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Executive summary

The present report aims to provide a broader concept of learning and teaching strategies those are helpful when developing initial business activities through practical activities, seminar presentations, methodological frameworks and business case examples. The example has drawn from the case study of Hilton which is sizeable retail organization in the UK. The report successfully portrays potential benefits of an organization while developing individuals within the workplace. The report also provides a scenario on managing individual expectations in respect of personal development. Also the report focuses on development vehicles in case of development needs of individual. For the success of the report, there are some critical contents have also been executed how individual requirement of individuals can bring effective performance and supervision concerning ensuring fair and objective assessment. Even some essential aspects have been highlighted for example, methods and techniques for monitoring and formal appraisals including the learning style and a range of training and development opportunities.

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Introduction

The success and failure of an organization are directly proportional to the management effectiveness, in this regards employees can be termed as pillars of an organization. Business management is even considered as foundation to develop more advanced practices and leadership within the organization to make its presence globally. Management and leadership are itself self a strong word that needs to supervise thoroughly for the long run. On this preceding discussion it should mention here the multi-perspective approach of training and development on individuals can achieve potential benefits of workforce transformation. For the same reason, organizations customized necessary organizational programs with skills and competencies to become successful within the unique context of their culture. Through an initial critical consultation, an organization can determine its strength, weakness, goals, and opportunities in every aspect of programs. This present study aims to provide the assessment of potential benefits regarding examining the requirements of employees, administering employees by career Pathways guidelines, managing career development of employees, their performance and succession planning, the techniques of supervision and formal appraisal including the methods of objective assessments. The study also focuses on the plans that are used to evaluate and record individual feedback, learning styles with a range of training and development, and the strategies which have been used in career development including the broader context of sustainability.

1. Assesses the potential benefits of an organization of developing individuals within the workplace

Supervision is one of the significant aspects of leading and managing the responsibilities and the experiences with highly critical evaluation. Developing strategies for performance management

within a workplace is as important as promoting personal and career development of individuals. Through management concept, interactive training and collaborative learning help individuals as well as organizations to realise their potential vital areas. As expressed by Jones, Woods, and Guillaume (2016, p.259) precisely, the critical areas of management leadership and professional skills required a full range of employees services with client-centred consulting innovative learning techniques with a 360-degree assessment to provide a genuinely remarkable consumer experience that can exceed organizational expectations. In this study the organization Hilton has been considered which is engaged in the retailing and is at risk associated activities business. The organization is based in the United Kingdom and the Republic of Ireland aims to provide its services in Retail Banking and Insurance services as well. The organizations brand includes the most excellent universal value. The organisation offers a range of credit cards personal banking products retail product and services and so on.

Examining the expectations and requirements of people

Employer's attractiveness could be termed as a set of an organisational feature regarding managing employees and proactively supervise them and that should be focal attention to its leadership while striving for a competitive advantage. The most often concept is leadership which is an essential function of an organisational requirement nowadays who build unique employee value proposition with explicit messages (Houghton, Neck and Krishnakumar, 2016, p.187). The management of Hilton believes employment engagement is nothing but important tool by which employees are to attract and retain the right talents to engage successfully. Being in the UK most massive private sectors workforce Hilton expects high-quality work and career. Regarding employees' engagement and requirement, the hotel wants to make the organisation

bet and even the best within the United Kingdom territory through a more engaged workforce and more in-depth understanding of its businesses. Customers of Hilton believe it is the one-stop shopping place. As expressed by (Hutchinson, 2013, p.129) the range of products available in the retail organisation have diversified by including insurance services banking electrical products and so on. This is because the organisation aims to expand its business by having the right employees at the right time in the right place.

