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Module Name: Developing Relationships and Workplace Achievement
Module Number: BMSW5102_LON
Lecturer Name: Ze Zook
Due date: 12/05/20

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Introduction

Developing relationships in the workplace is important for growing interpersonal skills and helping to create multifaceted achievement for the organisation. In the United Kingdom, emphasis on Millennial has been found undisputed among professionals to grow relationships in the workplace and increasing employee achievement. According to Colbert et al (2016), work relationships play a key role in promoting employee flourishing and it's a multifunction relationship inventory boost workplace culture through task assistance, emotional support, career advancement, personal growth and also creates the opportunity for others. The author also found employee job satisfaction by developing working relationships in the organisation. Here the report aims to identify potential benefits of employee relationships to the organisation and employee individual. In this report, different types of development vehicles will also be analysed in the context of Harrods, and also a contemporary plan for meeting development needs and expectations for the individual will be depicted.

Introduction to Harrods from HRM Perspective

Harrods Limited is a department store located in Knightsbridge London owned by the Charles Henry Harrods from Qatar Investment Authority in 1849. Formerly it was a grocery store expanded in the department store in 1880 and now Harrods offers 5000 brands in its single store. This company is renowned for its spacious size around 5 acres with 330 departments selling quality and luxury goods (Harrods-com.com, 2020). The brand values of Harrods stand on British, Luxury, service, innovation, and sensation.

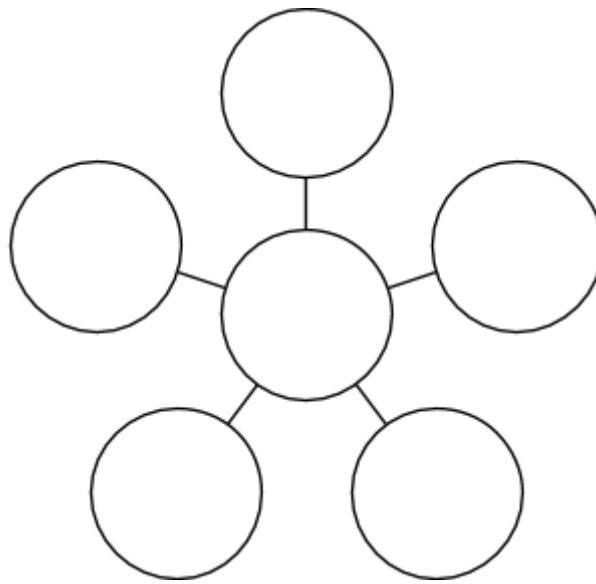


Figure 1: The brand meaning of Harrods

Source: (Harrods.com, 2020)

The motto of this company is to provide products for all people, in every location with unique customer experience. The company recorded £253.3 net operating income and earned £2 billion in revenue in 2017 and create employment for more than 12000 employees in the store (Tripadvisor, 2020). Harrods has become the world's most promising department store in the UK due to its HR functional activities. For succession planning, the HR team analyses their workforce and capabilities so that they can keep promising employees at the store. For workforce mobility employees are given functional flexibility in different departments and for the successful collaboration HR team and all managers improvise their performance together (Harrods.com, 2020). The HR department also works for commitment building by

hiring employees for correct positions and the recruited employees are challenged by the managers through different tasks.

1. Critically assess the potential benefits to the Harrods and the individual of personally developing individuals in the workplace

Personal development is a lifelong process that covers the activities skills, qualities of individuals for achieving the aims and goals of life. It includes activities like improving self-awareness, self-knowledge, renewing identity and self-esteem, improving employability and potential, improving human resources to the organisation, etc. In this segment, the potential benefits of personally developing individuals will be depicted in terms of Harrods and the employee itself.

1.1 Potential benefits to Harrods of personally developing individual

Personal development is important to create the effect of the employees and pulled the image of the companies so that potential employees get attracted to the company. Here are some potential benefits to the personal development to organisation given below:

Boost the motivation at the workplace: As an employee, it's very important to know about personal own strengths and weaknesses to boost motivation at work. Personal development occurs at the level of the self-actualisation stage of Maslow's hierarchy of needs. If an employee is aware of his capability at work it creates a desire to become the most that one can be.



