

Developing Relationships and Workplace Achievements

BMSW5102

Student: Arteom Poleacov 1917562

Lecturer: Nishi Ramsurrun

**Assignment title: Individual Report on - Development of a
plan by meeting the identified personal development needs
and expectations of individual employees in a chosen
organisation**

Table of Contents

Introduction	3
Critical evaluation of the development vehicles available to your organisation	3
Effectiveness of the development vehicles in identifying and satisfying the development needs of the individual employees to meet both individual and organisational success	5
A professional development plan with clear objectives for the chosen company with the suitability, feasibility and acceptability to meet the identified development needs and expectations of individual employees	7
Conclusion	9
References	10

Introduction

The theme of the paper is to deal with the aspects of relationships development for the purpose of attaining workplace achievements. In this consideration, the potential benefits that the organisations can acquire by means of making the development of the individuals within the workplace will be presented. The following factor would be to manage the expectations of individuals in relation to personal development. Different development vehicles are found to be applied by different organisations for fulfilling the requirements of the employees to fulfil the objectives and goals of the organisation. Considering this factor, a detailed plan will be generated by means of reckoning the development needs in relation to an individual in the workplace followed by performance management. The Marks and Spencer organisation is looking forward to closing down different offline stores and looking forward to establishing a strong presence online for enhancing the level of accessibility among the customers. This is where the development of the employees is essential to be done for executing the plan of digital transformation successfully.

Critical evaluation of the development vehicles available to your organisation

The Marks and Spencer organisation is found to have different kinds of development vehicles in the form of tools and techniques that aid in enhancing the levels of performance among the employees. This section will present details regarding those tools that can help the organisation to make the development of the employees for attaining success for both the organisation and the individuals.

Ranking Method

The ranking system within the organisation is properly handled through the HR representatives and the managers. The people from the department of human resources are found to consult with the superiors to offer rank about the subordinates corresponding to the overall performance (Aggarwal & Thakur, 2020). In addition to it, the employees are also provided with the opportunities to rank regarding the performance of another employee within the organisation for testing the relative positions of each of the employees with respect to their job performance.

This development vehicle turns out beneficial because the employees can be ranked directly based on their levels of performance and the evaluation turns out to be pretty easy. However, the drawback that can be presented is that it only mentions whether an employee is a good

performer or a bad performer. But it does not highlight the reasons behind the deficiency of performance.

Critical Incident technique

The next development vehicle that is found to be implemented within the Marks and Spencer organisation is the critical incident technique. In this consideration, the manager is noted to prepare a statement list by including the aspects of ineffective and effective behaviour regarding the employees (Daley, 2020). By means of applying this development vehicle, the managers of the organisation are noted to offer an adequate critical incident regarding the behavioural patterns of the employees involved in a particular project by focusing on a particular duration of time. Once the rating period gets over, the obtained critical incidents are utilised for evaluating the working performance.

The positive sides of this development vehicle are that the performances of the employees in terms of behaviour can be obtained based on specific objectives. Moreover, it is found to avoid the bias of recency. It facilitates in finding out the aspects of strengths and weaknesses of the employees. This method highlights the negative aspects more in comparison to the positive ones and the superiors generally tend to focus on the complaining aspects more and even the employees feel reluctant of the continuous interference of the superiors while working.

Checklists and weighted checklists

The following development vehicle that is used by the HR department of the Marks and Spencer organisation is the checklist along with the weighted checklist. It includes a wide range of statements describing a specific job. Each of the statements is found to acquire a specific scale value or weight associated with it. During the process of employee rating, the supervisor is noted to check all the statements that are found to describe the employee in the closest manner in terms of his or her performance and behaviour under specific circumstances within the job (Wiese & Buckley, 2018). The rating sheet is included with scores by means of averaging the total amount of weights linked to each of the statements and followed by which the construction of a checklist for every specific job having the employees attached to it is done. The final average ratings are evaluated to figure out the extent of performances of the employees within the organisation.

This development vehicle serves pretty essentially in terms of obtaining a detailed understanding regarding the weaknesses and strengths of the employees as it covers multiple areas. It consumes a good amount of time and cost and the managers often find it difficult to make the final assessments.

Management by objectives

The final development vehicle that is utilised by the Marks and Spencer organisation is the Management by Objectives (MBO). In this case, the performances of the employees are evaluated based on the number of objectives are found to accomplish within a specific duration of time in comparison to the expected number of objectives to be met by them (Van Dijk & Schodl, 2019).