Administrating people following guidelines and career pathway

People within organization are mostly treated as one of the most important assets while the development of organisation as well as motivating employees is concern. In the words of Leatherbarrow and Fletcher (2014, p.12), managing and administrating employees with proper guidelines and career pathway are equally important in the same fashion. As per the case study considered in this study, Hilton it is believed that the management also involved in this platform to understand what are the right guidelines for them and how to manage people management factors. There are four critical factors in the people management factors- consistency, respect, inclusion and honesty (Guay *et al.* 2016, p.13). Hilton has been strictly following the project management tasks by selecting right talents based on some crucial aspects. The human resource department develops application domain experience and platform experience where eligible applicants are welcome with their respective programming language experience. At the same time, the problem-solving ability also has been scrutinized. On the other hand, Hilton motivates its employees by fulfilling their basic needs (food sleep), personal needs (self-esteem and respect), and social needs. The hierarchical order, Hilton HRM heavily concentrates on influencing group working through group composition, cohesiveness, communication, and group

organisation. During the group composition, the HRM department tries to access the people who are willing to involved, can fulfil the task orientation, self-oriented or interaction oriented or not. Group leadership also has been following from the HRM end. The HRM section not only maintains group cohesiveness but also involves maintaining group quality standards, team members' importance and the very technology Egoless Programming while improving each others' programs. Concerning cohesiveness, Hilton's culture and personalities of members are encouraged by Hilton's social events, precise team-building movements and so on. It is also believed that the management acts positively to avoid group thinking and to conduct and maintain group communication so that the flexibilities of work are adequately managed.

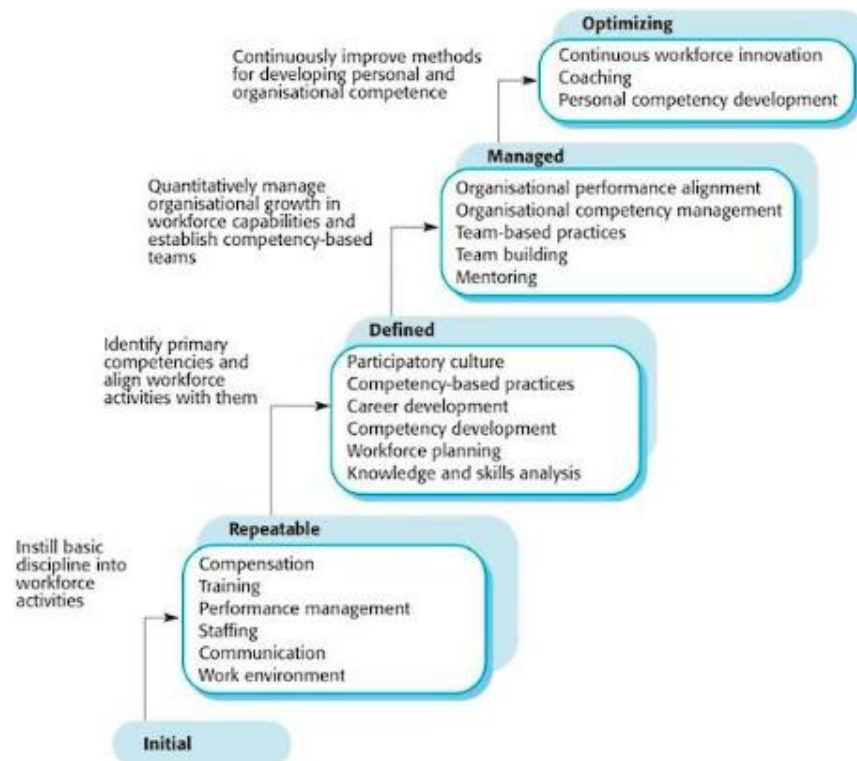


Figure 1: Strategies of HRM

(Source: Influenced from ifs.host.cs.st-andrews.ac.uk, 2018)

This very active five-stage model also may follow by Hilton regarding maintaining Ad-Hoc people management, capability improvement by developing policies, focusing on standardized people management to set quantitative goals and objectives. Also, it is believed that the organisation maintains a continuous focus in the improvement of workforce motivation and individual competence.

