

**DEVELOPMENT OF A PLAN BY MEETING THE IDENTIFIED
PERSONAL DEVELOPMENT NEEDS AND EXPECTATIONS OF
INDIVIDUAL EMPLOYEES IN CHOSEN ORGANISATION.**

**GABRIELA BIKAROVA-2010123-GREGORY COWAN-
DEVELOPING RELATIONSHIPS AND WORKPLACE
ACHIEVEMENTS-BMSW5102**

Gabriela Bikarova (2010123)

UWTSD_LON |

TITLE

To propose a constructive professional plan, it is critical to identify companies' business goals and employee career goals to create action plan that document employee skills and training needed through which employees become more aware of changing trends in their workplace and therefore their skills and knowledge stay relevant and up to date. Furthermore, employees who take part in staff training and development are more likely to feel good about their employers and more likely to perform their jobs well which leads to a positive performance.

Performance management is the process of continuous communication and feedback between manager and employee towards their achievement on company's objectives. This process of creating a working environment where employees are supported to perform well, to the best of their abilities. According to Armstrong and Baron-performance management is "a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance".

In general, what drives motivation in one organisation can be different in others, but the concepts of commitment and organisational engagement are closely linked by engaging employees towards achieving organisational goals. When an employee achieves a goal, it is right to price them through performance appraisal used by a company. All organisations need to consider what techniques will work best for them and how it will fit with their business policies.

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INTRODUCTION

H&M is a Swedish company established in 1947 by Erling Person and it is the second largest clothing retailer after Zara. H&M goals are to offer to their customers quality fashion at an affordable price. As stated in their annual report (2009:13) “H&M is driven by strong values such as commercial mindset, simplicity, constant improvement and cost consciousness and entrepreneurship.” Their strategic approach is in recognising that company’s most valuable assets are the individuals working there.

However, employees’ experiences working there are unsatisfied due to several professional and personal reasons such as poor management, limited work-life balance or feeling they are underpaid. In fact, unsatisfied employees can negatively affect a company due to their lack of motivation which leads to poor performance.

Undoubtedly, businesses need a skilled, engaged and productive workforce to meet constantly advancing demands and opportunities. Although the popularity of shopping online raised, people still love shopping in stores and what they want and expect is excellent customer service besides quality products.

On top of that, not everyone has the time or patience to queue up and waiting for the fitting room to be available so one way to resolve this issue is introduce virtual fitting rooms where people can envisage the items they want to purchase as this technology will allow customers to see accurate view of how the clothes will look on them and how they will fit which is allowing them to make risk free purchases without returning.

The objectives for H&M:

- Employee satisfaction
- Customer satisfaction
- Social media marketing
- Sales growth
- Virtual technology

Performance Management

In general, the purpose of PM is to maintain and improve employee's engagement within the organisation and to ensure that employees are given the resources they need to grow and the recognition they need to be motivated. The first approach is to create employee development plan which is more than preparing a specific plan to their individual goals. It is methodology that delivers tangible results which guides employees towards achieving their goals in alignments with the organisations goals. Overall success of an organisation includes helping employees to improve their day-to-day tasks, skills advancement and continuous development.

However, the process is also about decisions on how an organisation decide on how often to evaluate employees and how these evaluations will occur.

The four key components of the performance processes are connected and include:

Culture	The way workers are motivated.
Communication	Transparency
Skilled Leadership	Leading by example, Motivation through appreciation
Employee Skills & Interests	Managing both so employees improve

Satisfied employees are necessary for the company success therefore focusing on employee development and company goals, managers can create a work environment that enables both employees and business to prosper. The biggest issue employers are facing is employee retention. If employees see that management is trying to develop them professionally and reward their performance, then they are more likely to stay with the company and work harder.

Performance Management Cycle

This is a part of performance management process or cycle model that allows management and employees to better achieve organisational goals through continuous four steps procedure of planning and measuring employee performance at work. Specifically, it involves planning, monitoring, reviewing and rewarding which runs on a year-long timeline ending with a performance review although various organisations use more frequent check-ins. However, the most important steps are making performance objectives clear to employee and using feedback to review and improve employee performance. the benefits of using this method include increased competitiveness and higher employee motivation.

During performance management cycle, managers work with each employee to set appropriate goals, identifies how the employee can achieve these goals, provides resources and support and finally review and reward employee's performance. This allows performance management cycle to function as holistic process and to deliver best results from employee.

PM Cycle improves overall success in a company, and it works in a way that help to boost employee engagement by enabling them to reach their potential and have better involvement in their professional development. It also helps to increase employee productivity through alignment of the work goals of each employee with the strategic organisation goals.

Close collaboration between employee and manager, getting a lot of constructive feedback and opportunities for growth also the recognition for good work are all attributes of performance management cycle and it have a very positive impact on employee engagement. The steps PM Cycle consist of are:

Planning	Organisational and employee goal setting
Monitoring	Check-ins
Reviewing	Measuring progress.
Rewarding	Salary Increases.

Planning has several steps that includes:

- Organisational goals
- Employee goals
- Creating development plan
- Job description review

The first step is crucial because management need to establish organisational goals and objectives for the period covering a performance management cycle which traditionally involves a year or half a year timeframe. This step is tied to employee goals, and it is this alignment that enables companies to perform at their best.

Smart Goals

The goals should be clearly outlined using SMART method. It must be concluded that the goals should allow employees to improve their skills and develop new ones so every goal should clearly demonstrate how it will contribute to those objectives.

Goals are the specific result expected whilst objectives are the specific steps that leads to successful competition of the goals. SMART stands for specific, measurable, achievable, relevant and time bound.

Specific	Sales growth
Measurable	To 13% in 2023
Attainable	From 12% in 2022 to 13% in 2023
Relevant	Sales growth that exceeds the level achieved by competitors
Time bound	2022-2023

Personal Development Plan

When the goals are established, it is time to create development plan which must include the employee skills and knowledge because an employee needs to grow in order to be able to achieve the overall goals. PDP is an action plan used in the workplaces that helps to identify individual goals and target future goals.

For example, one goal is to create detailed analysis of sales performance, so the employee needs a training in an analytical tool. Another goal might be to improve communication gaps between the employee and another stakeholder, so the employee needs to commit to a way of training to improve communication skills.

Personal Management Cycle-Monitoring

During this phase, an employee undertake training and management responsibility is to check-in regularly with employee on monthly bases to monitor the progress and to ensure that support and resources are available. This is important as it helps to identify potential problems that may arise and adjust.

Performance Management Cycle-Reviewing

The key part of reviewing is performance assessment and feedback. Now is time to consider doing for example 360-Degree feedback process which involves anonymous feedback from co-workers. This feedback provides constructive review on employee performance and should be discussed between manager and employee about what was accomplished and what is the roadmap for the future.

Performance Management Cycle-Rewarding

The rewarding part is very important if companies want to establish performance management cycles as part of their strategy successfully because when the review happens in appraisal meetings where the employee is rated on the bases of the performance and gets the reward for performing well. For example: increase in salary, bonuses or promotion.

360-Degree Feedback

This type of appraisal is also called peer appraisal where managers and co-workers assess someone's performance, and the process is anonymous done through employee surveys and regular meetings with manager so individuals can get better picture of their performance from different perspective.

The disadvantage of this process is that it involves a lot of administration and that the people judging the performance management of others are the ones who work closely with them. Thus, the feedback gathered may be overly positive and unhelpful as implementing 360-degree feedback aims at identifying employees' strengths and weakness that they need to work on. Another example is that if the organisational culture has already an issue of trust these feedbacks might only worsen as the review can focus more on weaknesses. To prevent this, it might be helpful to train employees about constructive feedback.

