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Task:

Choose any specific case study (either a project with your current employer or, if not currently working, any project of your choice) and:

- 1)** Critically evaluate development vehicles available to your organisation and explain the extent to which you think they are appropriate in meeting the development needs of the individual.
- 2)** Develop a plan to meet the identified development needs and expectations of an individual.

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Executive Summary

The purpose of this report is to critically evaluate the various development vehicles available to an organisation and also those which are appropriate to the development needs of the individual. In order to achieve this, this report will provide recognized framework for assessing individual personal development expectations. This work will use relevant examples from my organization. Furthermore, this report will develop a plan to meet any of my identified development needs and expectations based on the evaluation of the development vehicles available in the organization for individual development needs and expectation.

1.0 Introduction

Organizations do not only exist for the aim of making profit or fulfilling their business objectives. If they are to stay competitive and relevant in the business they do, focus should be placed on the growth and development of their employees. This is because employees are part of the organization that carry out the organization's tasks. From my personal experience, employees are the drivers of the organization's goals. So, having in place a development vehicle or structure in an organization that seeks to train, equip and develop employees is likely to have huge impact on their performance and productivity level for the organization. This can as well improve the employee's performance and development needs personally.

This report will itemize and discuss the various development vehicles and how it is being applied in my chosen organization. This is done with aim of developing my development needs in the organization.

2.0 Development Vehicles in an Organization

Organizations have different development vehicles that they use to meet development needs of the individual (their human resources) and for the benefit of the organization. Some of the employee development may occur on the job under the supervision or guidance of an experienced co-worker while others may occur at training sites and facilities. Some of these are:

(a) Training: This is one of the most common development vehicles available in organizations today, as it is increasingly becoming an important tool for the success of modern organizations. (Bohlander & Snell, 2010 p. 306).

Training can be defined as the systematic process through which an organizations' human resource gain knowledge and develop skills by instruction and practical activities that results in improved organizational performance. Jaszay & Dunk noted that training is the process used for the development of knowledge and skills needed to perform the jobs or task in an organization (2003, p.2)

This development vehicle has various purpose for equipping its employees. This could be achieved through different means like lectures, hands-on-exercise, simulations individual or group-based assignment. Whichever mode that the organization chooses to adopt, there are usually reasons for training its human resource. Sometimes, like what obtains in my organization, trainings are contractual in nature as they are form part of the employees' contract as a means for development.

The purpose could be to maintain qualified products/ services. Achieve high service standards; provide information to new staff, achieve learning about new things, technology, products / service delivery; to reduce mistakes- minimizing cost, improve communication in relationships such as teamwork. The list can be endless, but the underlying goal is for its human resource to learn something new in order to improve their performance and productivity level for the organization.

Some organizations invest hugely in trainings in order to get an optimal result from their employees. This is the same experience in my organization. In fact, Bohlander & Snell notes that such form of investment is important in order to derive the maximum benefit from an organization. Investment in training the organization should have a structured system approach which involves four (4) phases. They are the (a) needs assessment (b) program design (c) implementation and, (d) evaluation (2010 p. 307)

For example, in my organization (a transport company) where I work as a customer service representative (CSR), we are expected to sign up for trainings that the organization conducts on a

quarterly basis as part my employment contract. In the customer service representative department, we have had a good number of trainings which were organised to improve our customer service delivery level. For instance, last year June, my team and I did a training on improving customer and client communication. We learnt how to effectively communicate with clients in order to meet their demands and needs. We were also trained on how to exercise patience and control the communication whenever the communication appears to be going sour. This kind of trainings have assisted me to improve my communication level with customers overtime in delivering the best customer service experience.

(b) Task/Job Rotation: This is another development vehicle that some organization have use to enhance human resources performance and skill acquisition. This method of development appears to be popular in large organization who carry out different business task.