Managing career development of people

Training and development is nothing but an essential aspect of an organisation for business growth. Successful organisations provide the necessary training and development on their employees in the long run. In the words of Armstrong (2012, p.34) moreover it can also be mentioned here practice can fulfil employees as well as organisation's satisfaction. In the same fashion, Hilton believes necessary training and development is required from the beginning to expand and diversify the requirements. Regarding developing career development, the retail Hotel hires employees from different backgrounds. To evaluate employees' performance Hilton conducts performance evaluation program to find out any skill shortage or gaps during the initial phase. By doing this, the Hotel not only helps employees and managers to show the correct knowledge skills and understanding towards the betterment of the organisation but also to achieve competitive advantages. As commented by Armstrong, (2009, p.347) similarly the Hotel conducts annual reviews and career discussions to know how employees are developing their skills and knowledge and how they can perform in a critical situation in their near future. It is believed that managers and the management associates of Hilton have spent a week in a store jointly to know how employees are progressing and what the reasons of lacking performance are. According to its operational movements, the management believes training and development in every field are quite logical and necessary concerning modifying in-values and attitudes for

staffs, to encourage trusting relationships, breaking down the restricted approaches and to accept and assign responsibilities among employees. Precisely, Hilton provides two types of training for the employees in case of improving performance and business growth and these are on-job training off-job training. The management of Hilton follows the people capability maturity models which are an efficient framework to guide Organisation for improvement of managing and developing human workforce processes. Therefore within the organisation the three prominent factors can be seen broadly which are people, process, products and Technology. By establishing its continuous workforce development programme the retail Hotel set its improvement priorities actions when the process improvement by developing excellence of organisational culture (Mullins and Christy, 2013, 458). On the other hand management also follows people management factors dozer consistency inclusion respect and honesty. All these crucial aspects are necessary while running international businesses operations.

Employers are also involved in this context of training and development by offering shadow, coaching, mentoring, and job rotation to help new employees how to find solution and inspired them by taking all the responsibilities to reach the target role. The frequent performance feedback is one of the training methodologies that the retail Hotel beliefs to enhance the proficiency of employees to perform better by focusing on structure training to achieve business objectives. In this way the business growth and profit will automatically boost.

Managing performance and succession planning

It is entirely necessary and logical that the organisation would be able to reach the highest growth and can successfully mapping between personal and professional goals and objectives. In the recent times as per the direction from management level every employee at Hilton must discuss his or her early goals and objectives as well as the performance to the employers so that

employers can track their progress and can be linked those with the business strategies. Similarly while developing ownership the management involves all staff members in goal setting process to establish the goals and objectives by collecting feedbacks at every level within the organisation (Gatling, Kim and Milliman, 2016, p.480). Besides colossal ownership commitment and support from the top management has been set by Hilton including the line management and senior management to train the appraise and appraiser on appraisal and PMS system which is more than human resource ownership to focus on training and development programs with standardized performance management system. Single line in succession planning the rating Hotel has taken so many necessary steps to determine gaps in employees' performance through career ladder (Henry, Zacher, and Desmette, 2015, p.249). It is believed that Hilton has been following Holland's model of occupational personality which is based on 6 essential pillars. Best of the realistic type the retail organisation prefers to work alone by investigating abstract thinking and creativity. Regarding social nature it provides necessary nurturance and support to the employees. As commented by (Park, Stylianou, Subramaniam, and Niu, 2015, p.1001). In case of enterprising, the management control and dominate employees by setting clear goals and objectives. Leslie concerning conventional occupational type, the organisation focuses on verbal numeric details by focusing on structured settlements.

On the other hand, Hilton also focused on strong leadership mindsets to realise how leaders and line managers are going to reach sustainable development. The motivation and productivity follow by the established performance management system which helped employees to set their goals positively. It is a fact Human Resource Department of the organization is an efficient and ineffectual maintain the top priority of directional forms with little or no feedback from employees.

2. Development vehicles available to organisation

Support structures within the organisation

From the above section, it would be correct to say the performance management system of Hilton is rapidly developing and the impact is positive. As the organisation has involved in a service area, it must include here, Hilton has experienced the total consumer platform while offering a wide range of products and services at their end. For the same reason, the organisation has developed its support structures to change with consumers' needs and economic trends. It is expected from its management, to remain flexible, the organisation has successfully developed the adjustable support system that is easy to update and managed as per the requirements (Maund, 2001, p.264). When it is a matter of hiring and maintaining healthy workforce, the human resource department not only includes flexible telecommuting and compressed work weeks but also successfully develop job classifications and hiring policies that increase the productivity, as because it is one of the prime objectives of Hilton. Similarly, the support structure of the retail organisation depends on its management. This is a big platform of any organisation where key people belong to. The management of the organisation has been updating since for a very long time for the reason of becoming the top retail industry player. So it is quite apparent the strength of its management is strong enough. Detailed policies are developed by the administration to support Hilton's structures (Wood, Coe, and Wrigley, 2016, p.480). Similarly, the cross-training and outsourcing department also made the organisation successful. Early direction on training and development of employees has set by the top critical players in the management to strengthen the training and development platform. Outsourcing also plays a crucial role in support structure where the determination of core area of expertise is nothing but a

