

On the job training

Discuss your development needs with your line manager as a result of the above activities, using the CIPD Profession Map as a basis for your discussion. Consider whether or not your skills in this area require improvement (for example delivering training on the topic/coaching line managers).

Discussion with Line Manager, Sian Morgan, HR Advisor, August 2020.

As a result of the review activity of performance management at Ecigarette Direct (ECD) it was agreed that an overhaul of the current systems is appropriate. In line with this, a new training topic needs to be developed for training line managers to use the new systems, once the overhaul is completed.

In regards to performance management we discussed that I often advise line managers in both navigating the performance review systems and on individual employee performance and also I have experience in the past in delivering a training topic. However, I have had no formal coaching training. Therefore we discussed the possibility of coaching training and I agreed to research courses in the area or online and feedback with potential courses for the Autumn.

This ties in with the CIPD Profession map's (2015a) key behaviour- Skilled Influencer. A skilled influencer "demonstrates the ability to influence to gain the necessary commitment and support from diverse stakeholders in pursuit of organisation value" (CIPD, 2015a). I acknowledge that I have gaps in addressing potential resistance and assessing each stakeholder's current position in order to inform my approach to communication and involvement (CIPD, 2015b).

This also ties in nicely with the CIPD professional area- Employee Relations. Employee relations should emphasise on helping line managers establish trust-based relationships with their employees whilst nurturing a positive climate of employee relations to encourage high levels of employee involvement, commitment and engagement (CIPD, 2019). To apply this to performance management at ECD we need to ensure "...that the individual and collective relationship between the organisation and its employees are managed appropriately within a clear framework underpinned by organisation culture, practices, policies and, ultimately, by relevant law" (CIPD, 2015a). Herein my experience gaps are in leading and identifying ways to overcome barriers to change in both managers and their employees. Therefore it was agreed that I would lead and implement the performance management review project in order to engage managers and get them on board with the eventual new process and systems.

References

CIPD. (2015a). The 2013 Profession Map. [Online] Available at:
<https://www.cipd.co.uk/learn/profession-map/2013-profession-map> [Accessed: 17 August 2020]

CIPD. (2015b). *The CIPD Profession Map Our Professional Standards*. [Online] Available at:
https://www.cipd.co.uk/Images/the-cipd-profession-map-standard-format_tcm18-9814.pdf [Accessed: 17 August 2020]

CIPD. (2019). *Employee relations: an introduction*. [Online] Available at:
<https://www.cipd.co.uk/knowledge/fundamentals/relations/employees/factsheet> [Accessed: 21 August 2020]