It helps in the easy assessment of the employee performances and the highest level of transparency remains maintained. But it is time-consuming and leads to the generation of conflicts in terms of developing objectives.

Effectiveness of the development vehicles in identifying and satisfying the development needs of the individual employees to meet both individual and organisational success

The section above included details regarding different types of development vehicles that are found to be implemented within the Marks and Spencer organisation. The purpose of making assessment and appraisal of the performance levels of the employees working within it. In this consideration, it can be presented that the development vehicles turn out to be effective in terms of identification and satisfying the needs of development in the case of individual employees within the organisation for fulfilling the success criteria of both the organisation and the employees (marksandspencer, 2021). It has been obtained that the organisation is found to make use of different development vehicles for identifying the extent of performances of the employees along with the strengths and weaknesses based on which future measures can be Incorporated for initiating continuous growth and fulfilling the success parameters in the case of the individuals and the organisation.

The initial development vehicle that is found to get applied within the Marks and Spencer organisation is the Ranking method. In this case, the employees are found to get rated by their supervisors regarding the performances which facilitate them to figure out their present scenario and obtain appropriate measures to deal with the situation and make the growth of performance in the upcoming period. However, this tool fails to provide sufficient details corresponding to the justification of the given ratings.

In the quest of dealing with the loopholes of the above tool, it can be presented that the organisation has implemented the critical incident technique to figure out the behaviour patterns of the employees along with the aspects of performance. This is found to offer

sufficient details to the employees regarding the strengths and weaknesses to take future measures to initiate continuous improvement in the rate of performance (al Habibi, 2019). In addition to it, the employees also get the opportunity to sit for a discussion with the superior regarding the areas in which they require brushing up in order to attain performance development and growth and feel satisfied to get opportunities to make growth for them and also contribute to the success of the organisation. But the employees are found to remain dissatisfied regarding the fact that the supervisors within the organisation are found to interfere with each and every moment of working within the premises and keep them continuously concerned about being supervised from different angles.

The organisation is further found to make use of checklists and weighted checklists as development drivers or vehicles for performance appraisals of the employees. This particular development driver is noticed to offer a detailed description regarding the weaknesses and strengths of the employees which either promote or demote their levels of performance (Deb, 2019). As a result, this facilitates the employees within the organisation to attain a detailed understanding regarding the areas in which they require taking measures and make the growth of the extent of performance. But the drawback in this factor is that it is noted to consume a good amount of time and cost for executing the overall assessment in proper detail.

The final vehicle for performance development in the case of the M&S organisation and the associated employees within it is the management by objectives. This particular development vehicle within the organisation offers a clear detail regarding the extent of performances of the employees by making a comparative analysis of the expected objectives to be met by them and the number of objectives met within a specific period of time. It also presents details about the weaknesses and strengths for incorporating future measures within the organisational premises for performance enhancement (Masterson & Taylor, 2019). This is found to help the Marks and Spencer organisation in maintaining the highest level of transparency in terms of performance assessment and measurement for executing the managing operations. But the difficult aspects that have been highlighted in this case is that development and determination of the objectives turn out really difficult and confusing and entirely relies on the perspective of the managers within the organisation.

On an overall basis, it can be stated that the development vehicles in the form of performance appraisal tools and techniques that get applied within the Marks and Spencer organisation serve quite effectively in the context of performance management of the employees. But certain drawbacks can be noted to remain present that are needed to be mitigated for initiating feasible, suitable, and acceptable growth of the organisation by fulfilling the expectations and requirements of the employees.

A professional development plan with clear objectives for the chosen company with the suitability, feasibility and acceptability to meet the identified development needs and expectations of individual employees

This section will present a detailed plan of professional development having clear objectives for the Marks and Spencer organisation. The purpose is to fulfil the identified needs of development along with the expectations of individual employees within the organisation. This is where the parameters of feasibility suitability and acceptability will be majorly highlighted. The proposed plan will comprise four different steps.

Step 1: Preparing the employees

The initial step would focus on generating encouragement among the employees for thinking about their growth within the organisation and accomplishing those. In this case, the department of human resources within the Marks and Spencer organisation would establish different sets of questionnaires and circulate those among the employees for obtaining their opinion corresponding to the requirements and expectations. It will include details regarding the key responsibilities in the case of individuals followed by the skills essential for performing the duties. The third parameter will be the major achievements and their future goals. Moreover, the new initiatives that they would like to handle followed by the skills they look forward to acquiring in the future.