vital decision to meet the demands and needs. Developing staffs capabilities and making appropriate strategies are essential aspects in this regard.

Development vehicles

Development vehicle in performance management has become an essential platform in the critical business function that can manage any performance management function and monitor and review employees overall objectives towards the advancement of organisation. Being as one of the essential performance managers and HR in UK Hilton has a range of performance management system features by which the retail organization can determine its performance as well as succession planning.

Human resource management:

Human resource management is the term used to develop formal systems, which is devised for the management of people within in the organisation. The primary responsibilities of human resource managers are involved in three major areas, which involve employee compensation, staffing, employee compensations, benefits of the compensations, benefits. To apply this, Hilton not only protects the internal environment but it also increased a range of relevant factors such as- self-esteem, self-insight, and development among employees. Protecting confidential information has become indeed a necessity by which data can be protected. As per the classification of confidentiality, there are three utmost aspects- employee information, management, and business information. In every element of privacy, Hilton management may control access, secure delivery of confidential documents as well as the employee training for the human resource management.

Career and career development:

Career development is said to be the lifelong process of managing the work, leisure, as well as transitions in order to step forward to the evolving and a determined future. Precisely, team coaching is the appropriate one in this regard. As an act of leadership it is necessarily concern with structuring and establishing resources and necessary contribution to strengthen employees' willing (Sadler-Smith, 2005). There are availability of guides and websites, which help the individuals to explore the self learning as well as work directions and develop their own determined choices. Team coaching development would be the right fit if an organisation wants to provide coaching services for the wellness of organisation as well as for employee advancement. In relation to this, presenting coaching class and providing proper training would be helpful for the employees to reach their target so quickly by using reactions to develop information. There are agencies as well as employment offices, which help the direct people to learn and work the individuals to explore the learning and develop decisions in finding the work.

Training and development:

Good development and training help in developing profits. Training and development is the crucial part of human resource development which plays a crucial role in the advancing the technology which results in the development of the competition and rise in the customers expectation of services and requirement to decrease the cost. It is also becoming more vital in preparing the workers for efficient jobs. There are few factors, which are important in developing the training and development in Hotel Hilton, which involves:

Development:

It is one of the strong reasons needed for development and training which are becoming more vital in the organisation. Individuals work in an organisation such as Hotel Hilton achieves more than employment.

Change:

This factor is said to be one of the vital factor, which helps in contributing the development and training. There are direct relationships between the two aspects. Change leads to requirement for training and development along with this training, development leads to organisational change, and this way the organisational cycle goes on. The managers of Hotel Hilton supervised their associates before the employees revised their performance appraisal system to involve good costing.

Performance, management, and coaching:

Coaching is considered as a collaborative process where the employees and the managers set long term and short-term performance goals. Therefore, coaching builds a proper trust between their associates. It develops for the continuous learning. It also helps the people to meet their individual performance goals.

There are mainly three steps to the coaching process:

Preparation

Preparation is the primary key to coaching success, and they should write proper discussion plan by identifying the things, which needs to be covered during the coaching session.

Discussion

Employees need to check their items from their discussions plan as they are discussed during the coaching sessions. Through discussion and team meeting, their overall work production will increase, and they will be able to give quality services.

Follow-up

The coaches require checking on the progress, gathering the feedback on what is going in the organisation. Good coach develops a contingency plans for the performance goals which is not going well.

Techniques for supervision and formal appraisal

In case of development needs of individuals, performance can be appraised by a range of techniques and methods. Regarding control and formal assessment, most of the successful organisations have been following these techniques (Jones, Woods and Guillaume, 2016, p.259).