In terms of definition, job rotation may be defined as the shifting of workers from one job to another. Mc Daniel & Gitman notes that the idea behind such method is to broaden an employees' skill base or also when an employee has lost interest in particular job. (2008 p. 320)

Mc Daniel & Gitman notes that one of the benefits of job rotation for organizations is that it helps to increase the flexibility in scheduling and production because employees can be assigned to cover for absent workers or where there are changes in productions and operations (2008 p. 320)

This form of development vehicle is also applicable in my organization. Staff from other departments do rotate their task in order to be able to understand the operations of their new assigned department. While this is a good vehicle, it appears not to be practised with staff in the customer service department of my organization. Employees of my department may need to acquire skills like IT skills which may be relevant to the carrying out of our role efficiently. This is because we usually make use of technology to do our work and most times the technologies may be complicated to understand. This will also beneficial to me as it reduces the gaps I have in the usage of technology in carrying out other personal task outside the organization.

However, as valuable as this development vehicle is, it is argued that one of the disadvantages is that job rotation increases training cost. It may also decrease productivity level during the process when employees are trying to get used to the new task or role. (Mc Daniel & Gitman 2008 p. 320)

(c) Coaching, Mentoring and Shadowing: One of the popular trends in employee development in an organization is the use of mentoring and coaching structure or model to polish the skills of junior employees. This method of skills development typically involves senior employees working one-on-one with less experienced or junior employees.

A mentor can be described as an experienced, productive senior employee who seeks to ensure the personal and professional development of less experienced or junior employees. Neo notes that mentoring could be formal or informal. However, majority of mentoring relationships are informal in nature. It is usually informal where two or more persons establish a relationship without any pressure from work to do so. On the other hand, mentoring is formal in nature when the organization has a mentoring structure in place and assigns senior employees to less experienced employees for mentoring and coaching. (1991, 475)

This development model is present in an organization which I am familiar with. The organization is into human resource management and recruitment. Junior colleagues are attached to senior and experienced colleagues from the start of their employment for a period of 1 year, where they are assigned to mentors and are coached on the rudiments of the job. There they have the ability to freely ask questions and are provided answers without any form of pressure.

The shadowing aspect also enables the employee to learn more about a position of career interest.

Unfortunately, this development vehicle is not present in my organization. I therefore recommend this form of development model in my organization so that junior employees like

myself can easily learn and follow the footsteps of senior employees in the organizations who have become successful in the area or department I currently work.

I believe this will also develop my interpersonal skills in the workplace and my personal relationship with people.

(d) Workshops and Committee Groups: Given the constant need to develop staff efficiency and productivity, some organizations expand their traditional development vehicles by organizing workshops and dividing staff into relevant committee groups to sharpen their skills and deepen the knowledge of their employees. What this does is that it enhances group communications skills which is essential for effective group working. The result is that group communication will help to strengthen group cohesion as it promotes understanding. It also promotes teamwork among the staffs. They are also good platforms for developing other range of soft skills such as presentation skills, public speaking skills and leadership skills. The platform can also be used to enhance the research and analytical skills.

Organizations like a big accounting firm that a friend of mine works uses this development model to equip their employees with skills and give them in-depth knowledge of their industry area. This has increased their knowledge and enhanced their leadership and public speaking skills.

This development vehicle is not used in my organization to develop employee's needs. I would recommend the application of this development model in my organization. Such development model will assist to develop soft skills which I need to learn such as presentation skills, public speaking skills and leadership skills. The platform can also be used to enhance my research and analytical skills.

(e) Conferences: This is another popular development vehicle organizations use to meet the development needs of the organization and the individuals. It is similar to workshops and committees. It is a medium where employees use to gain exposure and awareness about certain topics. Such platform is an opportunity for employees to equip themselves with skills relevant to their line of work and other disciplines outside their industry. Conferences

also give employees the opportunity to network, and with that, they can develop good interpersonal relationships.

This form of development vehicle is not present in not present in my organization. However, I noticed that during the lockdown period, other organizations in the transport industry were using virtual meetings and conferences to develop and sharpen their employees' skills and knowledge by discussing topical issues relevant to their field and how they can adapt to the pandemic.

