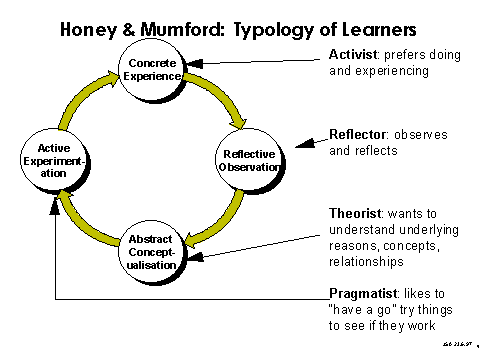


**BTEC Unit 2: Managing Personal and Professional Development**

**Handbook**

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Honey and Mumford (1982) have built a typology of Learning Styles around this sequence, identifying individual preferences for each stage (Activist, Reflector, Theorist, Pragmatist respectively), Kolb also has a test instrument (the Learning Style Inventory) but has carried it further by relating the process also to forms of knowledge.

Learning styles mean that:

* At a minor level there is a need for adjustment between learner and teacher: sometimes their preferences are complementary, sometimes antagonistic, and of course sometimes collusive if they both tend to go for the same stages in the cycle.
* At a major level, neglect of some stages can prove to be a major obstacle to learning.
* At a really serious level, teachers are easy to con with plausible but pernicious snake-oil (*e.g.* ideas about "learning styles" —follow the links to the right).

Two adaptations were made to Kolb’s experiential model. Firstly, the stages in the cycle were renamed to accord with managerial experiences of decision making/problem solving. The Honey & Mumford stages are:

1. Having an experience
2. Reviewing the experience
3. Concluding from the experience
4. Planning the next steps.

Secondly, the styles were directly aligned to the stages in the cycle and named **Activist**, **Reflector**, **Theorist** and **Pragmatist**. These are assumed to be acquired preferences that are adaptable, either at will or through changed circumstances, rather than being fixed personality characteristics. The Honey & Mumford *Learning Styles Questionnaire* (LSQ)[[9]](http://en.wikipedia.org/wiki/Learning_styles#cite_note-8) is a self-development tool and differs from Kolb’s Learning Style inventory by inviting managers to complete a checklist of work-related behavior’s without directly asking managers how they learn. Having completed the self-assessment, managers are encouraged to focus on strengthening underutilized styles in order to become better equipped to learn from a wide range of everyday experiences.

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| **Comments Or Questions** |
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**SMART Planning:**

**SMART** / **SMARTER** is a mnemonic used to set objectives, for example for project management. Employee performance management and development .

**SMART**

**Specific, Measurable, Agreed, Realistic, Time-bound.** If you're setting a standard, or an objective for yourself, or agreeing an objective with another person, the task or standard must meet these criteria to be effective

**SMARTER**

**Specific, Measurable, Agreed, Realistic, Time-bound, Ethical, Recorded.** The deluxe version of the SMART acronym, a blueprint for all objectives and responsibilities, especially delegation, for oneself or when agreeing objectives, tasks and projects with others.

**Terms behind the letters**

There is no clear consensus about precisely what the five or seven keywords mean, or even what they are in any given situation. Typically accepted values are:

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| **Letter** | **Major Term** | **Minor Terms** |
| S | Specific | Significant, Stretching, Simple |
| M | Measurable | Meaningful, Motivational, Manageable |
| A | Attainable | Appropriate, Achievable, Agreed, Assignable, Actionable, Ambitious, Aligned, Aspirational |
| R | Relevant | Realistic, Resourced, Resonant |
| T | Time-bound | Time-oriented, Time framed, Timed, Time-based, Timeboxed, Timely, Time-Specific, Timetabled, Time limited, Trackable, Tangible |
| E | Evaluate | Ethical, Excitable, Enjoyable, Engaging, Ecological |
| R | Re-evaluate | Rewarded, Reassess, Revisit, Recordable, Rewarding, Reaching |

Choosing certain combinations of these labels can cause duplication; such as selecting 'Attainable' and 'Realistic'; or can cause significant overlapping as in combining 'Measurable' and 'Results'; 'Appropriate' and 'Relevant' etc. The term 'Agreed' is often used in management situations where buy-in from stakeholders is desirable (e.g. appraisal situations).

**Specific**

The first term stresses the need for a specific goal over and against a more general one. This means the goal is clear and unambiguous; without vagaries and platitudes. To make goals specific, they must tell a team exactly what is expected, why is it important, who’s involved, where is it going to happen and which attributes are important.

A specific goal will usually answer the five "W" questions:

* What: What do I want to accomplish?
* Why: Specific reasons, purpose or benefits of accomplishing the goal.
* Who: Who is involved?
* Where: Identify a location.
* Which: Identify requirements and constraints.

**Measurable**

The second term stresses the need for concrete criteria for measuring progress toward the attainment of the goal. The thought behind this is that if a goal is not measurable, it is not possible to know whether a team is making progress toward successful completion. Measuring progress is supposed to help a team stay on track, reach its target dates, and experience the exhilaration of achievement that spurs it on to continued effort required to reach the ultimate goal.

A measurable goal will usually answer questions such as:

* How much?
* How many?
* How will I know when it is accomplished?

**Attainable**

The third term stresses the importance of goals that are realistic and attainable. While an attainable goal may stretch a team in order to achieve it, the goal is not extreme. That is, the goals are neither out of reach nor below standard performance, as these may be considered meaningless. When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. The theory states that an attainable goal may cause goal-setters to identify previously overlooked opportunities to bring themselves closer to the achievement of their goals.

An attainable goal will usually answer the question:

* How: How can the goal be accomplished?

**Relevant**

The fourth term stresses the importance of making goals relevant. A relevant goal must represent an objective that the goal-setter is willing and able to work towards. This does not mean the goal cannot be high. A goal is probably relevant if the goal-setter believes that it can be accomplished. If the goal-setter has accomplished anything similar in the past they may have identified a relevant goal.

A relevant goal will usually answer the question:

* Does this seem worthwhile?

**Time-Bound**

The fifth term stresses the importance of grounding goals within a time frame; giving them a target date. A commitment to a deadline helps a team focus their efforts on completion of the goal on or before the due date. This part of the S.M.A.R.T goal criteria is intended to prevent goals from being overtaken by the day-to-day crises that invariably arise in an organization. A time-bound goal is intended to establish a sense of urgency.

A time-bound goal will usually answer the question:

* When?
* What can I do 6 months from now?
* What can I do 6 weeks from now?
* What can I do today?

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| **Comments Or Questions** |
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