

Developing Relationships and Workplace Achievement

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Introduction

The overall purpose of this essay is to demonstrate and discuss the development requirements that every organisation should use to develop the needs of the individual. There will also be an extensive report on the benefits of certain development methods and techniques within the workplace.

The case study used within this essay will be one of which I currently work with: MCS Cleaning Services LTD, I will therefore be focusing on how the topics mentioned, theories and development methods apply to MCS and how it will create an impact on this organisation and the benefits of the result it will have.

Examining the expectations and requirements of people

Within an organisation, it is important to acknowledge the fact that there will always be expectations and these expectations always need to be met to a certain extent to therefore ensure that work flows easier and less conflicts arise. For this to be constant there needs to be a consensus between what each person, whether employees, employers or clients, expect and what they actually are “permitted” to accept.

“Abraham Maslow’s big idea was that we all have a hierarchy of needs: once our basic physiological and safety needs are fulfilled, we seek love and belongingness, then self-esteem and prestige, and finally self-actualization”. This can be found as reasonable as if we look toward every aspect, if your basic requirements aren’t met then it is challenging to focus on anything other than that.

When examining the expectations of an employee, we presumably assume that their aim is to have a sense of security, achievement and purpose within a workforce. It would be their key goal to not have to worry about having to be on the lookout for another employment in case this one doesn’t work out, or having to work overtime in case the salary doesn’t fit their bills, this would be them expecting the ‘basic requirements’. Most employees will desire a field of work where they believe they can grow, be trained, provided with a sense of purpose fulfilment and at the least, have an atmosphere where they feel both safe, free to express themselves not ‘forced’ to do anything to guarantee their job.

On the other hand, when examining the expectations of employers, it is rather amusing how simple they believe their expectations to be. In terms of recruitment, they expect the candidate to demonstrate enthusiasm about the organisation, have previous experience, common sense on how to do things and a fast learner. Then once employed the expectation is to “show up” and “do what you get paid for”, which seems easily enough, but then what happens when someone falls sick and doesn’t show up? Or when one candidate is a little slower at picking thing up, lacks a bit of experience. This is where a common ground has to be found, one person, ideally one department, completely dedicated on **human resources**. They’ll lay out the bylaws, the policies that should be followed and essentially lay out the expectations of each that are required to be met.

Career is about employment: having a job that provides autonomy, allows you to use your capabilities, strengths, and promotes your learning and development.

Community is about people: feeling respected, cared for, and recognized by others. It drives our sense of connection and belongingness.

Cause is about purpose: feeling that you make a meaningful contribution, identifying with the organization’s mission, and believing that it changes and causes an effect on the world.

“To know what one really wants,” Maslow argued, “is a considerable psychological achievement.” