

**Developing Relationships and**  
**Workplace Achievements**

**/BMSW 5102/**

**Lecturer: Ejiro Esohwode**

**Student: Petranka Nacheva ID: 2030728**

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## Table of Contents

|                                                                                                                                                                         |    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Introduction.....                                                                                                                                                       | 2  |
| Main Body .....                                                                                                                                                         | 2  |
| Critically evaluate the role of available performance appraisal tools and techniques for the motive of satisfying the needs of both employees and the organization..... | 2  |
| Constructing the professional development plan with a SMART framework in order to satisfy the developmental needs and expectations of worker.....                       | 5  |
| Conclusion.....                                                                                                                                                         | 9  |
| References .....                                                                                                                                                        | 10 |

## **Introduction**

The management and leadership skills basically involves the activities such as planning, decision-making, problem-solving, time management, and many more. The incorporation of these professional skills allows the manager in building a working environment where the employees receive appropriate training as well as motivation which is linked with higher performance and productivity. In addition to this, it also develops an environment in which relationships between employees and managers are strong and are able to attain work achievements in an effective manner. For this report, the Tesco firm is taken into consideration. This firm is recognized as a multinational chain of groceries that also deals in general merchandise items. The company was founded in the year 1919 and is headquartered in Welwyn Garden City, England, UK. This report will make a critical evaluation of performance appraisal tools and techniques along with this it will also identify development demands for the success of both employees and the organization. Moreover, this report will also construct a professional development plan for meeting the needs and expectations of workers in a proper manner. It will also create the SMART framework for defining objectives with action plans (Murphy, 2020).

## **Main Body**

Critically evaluate the role of available performance appraisal tools and techniques for the motive of satisfying the needs of both employees and the organization

The term performance appraisal is the tool that is practiced by the manager to evaluate performance and review it in order to appraise the productivity level of employees in the most effective manner. In the context of Tesco, the usage of performance appraisal techniques can support the company in discovering what are the contributions made by their employee for achieving growth of the firm, progress monitoring as well as rewarding hard-working individuals by providing them with promotional or financial advantages (Tziner and Rabenu, 2018). In addition to this, performance appraisal tools can help in managing the performance level of their workers for the purpose of determining factors in

relation to employee wage rise and promotion. By communicating the value of high performance, performance management can aid in the creation of a high-performance culture inside a business. Top management is continuously responsible for managing organizational performance. With the assistance and counsel of HR, top management plans, organizes, monitors, and controls activities while providing leadership to achieve strategic goals and meet stakeholder needs and expectations. Systems for tracking individual and team performance are crucial, but they operate best when integrated with efforts to control organizational performance and create efficient work processes. Moreover, it also enables the Tesco organization in analysing the skills, strengths, or weaknesses of workers so that necessary strategies can be undertaken for upgrading their performance in an effective manner. The modern performance appraisal tools or techniques are explained below:

***Management by Objectives(MBO):***

This type of appraisal method makes a working environment where managers, as well as employees, form strong collaboration for identifying, planning, organizing, and communicating the goals to lay attention during a specific period of appraisal. When clear goals are constructed, the manager and workers can engage in periodic meetings for discussing the improvements that need to be made by making control as well as debating the practicality of attaining those set objectives in an effective manner (Nobari and et.al., 2021). In the context of Tesco, this performance appraisal tool can allow the organization in creating SMART objectives in order to align the goal of employees with the overall objectives of the company. Moreover, after the end of reviewing period, the workers of the firm can be judged on the basis of their results. On the basis of judgment, their success is rewarded with promotions and salary hikes. On the other hand, if the employee shows poor performance then it can be corrected with training.

***360-degree Feedback:***

This kind of appraisal technique is considered a multidimensional method of appraisal which supports the firm in analyzing the performance of workers by considering the feedback received through managers, peers, consumers as well as direct reports. In the context of Tesco, the company can gain benefits by applying the 360-degree feedback method by reviewing the performance of workers through the elimination of biases. This can support the firm in getting

clear knowledge of employees' competence levels. There are different elements of this appraisal method which are discussed below:

*Self-appraisals:* This type of element offers an opportunity for its worker by looking back at their performance as well as understand their strengths and weakness in the most effective manner.

*Managerial reviews:* The review of the manager on the performance of employees is the basic part of the traditional appraisal form. The reviews included in the segment are employee ratings awarded by the supervisors (Selvarajan, Singh and Solansky, 2018).

*Peer reviews:* The reviews from a co-worker or employees can enable the manager in determining the capabilities of workers to work with team members in an efficient manner as well as take initiatives for attaining growth in a proper manner.

***Assessment center method:***

This concept of performance appraisal can be applied by organizations in order to fulfill the needs of today's environment. This particular appraisal strategy can allow workers in gaining a clear picture of how everyone observes them as well as evaluate its impact on their performance levels. In the context of Tesco firm, the practice of this strategy can enable it in doing both tasks such as assessing the existent performance of workers and can also successfully predict future job performance in a proper manner. In relation to this, the practicing of the assessment center method can enhance the knowledge, thought process, and overall efficiency of employees in a proper manner. It is also a flexible approach that can be transformed according to the roles of workers and business needs. Furthermore, it also provides insight into overall employee personality which can be used by managers of Tesco firm in making employee-centered strategies leading to attaining the goals of the company within the deadline (Curzi, Fabbri and Pistoiresi, 2020).

***Behaviourally Anchored Rating Scale (BARS):***

This form of appraisal method supports giving both qualitative as well as quantitative benefits during the process of performance appraisal. In this system, the manager can compare performance made by employees with particular examples of behavior set in the form of numerical settings. There are a number of steps which is followed under the BARS creation process. The first is identified as generating important incidents which can help the firm in reflecting behavior made by workers. In addition to

this, the next stage is connected with making an edit of these incidents in the form of a common format. After assessing the effectiveness of crucial incidents, it is practiced for analyzing worker performance in a proper manner (Rudman, 2020). In relation to Tesco, the organization can receive a number of benefits by applying this technique of appraisals such as receiving improved feedback, doing accurate performance analysis, and many more. Moreover, this also allows the company in eliminating the occurrence of irrelevant variances in performance appraisal ratings by putting more focus on the specific behavior of workers.

### ***Psychological Appraisals:***

This type of appraisal can assist the employee in determining the hidden talent of workers in a proper manner. The main focus of this method is evaluating the future performance of a worker rather than giving consideration to their past work experience. In relation to Tesco, this type of appraisal system aids the company in assessing major elements of worker performance which includes interpersonal skills, cognitive capabilities, leadership knowledge, personality attributes, and other connected skills. In this method, qualified psychologists are hired for the conduction of various tests in the form of in-depth interviews, psychological tests, and much more. However, this process is known as the slow and complex process in which the result of quality is highly dependent on the results of psychologists. When it comes to the positive side, it offers introverted individuals a chance to showcase their skills in an appropriate manner. Hence, the potential of workers can be evaluated for the purpose of achieving a highly efficient workforce (Nasution and et.al., 2021).

### **Constructing the professional development plan with a SMART framework in order to satisfy the developmental needs and expectations of the worker**

The personal development plan is the structure that allows the individual to improve their skillset by drawing strategies and deadlines for achieving those skills in a proper manner. It is also considered as the process which develops an action plan connected with awareness, reflection, and planning for the purpose of attaining personal development in the area of career, self-improvement, or relationship (Shet, Patil and Chandawarkar, 2019). In

order to meet the identified developmental needs and wants of workers, the SMART framework tool is taken into consideration. This SMART framework will support the manager of Tesco company in improving the performance level of workers by constructing action plans that are suitable, feasible as well as acceptable. The SMART tool is explained below:

| Objectives           | Specific                                                                                                                                                                               | Measurable                                                                                                                                                                                                                                                                           | Achievable                                                                                                                                                                                                          | Reliable                                                                                                                                                                                                                                                                                       | Time-bound                                                           |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| Communication skills | This goal is specific as it will be attained by giving chance to employees to give their points of view during meetings. Hence, this makes it more specific leading to higher success. | This type of objective is measurable as the Tesco firm will measure the performance of their workers through undertaking presentation sessions during meetings. This can provide knowledge of whether the staff members have improved their communication skills or not (Ibraeva and | This goal is attainable as the company will ensure the improvement of communication skill among workers by offering them an opportunity to speak their points of view in a flexible manner during regular meetings. | This goal is reliable as the improvement of the communication skill of workers can support the firm in ensuring a positive working environment where the occurrence of operational errors is low. In relation to this, it can also support the employee to interact with everyone showing more | It is time bound as it will be achieved within a period of 3 months. |

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|                             |                                                                                                                                                                                                                             | et.al.,<br>2020).sss                                                                                                                                                                                  |                                                                                                                                                                                                            | positivity and<br>energy.                                                                                                                                                                                                                                                                                                                                                               |                                                                                                   |
| Problem-solving<br>skills   | This goal is<br>specific as<br>this will be<br>achieved by<br>focusing on<br>improving<br>problem-<br>solving<br>skills of<br>worker by<br>giving them<br>an<br>opportunity<br>to solve<br>complex<br>business<br>problems. | This is<br>measurable as<br>the firm will<br>measure the<br>regular<br>performance<br>level of their<br>employees by<br>comparing<br>their<br>performance<br>with set<br>standards of<br>performance. | This type of<br>goal is<br>attainable as it<br>will be attained<br>by giving<br>proper training<br>sessions to<br>workers so that<br>they can find<br>new solutions<br>to complex<br>business<br>problems. | This objective<br>is reliable as<br>improvement<br>of problem-<br>solving skills<br>can support the<br>employees to<br>give better<br>solutions to<br>problems<br>leading to<br>higher chances<br>of success rate<br>and higher<br>productiveness<br>. It can also<br>allow the<br>organization to<br>set better<br>strategies for<br>the solution of<br>complex<br>business<br>issues. | This is<br>time<br>bound<br>as it<br>must be<br>attained<br>within a<br>period<br>of 5<br>months. |
| Critical thinking<br>skills | This<br>objective is<br>specific as it<br>will focus on<br>the                                                                                                                                                              | This goal is<br>measurable as<br>the critical<br>thinking skills<br>of workers will                                                                                                                   | This type of<br>objective is<br>achievable as<br>the firm will<br>provide                                                                                                                                  | This goal is<br>reliable as the<br>development<br>of critical<br>thinking skills                                                                                                                                                                                                                                                                                                        | The<br>time<br>duration<br>is 8<br>months.                                                        |

|                   |                                                                                                                                               |                                                                                                                                            |                                                                                                                                                                   |                                                                                                                                                                                                         |                                     |
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|                   | improvement of critical thinking skills by asking the employees about the positive and negative impact of solutions on business performance . | be monitored by reviewing their decision's impact on business tasks (Clipa, 2018).                                                         | training sessions to the worker so that they can think solutions of to problems in critical aspects.                                                              | will allow managers in developing the best strategies for business success. This can also support the employee in increasing their decision-making abilities leading to greater performance and output. |                                     |
| Leadership skills | This objective is specific as it will lay attention on improving leadership skills by allowing them to guide other employee activities.       | This goal is measurable as it will be measured by checking whether the tasks assigned are completed an effective or efficient rate or not. | This objective is attainable as the company will boost the leadership skills of workers by giving them chance to lead a group of employees for specific projects. | This goal is reliable as the development of leadership skills will enable the company to increase collaboration and coordination between managers and                                                   | This will take 9 months to achieve. |

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|                       |                                                                                                                                                              |                                                                                                                            |                                                                                                                                                                                                             | team members. In addition to this, it can also assist the employee to hold a future professional career in the best possible manner (Holzberger and et.al., 2019).      |                                                |
| Time management skill | This goal is specific in nature as the main purpose is to enhance the time management skills of workers by giving work instructions through deadline setting | This objective is measurable as the performance of workers will be measured on the basis of work completed on time or not. | This goal is achievable as the company will inspire workers in completing their work on time by giving them the right resources. In addition to this, the firm will also attain this type of goal by giving | This objective is reliable as the improvement of time management skills will support the company in gaining higher efficiency in operations linked with greater output. | This goal will be achieved in around 6 months. |

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|  | related to task performance time (Turki, Jdaitawi and Sheta, 2018). |  | information about how much time is important for anyone to work in their best manner. |  |  |
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## Conclusion

It was concluded that management and leadership skills are critical for the company in order to drive motivational factors for improving the performance of workers in the most appropriate manner. It was also analyzed that leadership skills can support the firm in boosting cooperation as well as coordination between workers and leaders which led to the proper alignment of employee goals with the objectives of the organization. In addition to this, it was also analyzed that the application of performance appraisals has allowed the firm in identifying as well as meeting the demands raised by workers in the most appropriate manner. This situation has successfully given a chance to the firm for boosting the confidence level of workers linked with a greater efficiency rate in doing day-to-day business operations. Moreover, this report has also assessed the developmental demands and expectations level of workers by creating a professional development plan along with setting SMART objectives.

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