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**MODULE: Developing Relationships and Workplace
Achievement (BMSW5102_LON)**

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ASSESSMENT 2 – Academic report

Table of Contents

- Introduction
- Benefits of developing individuals in the workplace
- Expectations of the employees regarding personal development
- Development vehicles of Tesco
- Professional development plan for Tesco
- Conclusion
- References

Introduction

Employer organisations monitor and manage employee performance for ensuring their career growth as well as the success of the organisation. The various development vehicles are used by the currently operating companies to help employees develop their personal and professional skills and improve their overall performance within the organisation. The UK-based supermarket chain Tesco wants to engage their staff members in an HR project that aims to fulfil the personal development needs as well as the expectations of the employees. Through using different performance appraisal tools and techniques the areas of development can be identified and a personal development plan can help to address those areas of development.

Benefits of developing individuals in the workplace

Learning culture attracts new talents and develops future leaders

Business organisations that have robust personal and professional development programmes for their employees have a positive reputation in the labour market. This helps to attract new talent to the companies the development programme becomes a part of the benefits package for the new employees (Guzmán et al. 2020). Through developing individuals in the workplace, efficient future leaders are also developed.

Boosts job satisfaction and employee retention

Trained employees to fulfil their roles and responsibilities within the employer organisation without any difficulties which boosts their job satisfaction levels. As stated by Campbell et al. (2019), satisfied employees work productivity and stay loyal to the organisation that has provided them with the opportunity to develop their skills and knowledge. Employee retention helps to avoid the expense of hiring a new employee which helps companies like Tesco to ensure long-term cost-savings.

Improved employee performance and engagement

Investing in training and development programmes to help the employees develop the skill sets that they require to fulfil their roles and responsibilities. This allows them to work productively with the skills they need and perform effectively. The ability to perform well within the workplace helps employees to get engaged within their area of function (Zaharee et al. 2018). This positively accelerates employee engagement and better productivity for the company.

Better management of unexpected situations

Investing in developing individuals in the workplace and preparing them for unexpected situations can be beneficial as it marks the employee's adaptability. In the constantly changing business environment, these adaptable employees can help companies like Tesco to bring positive changes within their company and sustain their business even in unexpected situations (Tesco plc.com, 2022).

Expectations of the employees regarding personal development

Employees have certain expectations regarding their personal development from their employer organisations.

Work opportunities

Employees want to learn new skills and acquire new knowledge while working in any organisation (Kaasinen et al. 2020). By acquiring training during their employment period, employees aim to develop their personal and professional attributes.

Career development

Employees also want to acquire career development opportunities while working within any organisation. As per Kumari and Saini (2018), job roles that help individuals to proceed through their career paths are desired by individuals.

Self-Improvement

Employees also seek job roles and workplaces that provide opportunities for self-improvement (Matsuo, 2019). Companies that help employees in self-improvement show that they support their employees.

Advancement

Career-minded employees seek job opportunities that can contribute to the advancement of their careers. According to Jehanzeb and Mohanty (2018), training and support provided by the employer organisation are necessary for talent retention.

Challenge

Career-minded employees want challenges in their roles and responsibilities otherwise they become bored (O'Brien and Beehr, 2019). However, the level of challenge for each employee is different so the employer organisation requires to analyse the employee performance before handing out challenging projects or jobs.

Development vehicles of Tesco

Development vehicles help to measure the performance of the employees and identify the areas of improvement (Islami et al. 2018). Through preparing a professional development plan the development of the employees can be done within Tesco. The development vehicles that are available to the Tesco organisation are a combination of traditional and modern methods of performance appraisal (Tesco plc.com, 2022). The following tools and techniques help Tesco to manage the performance of their employees while fulfilling the expectations that they have from the company.

Rating Scales Method

The performance of the employees who directly interact with the customers is usually measured with the help of this traditional performance appraisal method. The customers are asked to rate their satisfaction levels in terms of the customer service provided by any individual (Audenaert et al. 2019). These ratings provided by the customer help Tesco to have an insight into the performance of the employees.

Employees from the other departments are rated by their respective managers based on various criteria including the ability to perform under pressure, critical thinking ability, punctuality, problem-solving capability and many more. In the views of Aguinis (2019), the rating scale used in this performance appraisal technique is from 1 to 5 or 1 to 10. This method is simple as the

managers or the consumers are only required to rate the employees based on the predetermined parameters.