Figure 2: Maslow's Hierarchy of Needs

Source: (Pichère et al, 2015)

Harrods has been operating its business for 160 years and well known for its employee satisfaction and managing relationships at work. They recognised that employees are motivated to continuing the success at work and these employees are found happy at work and tend to be high performers and such appreciation has been created due to the self-actualisation need of the employees to the company (Pichère et al, 2015). Employees tend to perform better than each other and wanted to be recognisable by the authority.

Advance the skills of the employees: In any organisation, success depends on the skills of the company, and skills tend to increase by seeing others achieving success at work. Coordination of the skill sets to achieve the company's corporate goals. Also, companies raise training and development program to advance the skills of the employees. Personal development fundamentally increases when an employer forces employees to attend training programs (Gallie and White, 2017). At Harrods sales academy, develops sales skills of the employees when they return from the shop floor, allowing acquiring new skills for job progression as Harrods policy is to retain employees through their training and development program. So the personally developing individual gets an edge to go ahead in the retaining process.

Helps in Goal setting: Most of the employees get puzzled between professional and personal goals. But both goals are equally interrelated to each other. When an employee personally motivated to develop personal development skills and set goals within an organisation , tends to found work better than the employees who don't have such goals because small and smart goals of employees motivated them to earn experience on skill at the workplace which helps to gain professional goal at work (Gallie and White, 2017). Harrods employees have come from multinational countries that have a different level of competency, education, and experience. A positive attitude has been created in Harrods by developing equal opportunities and managing diversity at the workplace. Diversity has been managed in Harrods through seven elements; age, race, gender, religion, disability, sexual orientation, and work-life balance so that no biases are not found in the workplace. The tendency of personal development helps them to gain comprehensive opportunities to cope with the working culture at Harrods.

Develops a positive attitude at the workplace: Positive attitude at the workplace is very crucial because it helps to know the weaknesses at work of employees. A positive attitude allows employees to criticise each other performance allows feedback from the boss, creates an environment where consultation between the employees took place.

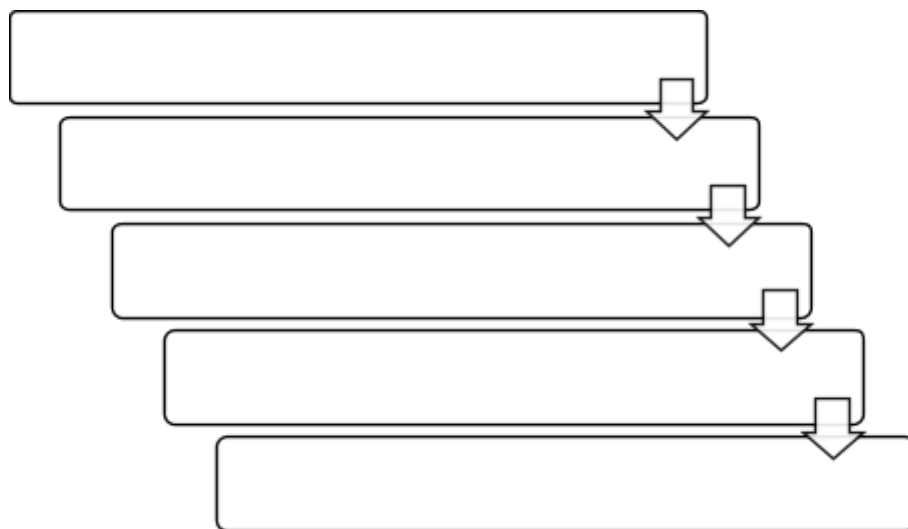


Figure 3: Process of building a positive attitude at work

Source: (Pot, 2016)

For positive employee engagement in Harrods, employees need to perform as per Harrods expectations, and Harrods work for employee satisfaction. Harrods line managers are solely responsible to develop relationships with the employees and they are responsible to build open communication with the HRM. They handled payroll management, employee satisfaction, assess feedback, adopt measures for performance, and distribute mentorship in Harrods.