Step 2: Planning the activities of development

The second step in this aspect is planning the activities of development. This is where development plans will be conducted based on specific departments within the organisation and not as a whole. Organisations of external as well as internal training programs for the employees will be done based on their requirements of growth along with coping with the objectives of the organisation in a feasible, suitable, and acceptable manner.

Encouragement of teamwork is expected to initiate major growth for leveraging the extent of output through the addition of responsibilities on the shoulders of the employees. This is expected to initiate accountability within the new procedures as per the performances of the teams. The employees will also be offered appropriate scopes for assisting the managers in the regular operations on a daily basis and even get involved within the business meetings and executing the deals on a timely basis within the organisation.

All the training programs will be organised by keeping in line with the demands and needs of the organisation. The employees within the organisation will also be encouraged to sit having an open mind for conducting interactions with the trainers and clarifying all kinds of doubts and confusion in their mind corresponding to the gain knowledge for making skill development and attaining growth both for themselves and the organisation.

Step 3: Monitoring the performance

The third step in this consideration corresponding to the plan for professional development of the employees within the Marks and Spencer organisation is conducting appropriate monitoring of the performances of the employees on a monthly or quarterly basis. In order to do so, different kinds of tools and techniques for performance appraisal will be implemented within the organisation as a form of development vehicle along with the existing ones. Several drawbacks have been highlighted during the time of analysing the different development skills that get applied within the organisation corresponding to making an assessment of the performance of the employees.

It has been obtained that the implemented development drivers within the organisation in relation to performance appraisal are found to have several loopholes. The organisation will look forward to incorporating different measures to deal with the loopholes within the existing driving vehicles associated with performance within the organisation and implement new drivers for making an assessment of performance and figuring out the strengths and weaknesses of the employees to take future measures. In addition to it, an adequate analysis of the competitor organisations will be done to figure out the exact techniques and tools of performance appraisal that they are using and implement the appropriate ones within the organisation.

Step 4: Creation of confidence

The final step in relation to executing the plan for professional development is about the creation of confidence among the employees within the organisation. The organisation will completely trust the employees and make them feel motivated and satisfied without incorporating any kind of insecurities in their minds. A mindset will be developed among the employees that the organisation supports them in difficult situations and does not always focus on their mistakes. Organisations will always look forward to appreciating the employees whenever they display something creative, innovative and extraordinary. Offering support to the employees would also help the organisation in making them loyal and retain them for long periods of time to maintain business continuity and success by means of attaining a competitive edge through productivity and operations.

Conclusion

It can be concluded that the development vehicles serve pretty essential and crucial roles of performance appraisal via the application of techniques and tools. The Marks and Spencer organisation is found to apply different development vehicles and found to attain several benefits and degradation. In addition to it, a plan for professional development has been proposed for generating further betterment, in the long run, to attain success in employee development and the success of the organisation.

References

- Aggarwal, A. & Thakur, G.S.M., 2020. Techniques of performance appraisal-a review. *International Journal of Engineering and Advanced Technology (IJEAT)*, 2(3), pp.617-21.
- al Habibi, B., 2019. *HR practices of Marks & Spencer, Selfridges, Primark, and Sainsbury's*. Doctoral dissertation.
- Daley, D.M., 2020. *Performance appraisal in the public sector: Techniques and applications*. Abc-clio.
- Deb, T., 2019. *Performance appraisal and management*. Excel Books.
- marks and spencer, 2021. *PERFORMANCE SUMMARY - Marks & Spencer*. [Online] Available at: https://corporate.marksandspencer.com/annual-report-2018/mands_plana_2018_performance.pdf [Accessed 2021].
- Masterson, S.S. & Taylor, M.S., 2019. Total quality management and performance appraisal: An integrative perspective. *Journal of Quality Management*, 1(1), pp.67-89.
- Van Dijk, D. & Schodl, M.M., 2019. Performance appraisal and evaluation. In *International Encyclopedia of the Social & Behavioral Sciences: Second Edition*., 2019. Elsevier Inc.
- Wiese, D.S. & Buckley, M.R., 2018. The evolution of the performance appraisal process. *Journal of Management History*, 5(2), pp.18-27.