Using this technique helps Tesco managers to determine the areas of development of the employees. Tesco employees lack digital literacy and stress-management skills as per this appraisal's results. This result can further help the organisation to develop training and development programmes which can target those particular areas. As stated by Nigri and Del Baldo (2018), targeting the areas of improvement not only helps the employee in terms of personal development but also helps them to fulfil their roles and responsibilities within the organisation effectively. This leads to overall organisational success alongside individual success.

Critical Incidents Method

Critical incidents include negative as well as positive instances of performance during critical requirements. Managers of Tesco usually carry a journal and note down the expectational contributions of the employees in critical projects or during critical work hours. They keep a log of each employee and note down the critical behaviour of the employees (Diamantidis and Chatzoglou, 2018). For instance, if a Tesco customer has a complaint against any product or service provided by the company then the employee who will remain calm, listen to the customer patiently and try to resolve the issue would be provided with a positive review.

The negative and positive contributions of individuals during critical times in the workplace are analysed with the help of this tool. During critical times the employees are incapable of managing their time and activities as per the results of this performance appraisal. As argued by Mone and London (2018), it can be stated that the main drawback of this performance appraisal technique is that in case any critical incident does not take place then the manager would not be able to measure the performance of the employees. Another issue is that the manager may not have enough time to note down all the critical incidents and the performance appraisal can be done inaccurately.

Management by Objectives (MBO)

In this modern performance appraisal technique, managers and employees collaboratively develop goals that can contribute to the success of the individuals and the organisation (Oliva et al. 2018). Tesco managers prefer to set objectives as they believe that setting clear objectives can help the employees to work collaboratively towards a shared goal.

The organisational objectives help the managers to develop the goals for the employees. According to Al Ahbabi et al. (2018), using the SMART method helps to ensure that the objectives are specific, measurable, achievable, realistic and time-sensitive. Managers usually monitor the employees to achieve the goals at Tesco. After evaluation, the employees who succeed in achieving the objectives are rewarded by the organisation during the annual appraisal.

The objectives that are not attained by the employees help the managers to identify the areas of development. Conflicts within teams are prevalent in Tesco which can be overcome by team-working skill development of the employees (Tesco plc.com, 2022). These areas are addressed in the training and development plan which helps to improve the overall performance of the employees (Roscoe et al. 2019). After the training and development process, the employees not

only achieved individual objectives but also helped the organisation to achieve their business goals and objectives.

360-Degree Appraisal

This multidimensional modern performance appraisal method helps to analyse the performance of the employees based on the feedback acquired from different dimensions of an operational company (Sadati et al. 2020). The five major components that help in this performance appraisal technique include self-appraisals, managerial reviews, peer reviews, SAM and Customer or client reviews. This method is objective as it eliminates any type of bias from the performance monitoring and management of the employees within Tesco.

Employees at Tesco are asked to self-evaluate their performance and identify their strengths and weaknesses. However, self-evaluation is executed through properly structured forms for avoiding biases. Managers have the responsibility of reviewing the employees based on their performance within their operational teams and area of function (Zondo, 2018). Ratings provided with the help of the rating scale and review of project managers for analysing the performance of employees in different projects are collaborated for developing managerial reviews regarding any individual employed within Tesco.

In the 360-degree performance appraisal technique, reviews are also acquired from peers, clients and customers (Karkoulian et al. 2019). The Tesco employees lack active listening skills as identified from the feedbacks. All these reviews help to analyse the overall performance of an individual working within an organisation. It helps to identify the skill and knowledge gap among the employees. Through proper development opportunities, employees working within Tesco overcome the skill gaps and perform effectively to lead the organisation towards success.

Field Review Method

For increasing the credibility of the performance appraisal results, this method is used in Tesco. As stated by Andriani et al. (2018), the HR department asks the employees for an interview and analyses their talents and abilities. Besides the 360-degree feedback and rating system, this technique helps the HR department to rate the employees based on their parameters. The only drawback of this technique is that it requires a lot of time to be conducted (Edward and Purba, 2020). However, after the appraisal, the skills that the employees require to improve their performance within Tesco are easily identified which not only helps in organisational growth but also the personal development of the employee.