Conflict resolution: Conflict is a very common term at the workplace as workers possess different opinions for a single issue and it's very natural that everybody is always in their shoes to put their opinion on others. If a conflict cannot be handled properly, it creates

dissatisfaction and unpleasant consequences. To avoid conflict, personal development program helps to gain active listening power, empathy, creative problem solving, interviewing, emotional intelligence, etc. (Reimers, 2016). As a retail company, Harrods has to offer multi-brands products and there is a chance of creating conflict with the partners. The product standardization process, store locating system for the different brands might have created disputes among two salespersons. Through personal development, such a dispute can be avoidable.

1.2 Potential benefits to the individual of personally developing individual

Personal development has some benefits for the individual itself because development is a process of identifying the weaknesses and finding happiness at work. After all, it's a process of employing talent rather than flesh and blood. Here are some potential benefits to the individual are given below:

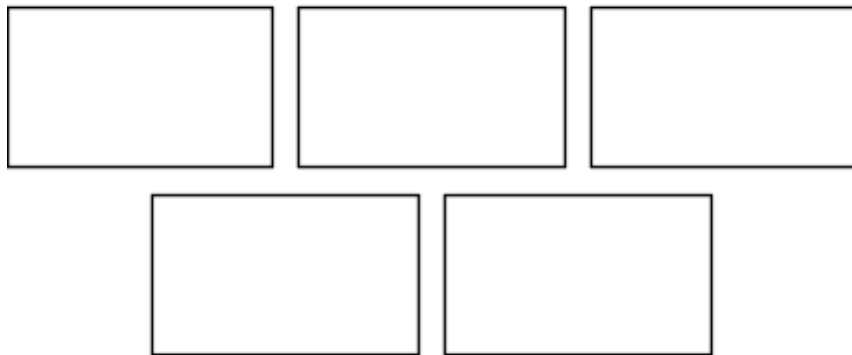


Figure 4: Benefits of Personal development to individual

Source: (Huang and Chen, 2018)

Improving self-awareness: Personal development helps to know the potential of an individual has which needed to bring in focus. And without development practices such as values, latent talent doesn't get awareness. Individual gains to asses himself in a new way every day with new approaches. It's a great opportunity to learn about individuals' limits and capabilities (Huang and Chen, 2018). At Harrods, employees are motivated to attend a training program to seek progression in the job for which Harrods has set a simple career path

in only three departments. If an employee can improve self-awareness, it will be easy for him to go ahead.

Set focus on growth: Personal development creates a sense of direction that shifts focus from quantity to quality. It helps to change the attitude of the individual to perform a task with better quality rather than focusing more on the quantity of work. It divides individual time into different tasks so that each work can be done effectively. It sets goals, makes decisions easier, and helps to learn from the mistakes people do (Geuvers, 2016). Harrods has a good package of payment with bonuses, commissions, improved work-schedule for work-life balance. Individuals must need growth focus to become a human resource for this company.

Creates clarity and effectiveness: Clarity and effectiveness come with personal development because when an employee sees every task, project, and activity for what it is; step along a continuous journey, feel less desire to be distracted, and find perfection to the job as the performance is continuously improving. As personal development increases, prioritization increases (Geuvers, 2016). It clears objectives and identifies the processes to do work perfectly. In retail outlets like Harrods employees are abundant with product information which turns them into confusion about the personal selling process. To reduce such a dilemma at work personal development may be helpful for the individual.

Creates motivation at the job: Every task needs motivation and employees are vulnerable to Motivation. Strong personal development of personal motivation develops as it grows confidence in the employees. When an employee is devoted to personal development it clears the path and wants of individuals (MURRELL, 2018). It visualizes the employee's success from which motivations come. Personal development helps to see the next task of achieving that success at work.

