-6 months' support	Review after 1 month and then 3-6 months	New recruit has knowledge, ability and confidence to fulfil their role	
	MCSE (2)	Engineers	Training course with open learning	April 2004	Qualification plus improved knowledge of Microsoft products	
	Appraisal	Line manager	Workshop and shadowing	August 03	Managers able to set personal objectives with team members and identify development needs	All appraisals completed on time, and to immediate satisfaction of those involved