Professional development plan for Tesco

Development Objectives	Priority	Activities to be undertaken	Resources	Target Start Date	Target End Date	Evaluation
Objective 1: <i>Developing digital literacy</i>	High	Arranging digital literacy training	- Financial resource - Time	1/1/23	1/2/23	Like other currently operating companies Tesco is

S: Digital skills are necessary for the current digital work environment. M: The efficiency of the employees to use technologies within Tesco can help to measure the objective A: Arranging training for digital skill development can help the employees to learn to use new technologies (Martínez-Alcalá et al. 2018) R: Digital literacy would be useful for Tesco employees as the company is becoming technology-oriented for achieving a competitive advantage T: 1-month		Implementing new technologies in the day-to-day activities				also implementing new technologies which have made digital literacy a major requirement for the employees.	
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Objective 2: <i>Developing stress-management skills</i> S: The excessive workload in the retail industry has contributed to stress among the employees which need to be managed M: Stress management and effective performance of the employees can help to measure the efficiency of this objective (Fourie and Brand, 2020). A: Arranging workshops to teach the employees to manage their stress can help to achieve this objective. R: This objective is relevant as the productivity of Tesco employees	High	• Acquiring investments • Determining suitable dates for arranging workshops • Acquiring experiences and knowledgeable guests for conducting the workshop	• Financial resources • Time	2/2/23	23/2/23	In the post-pandemic times, Tesco has been operating with a comparatively smaller workforce which has resulted in an increased workload on the employees (Tescopl.com, 2022). So proper stress management can help the employees to fulfil their responsibilities properly.
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has been reduced recently due to their stress levels T: 2-3 weeks						
Objective 3: <i>Improving time-management skills</i> S: As employees are required to fulfil multiple responsibilities, time management is necessary for completing all the tasks assigned to them. M: Completion of projects and day-to-day activities within the intended timeline can serve as a measuring index for this objective. A: Providing time-management training and developing guidance	Moderate	• Acquiring investments • Approaching trainers • Determining a date • Arranging time-management training	• Financial resources • Knowledge • Time	24/2/23	10/3/23	Proper time management can help Tesco to improve the productivity of the employees as well as the organisation.

for the employees can help in achieving the objective. R: The increasing employee layoffs have compelled Tesco to operate with a limited number of employees which has created the requirement for effective time management T: 2-3 weeks						
Objective 4: <i>Develop active-listening abilities</i> S: Tesco employees require to acquire feedback from the customers and the clients which require active listening. M: Positive feedback from the consumers and effective insights from the interactions	Low	- Managers require to develop a guideline for guiding the employees to ensure active listening - Managers are required to monitor while providing on-job guidance	Knowledge	11/3/23	11/9/23	Active listening skills can help Tesco employees to understand the requirements of the consumers and also make improvements in the organisation itself.

with the consumers can serve as the measuring index of this objective. A: Managers can guide the employees to improve their active-listening skills (Mou et al. 2018). R: Active listening skills can help Tesco employees to understand the concerns of the consumers or clients and improve their business. T: 6 months						
Objective 5: <i>Improve team-working skills</i> S: This objective is specific as Tesco operates with the help of different operational teams M: Improved	Moderate	- Managers have the responsibility to identify the operational teams that are performing underwhelmingly - Managers require to assign team projects to	- Human Resources - Knowledge	3/1/23	11/9/24	A collaborative work environment helps business organisations achieve their business objectives effectively (Summerfield, 2022). Developing team working

performance of the operational teams can help to measure whether this objective has been achieved or not. A: Providing team projects or group-based responsibilities can help to achieve the objective. R: Improving the team working capability of the employees can reduce internal conflicts and help to develop a collaborative work environment T: 9-10 months		those teams				skills can help Tesco employees to work in teams and lead the organisation towards success.	
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Table 1: Professional development plan for Tesco

(Source: Self Developed)

Conclusion

It can be concluded that monitoring and analysing the performance of the employees can help Tesco to take necessary actions for improving the overall performance of the employees. It has been identified that the managers rate the employees and monitor their performance to identify

areas of improvement. Then training and development programmes are developed in Tesco. The professional development plan that has been developed aims to improve and develop relevant skills. Team working skills, active listening skills, time management skills, stress management skills and digital literacy can be developed through tracking necessary actions for implementing the PDP. These skills would not be beneficial for the employees but would also help to lead the supermarket chain towards success.

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