Brings greater elasticity at a job: Life of an individual is full of struggles and successes where personal development can play a great job. It may not reduce the downs of life but helps to fit the changes happening in life. It brings elasticity in the job to make it control. When an individual is aware of the possible changes that may happen in his life, he may be able to make him prepare before this occurs (MURRELL, 2018). Salesperson's job is all

about hire and fire rule where each employee has to be contemporary with the situation and needed to cooperate with the changes in life.

2. Critically evaluate development vehicles available to Harrods appropriate to the development needs of the individual

An individual has to understand their development needs at work to gain professionalism and opportunities at work. There are seven workers development needs has been identified over the years and for which development vehicles are also has been identified which are demonstrated below:

2.1 Development needs of the individual

There have been identified several employee needs that needed to be achieved through different development vehicles. When an employee becomes able to identify these needs, their expertise to the skill enhances. Individual development skills are important for the workplace as well as for self. In the below, some crucial development needs are analysed below for Harrods.



Figure 5: Development needs of Individual

Source: (Salkind, 2017)

The above figure is showing some basic needs of the individual. Communication skill consists of the three basic types of communicative skill; verbal, written and spoken. People often overlook communication skills, take granted which results in poor communication performance. Analytical skills refer to the ability to collect and analyse information, problem-solve, and make decisions. These strengths can help solve a company's problems and improve their overall productivity and success. Problem-solving skill is important for an individual to gain control of the environment which exerts creativity from the adverse effect. A salesperson tends to receive problems at work more often and this skill is mandatory to get out of the situation (Salkind, 2017). Organising skill refers to the skill of organising different tasks and allocates time, energy, and capacity to each task. Organising is a basic skill of an employee who needs to learn before entering any job. Leadership skill are important for everybody at work. Due to a lack of leadership employees cannot decide at the right time. Interpersonal skills are the behaviors and tactics a person uses to interact with others effectively. In the business world, the term refers to an employee's ability to work well with others.

2.2 Development vehicles available to Harrods

Harrods is a multi-brand retail store appointed several development programs to enhance the productivity of the employee. Harrods already have introduced training and development program, workshops, mentoring in the department but the company has some exposure to

other development vehicles also. The available development vehicles to Harrods are given below:

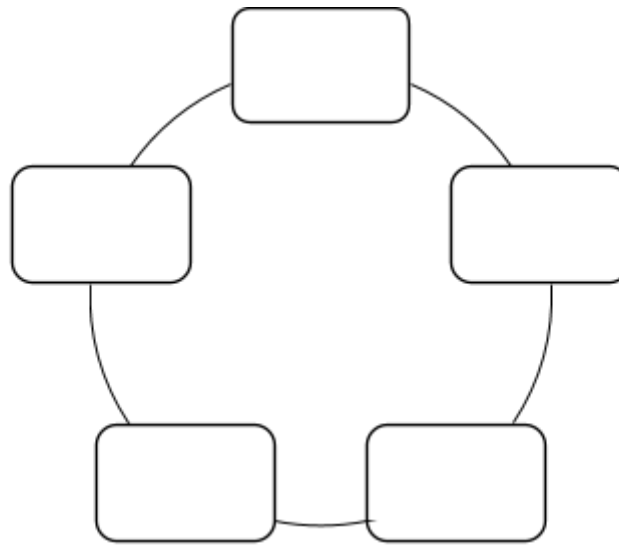


Figure 6: Development vehicles to Harrods

Source: (Schein and Bennis, 2012)

Training: Training is the most widely used method of developing employees in the workplace through a combination of lectures, hands-on-exercises, videos, podcasts, simulations, and individual/group-based assignments. Most of the companies nowadays give training to new employees so that they become accustomed to the employment culture of the organisation (Schein and Bennis, 2012). At Harrods training and development programs are given to the employees regularly. The company has a retention policy based on the expertise employees earn at the workplace. Employees are taught the different professional skills to the organisation after joining at work.

Mentoring: Mentoring is semi-structured guidance given to the employees under a supervisor. One supervisor is in the power of mentoring a group of employees at work. Mentoring is a more accessible process of enhancing the abilities of the employees (Shaw, 2018). In Harrods, the retail is divided into three sections; Sales employee, department manager, senior managers. Each section is handled by some mentors selected by the company. So that employees can get expertise according to the needs of the department. And their performance is judged periodically.