In this case of the retail organisation, it is also believed that the management and human resource department has been using all these.

Comparative appraisals

In case of supervising employees and formal assessment, the management made ranking method to listing the subordinates from the highest to lowest in performance. Paired comparison method also has been followed by Hilton to compare each employee to every other employee in the rating group (Wood, Coe and Wrigley, 2016, p.490). In this way, the retail organisation may gather drawbacks on employees' performance and supervision and formal appraisal.

Behavioural appraisal

In contrast with qualified assessment, managers and supervisors of Hilton evaluate employees' performance based on the behavioural attributes that lead to the success of supervision. Behaviour-based criteria for appraising job performance are a specific form of control where graphic rating scale and checklists are maintained and fulfilled by the management persons (Eichorn, 2018, p.75). As per the visual rating scale, employees' job performances are determined by their character traits for example, initiative or creativity and pleasing personality.

Going with the same concern of techniques for supervision, critical incidents also define a manager to keep a written record of employees' performance (Wellington, 2011, p.78). The human resource department determines the entire rating period of each employee.

Output-based appraisals

Management by objectives is the prevalent form of output based examinations rectifies the performance goals and objectives (Bee and Bee, 1994, p.457). Job review agreement, development of performance standards, and continues Hilton attain performance discussions within an appropriate time of length.

Methods of ensuring fair and objective assessment

Fair and accurate evaluation is entirely logical and necessary to determine regarding getting performance analysis. Means of providing fair and objective evaluation is changeable depend on organizational activity and mode (Reid, Barrington, and Brown, 2004). Determining feedback directly from the managers and colleagues are necessary to decide on any problem that may hamper the operational activities. To ensure any fair and objective assessment within an organisation, there are such ways or methods to mitigate all those (Williams, 2006, p.62).

Seeks the opinions and gather all the possible facts

If everyone within an organisation gives positive feedback on the employees then it cannot be determined the working relationship. In the words of (Rees, Porter, & Porter, Christine, 2015) in this regard, positive as well as negative feedback are equally important. Similarly, handling work consistently is also required in this matter. Treating all staffs reasonably is one of the very methods that may use by organisational management to ensure fair and objective assessment. Top performance does matter in case of accurate assessment and guaranteeing fair among all the employees. High level of performance can expect an organisation if the management treats fairly

to all employees (Sisson, 1994, p.23). Realistic appraisals depend on performance measurement. In the case of Hilton, it is also believed that the management is quite efficient especially in ensuring fair and objective assessment and the effects can be seen from the operational movements of the large retail organisation. The positive aspect of Hilton's business relies on positive employees' behaviour, fair and realistic appraisals.

3. Developing a plan to meet the identified development needs

Methods to monitor evaluate and record individual feedback

Monitoring and assessing feedback is not an essential task to handle while ensuring the long-term success. In this case of organizational context, it is more important to monitor, evaluate and record individual feedback to make healthy relationship towards the betterment of organization and the reflection also goes to employees training and development. Trigger points are to set up when it is a matter of feedback. In the words of (Guillaume *et al.* 2017, p.280) meeting deadlines, sales reports, error reports, and accuracy report are the helping hands to monitor individual feedback. On this occasion, the observation, news back is also come under the methods of monitoring personal feedback. Performance evaluation must be conducted consistently and reasonably to protect from legal ability. In case of evaluating personal feedback, developing evaluation form would be the best way in case of focusing on feedback (Rosenfeld, Giacalone, and Riordan, 1995, p.124). Performance measurement is another way to evaluate individual feedback. Balanced input and evaluation schedule is another way while assess personal feedback. By following up personal employees' feedback and feedback forms can collect personal feedback. Similarly, verbal recording can also a method of recording individual feedback (Megginson, and Whitaker, 2007, p.457). On this previous discussion, Kinlaw's management theory must consider here as the author was involved in management and

organisational development. By the criterion of Fournies, interactive discussion of employee and human resource department would discuss alternative solutions by following up to measure the positive results. Recognizing achievement is another concern that is based on goal setting, job redesign, job ownership and employee participation (Harrison, 2009, p.215). The responsibilities of manager or coach are the prime matter while suggesting improvement reinforcing organisation values. Mostly the two ways skills and knowledge are required the most- communication and interpersonal skills.