With the advantages that such development model brings to the organization and the individual, I would recommend that my organization look into organizing conferences for us to develop our skills and deepen our knowledge, on not just my industry, but other disciplines.

- (e) **Simulations:** Simulations are also popular development vehicles that organizations use to develop the needs of individuals in the workplace. Simulations may be defined as the imitation of real things, state of affairs, or process. (Dale et'al 2012 p. 8)

In a simple form, a simulation could be playing a mock role say for instance a customer service interaction, for example, learning how to understand and diffuse confrontational and aggressive client in person, or even responding to an emergency situation like a fire accident, health emergency by using mock scenarios to test to loopholes or efficiency. (11 Employee development Methods). Thus, we can say that simulation training assist employees to experience real life examples and understand things faster.

This development vehicle is used in my workplace to meet the needs of individual on a regular basis. For instance, as a customer service sales representative we had have several simulations on having good communication with clients. This is because we usually come in contact with client seeking to book bus tickets, upgrade their ticket, cancel their and request for refund. Sometimes, clients can be confrontational and aggressive. The simulations have assisted me to control and have effective communication in those circumstance. Furthermore, the group simulations have helped me personally to improve my social skills.

All the foregoing development vehicles listed above are also relevant in advancing the career path and development of the employees in an organization.

3.0 Self-Development Plan to meet personal development needs and expectations

Personal development is a continuous process of shaping and improving the skills and the knowledge of an individual with the aid of a plan to ensure maximum effective and increase chances of employability. (CMI, 2013 p. 1)

From the forgoing analysis on the developmental vehicles used by organization to improve human resources, there are certain areas which needs improvement and development for me to effectively enhance my career.

In order to achieve these development needs it is important to create a Personal Development plan. Usually the personal development plan goes through this cycle which are (a) Establish the direction or the purpose of the development plan (b) Spot or Identify the development needs (c) Identify the learning opportunities (d) create an action plan for the development (e) Undertake the development (f) Record the outcome and (g) Evaluate and review.

My main personal development needs from the foregoing analysis is to improve and develop my employability skills so that I can be relevant and effective in my career. Some of these skills are research skills, IT skills, public speaking skills, interpersonal skills.

The next and important question in a personal development plan after identifying the needs is how can these skills be leant or developed? These skills can be gained through some of the development vehicles identified above. For example, attending conferences will give me the opportunity to network and with that, I can develop my interpersonal skills. Also, I can develop my public speaking skills with the aid of working and presenting in small groups such as committee groups in

organizations. This will give me the confidence to be able to face large groups and overcome stage fright. Furthermore, with the use of job rotation with member of IT department in my organization I can be to learn some IT skills which will be relevant in effectively carrying out my tasks in my organizations. Another way of acquiring IT skills is through constant practice of the use of computers and other technology.

It is expected that all these actions will be carried out on a consistent basis but the progress will be monitored every month to assess the level of my skills development so far.

4.0 Conclusion

This report has been able to identify the various development vehicles used by organizations to develop the needs and meet the expectations of individuals. The report also notes essence of development vehicles in organizations. Furthermore, the report assessed whether the identified development vehicles were applicable in my chosen organization.

From the report, it was observed that development methods such as trainings was applicable in my organization. As a matter of fact, it was a mandatory development model that employees must engage in during the duration of their employment with the organization. The purpose was for employees to learn new skills for the serving customers better. Another development vehicle identified was the task/job rotation. It was noted that while this development method was applicable in my organization as a whole, it was not practised in my department. This meant that I was not able to learn other skills that may be beneficial to carrying out my role effectively.

Other development vehicle are simulations conferences, committee groups, coaching and mentoring. It was observed that while simulations were used to prepare us for real life situations, the other development methods were not practised. This meant that my development needs and expectations that such development vehicles showcase such as networking, skills presentation skills, public speaking skills, leadership skills and interpersonal skills could not be gained through such medium.

Finally, this report prepared a plan to assist in meeting my identified developmental needs and expectations.

5.0 References

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