Coaching: Coaching is a development process where an experienced coach is appointed to support learners in close guidance. Coaching is renowned for teaching learners at hand. Here the learners stay in close observations so that their small and specific fault can be identified. This method is not used in Harrods but it's an important method can be used for this organisation. Sometimes the mistakes individuals do at retail outlets often unrecognized due to close monitoring (Shaw, 2018). At Harrods this coaching process can be possible using artificial intelligence, making leaders for the employees based on performance in the same department which can increase competition among the employees.

Workshops: Workshop is a method of achieving development needs through interaction among the employees from within and external to the organisation. Here this method is useful to create relationships among the employees and to share knowledge. Workshops are great for developing a range of soft skills, such as Communications, Teamwork, Presentation, Public Speaking, Networking, and Leadership skills. It can also be used to polish Research and Analytical skills (Heheman, 2013). In Harrods, workshops are given in bite-size session which helps Harrods professionals to learn more effectively in a shorter period. Also its emphasis on growing mutual understanding at work so that shared attitude can grow among the employees.

Job Rotation: Job rotation is a managerial decision by the authority shifting jobs from one department to the other department. It is done to create flexibility at work, to know employees' ability at different roles so that employees don't get boredom at work, brings enthusiasm and motivation at the organisation (Heheman, 2013). This development vehicle is important for the personal development of the employees to find the potential in new jobs in different circumstances. Harrods doesn't provide such development vehicles to the employees in its store rather they prefer to engage themselves in their preferred location. Harrods may start this procedure by engaging mutual transmission among the departments so that employees gain expertise in different jobs.

3. Develop a plan to meet the identified development needs and expectations of an individual

For developing the individual needs of the employees at the workplace there are several ways to achieve such goals. The employee development plan is also called the growth plan of the employees at the workplace where they improve their skills at current jobs and acquire new jobs and responsibilities at work (Agrawal et al, 2012). The individual development process consists of the identification of development needs, mitigating barriers to those needs, identifying learning tools to achieve those needs, and overcome those barriers by achieving development goals. As an employee of Harrods, for developing my needs and expectations I have prepared a plan which is demonstrated below:

Employee development Plan: Employee development plan is a series of four tasks which starts by identifying needs of the individual, focusing on the individual, offering the right opportunity to gain skills and tracking the results and refining existing strategies to fill the gaps. Here a contemporary employment plan is given below to support my Development plan.

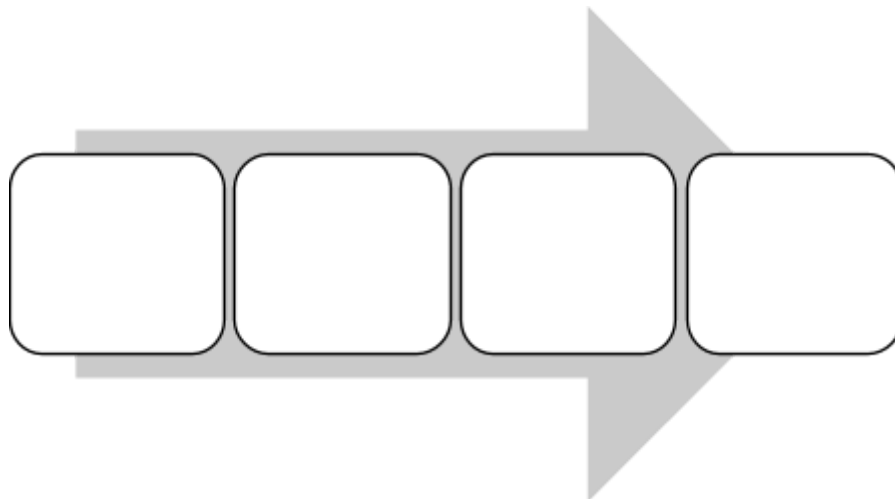


Figure 7: Employee development plan:

Source: (Leibowitz et al, 2015)

Size up the Needs: Before developing an individual first task is to refine the needs from the various perspective at work. First of all, an individual has to cooperate with the corporate

goals then size up the needs related to that goal (Magolda, 2010). Needed to found the skill gaps, boost the strategies and own talents, set priorities, create a benchmark for these needs.