One of the best tools to use to get a real-time feedback and continual update on how employees are feeling in the organisation is employee survey. Once managers gain essential insight into what employees think, they can work on improvements to make feel employees valued and boost their confidence as well. Certainly, there is the need to 'reinvent performance management' as this was argued in the Harvard Business Review by Buckingham and Goodall (2015).

540-Degree Feedback

This method of performance appraisal is an extension to 360-Degree Feedback, as feedback is also collected from external customers and clients so it is useful tool to use by retail managers as customer perception can help in gaining competitive advantage or it may help orienting the content of training methods so that employees can achieve higher customer satisfaction which leads to greater revenue.

The difference between of 540-degree feedback and 360-degree feedback is that 540-degree feedback has all the elements of 360-degree feedback with the addition of external appraisers and it helps in identifying problems which cannot be identified through 360-degree feedback.

An example of a salesperson who shows different behaviour towards several customers while serving them which includes showing preference towards a few customers. Customer feedback can be taken in a form of questionnaire and becomes important in identifying such behaviour as these types of behaviour can lead to loss of potential customers as well as loss in revenue. The questionnaire is based on behaviours that are expected from employee to create high performance. Therefore, employees that are doing well in their job should be rewarded.

Management By Objectives

This management concept framework is based on a need to manage businesses based on its needs and goals to determine employee objectives. For instance, customer service goal is to increase customer satisfaction by 14% and reduce customer calls. The advantage is that MBO focuses on detailed planning because it leads to better performance and therefore to more profit. Managers are required to establish measurable standards of performance and priorities because it makes people more aware of the company goals and everyone knows what is expected of them. The main benefits of management by objectives are that it improves employee motivation and better communication between management and employees.

The disadvantage is that it can only succeed if it has the complete support from top management as there might arise a confusion when setting goals and objectives that are unrealistically high and lead to employee lower morale as they might become suspicious of management to make them work harder.

MBO system is defined by five steps and few additional components are the types of MBO objectives, quantification and performance appraisals. Each of these contributes to the success of MBO:

1. Identify measurable goals
2. The objectives must be delivered to and aligned with employees
3. Employees plan their own objectives
4. Employees are monitored
5. The final step of evaluation and feedback from managers

RECOMMENDATION

Retail industry shopping experiences are continuously evolving with the new technologies, so it is useful to invest in a new technology such as virtual fitting room in order to improve customer satisfaction with technological advancement.

Employees should be trained to improve customer service skills and increase sales as all retailers have the same basic goal and that is to increase sales and reduce expenses. It is also useful to turn to social media marketing such as Facebook and Instagram to boost H&M online presence.

CONCLUSION

Generally, employees who feel connected to their organisation work harder, stay longer, and motivate others. According to *Reilly and Brown (2008)* the term 'job satisfaction', 'motivation', and 'commitment' are generally being replaced now in business by 'engagement' because it appears to have more descriptive power. Company's needs to consider what techniques will work best for them as any organisational feedback helps to evaluate the performance of its employees.

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APPENDIX A-PDP

Development Objectives	Priority	Activities to be undertaken	Resources	Target Start Date	Target End Date	Evaluation
EMPLOYEE SATISFACTION	VERY- VERY IMPORTANT	COMMUNICATION training,	MOTIVATION, REWARDS	1/9/22	1/12/23	QUARTERLY
SALES GROWTH	VERY IMPORTANT	Marketing, training	Customer service	25/1/22	25/2/23	YEARLY
SOCIAL MEDIA MARKETING	IMPORTANT	ADVERTISING	INSTAGRAM, FACEBOOK	25/1/22	30/6/23	HALF YEAR
CUSTOMER SATISFACTION	VERY-VERY IMPORTANT	FEEDBACK, REVIEWS	NO RETURNS,	10/12/22	30/3/23	MONTHLY
VIRTUAL FITTING ROOMS	VERY VERY IMPORTANT	Try fitting room	Software app	20/6/23	15/12/23	HALF YEAR