Reporting performance appraisal including the importance of confidentiality

Concerning qualitative, quantitative and behavioural aspects within the workplace, performance appraisal is nothing but evaluating the performance of employees against job standards. Human resource management drives the performance appraisals regarding rectifying what the gaps may be seen in employees' performance (Woodward, 1996, p.658). Also, to rectify employees' strengths and weaknesses the performance appraisal has done once in a year conducted by the HRM department of the retail Hotel. But in this case, the feedback of performance appraisal drives employees to reach the point of behavioural changes both in the positive and negative nature. It is expected that Hilton conducts performance appraisal yearly based on employees' feedback. Opportunities are provided by the management to offer a mutual understanding of improvement. Practical training and development process is also done to promote acceptance of appraisals where supervisors are responsible for assisting and demonstrating employees by providing coaching and performance management efforts. In the other scenario, the confidentiality is another critical factor as per the preceding discussion.

Learning style and the training and development opportunities available

As the organisation is famous for its global operation, it is expected that the Hotel has been providing a range of training and development opportunities towards the betterment of the organisation as well as for the wellness of employees. It is believed that, within Hilton the training and development opportunities are quite attractive as because the reputation and the brand image of the organisation are adequately maintained and all credit goes to whole employees as well as the management (Carr, 1996, p.23). Indeed, the administration may have the GAP concept to determine the gaps or lacks while employees are performing. After analysing the differences and lacks, the management has reached the situation where necessary movements in training and development are required the most. The retail Hotel's practice and development have to be strong enough. Internal and external training and development platform have set by the management. Regarding maintaining and achieving qualified products and services with its quality standards (Mullins and Christy, 2013, p.458). The Hotel has been involving in reducing as many mistakes as the organisation can by providing necessary feedback and improvements at the time of improving communication and relationship. It is believed that the employees of Hilton follow the VARK model that is visual, aural, reading, and kinesthetic what is about the correct ways of understanding a multimodal style. Hilton has conducted all these modes of training and development. For the reason of organizational as well as employees advancement, the retail Hotel has been involving in the ASK concept which is all about attitude, skills and knowledge by which target group, method is set by employees to fulfil their communication, mechanism, post-training test, post-training appraisals and so on.

Mechanisms to provide appropriate feedback to individuals There are some methods used to provide necessary input to individuals but it depends which methods are used. The plans are described here by identifying its relevance on management performance.

Begin with a positive frame	Giving feedback without judgment	Providing real-time coaching
Developing positive and keeping the actual goals in mind is quite important when achieving the feedback to individuals	Without any judgement, the employees are required a proper authority in putting the output at the proper place (Bee, and Bee, 2004). Designing proper information without any suggestion, which develop positivity on engagement of employee and performance management	Real time coaching needs to be helpful in serving the feedback to the individuals and measure it in many ways (Bee, and Bee, 2003). Setting up next period goals and objectives is the right approach to provide feedback.

Career development strategies including the broader context of sustainability

In the context of sustainability, career development strategies are required the most in the long run. At the beginning of career development strategies, scheduling daily, weekly, and monthly to-dos, priorities and setting necessary plans are required. In the words of (Hargreaves, 2004, p.789) then listing out skills, work environment elements are then to choose including the broader context of sustainability. Mapping out own interest and the analyzing possible impacts are required. Then write down the goals and objectives by ultimate, transactional, and immediate

are needed as strategies. Lastly the role and gap analysis exercises are to analyse and evaluate based on the position and role analysis (Sparrow and Marchington, 1998, p.3256) On the same way, determining possible training and qualifications are to think of and making admission is another right strategy in this regard.

Conclusion

It would be correct to say at the end of the report that developing organisational and employees performance and productivity of Hilton not only boosted the reflection can be seen in its products and operations. It successfully manages its employees and its established performance management system and in result local organisation achieves its associated goals and objectives. The human resource management system has been performing well and the effect can be seen from employees end as per their positive Vibes for performance management system.

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