Focus on the individual: Through employee development plans affect the organisation but an employer should follow individual development procedures so that company can able to track individual strengths and weaknesses (Magolda, 2010). The magic of customized one-on-one collaboration is what produces superior results.

Offer the right opportunity: When employee needs and expectations are identified employers job is to identify the right development vehicles to the employees which can achieve development goals (Leibowitz et al, 2015). There are several methods identified in the previous section from which the employer can select the proper method to achieve goals.

Track results and refine strategy: when the employee development plan is all set, it's the prime responsibility to track the response of the individual towards the organisation for the employee itself (Agrawal et al, 2012). Because often these two results conflict and are found unmatched to each other for which effectiveness of the methods needed to measure to refine strategy.

My development plan:

As a salesperson of Harrods, I am assigned to greet customers, help customers find items in the store, check for stock at other branches or order requested stock for customers, provide customers with information about items, ring up purchases, elevate complaints to management, keep track of inventory. Here my development plan is demonstrated below to earn skill for these responsibilities.

Development Needs	Development goals	Expected results	Actions required	Time frame	Benchmark
Communication Skill	To communicate effectively with the other departments and customers coming at store	I will be able to communicate with my boss, my colleagues, and customers effectively.	For developing this skill I have to attend the training program and workshops given by Harrods	4 months (from January 2020- April 2020)	High
Analytical Skill	To become proactive in the critical situation in the workplace.	I will be able to analyse information, solve the problem and make decision creatively without the help of my supervisor	I have to attend the mentoring session and have to follow the guideline provided by the management authority.	one month(May 2020)	Low
Adaptability Skill	To enhance the performance and flexibility for working in different departments	I will be able to work in the other two departments of Harrods so that I become ahead of my colleagues.	I need to attend training and development programs, workshops, Coaching.	4 months (June 2020- September 2020)	High
Problem-solving skill	To become prompt solution	I will be able to monitor my clients	I will have to engage more on the job to	5 months (October 2020-	High

	maker at workplace	and push them to buy Harrods products by solving their needs.	the client to gain problem-solving skills.	January 2021)	
Organising skill	To gain the ability and capacity to allocate resources and time to customers value to the company	I will be able to identify my potential client who will buy my product and can allocate enough time for them.	I have to attend, Coaching, Training program.	3 Months (February 2021- April 2021)	Moderate
Leadership Skill	To lead customers to buy products from the store	I will lead the needs of the customers to buy specific products.	I have to attend a seminar on leadership skills provided by a different academy.	2 months (May 2021- June 2021)	Moderate
Interpersonal Skill	To create mutual understanding among the colleagues of my company	I will create on-the-job and off-the-job relationships with my colleagues.	I have to attend workshops more often to gain interpersonal skills.	4 months (July 2021- October 2021)	High
ICT Skill	To able to use the computer and other software needed to fulfill my job	I will be able to use the software company has provided to make voucher and for product information.	Training programs are beneficial for gaining ICT skills for which I have to attend Harrods Sales Academy.	4 months (November 2021- February 2022)	High

Table 1: Personal development plan

Source: Self

Conclusion

In this modern era, the success of an organization can be reflected by the expertise of the employees and the proper guidance of them in the workplace. This is the reason why organizations tend to focus more on the development of the employees so that they can groom themselves up through and give proper input in the workplace that can lead the organization to achieve the ultimate goal. Harrods Ltd. is very promising in terms of building employee development through the maintenance of relationships and achievement. In the study, the benefits of developing employees in Harrods Ltd. have been critically analysed. It has shown how an organization can develop the capabilities of their employees. Later it has reviewed the available vehicles to develop an employee in this organization. Some of them are – training, mentoring, monitoring, etc. A plan has been prepared to meet the development needs of the employees in Harrods Ltd.

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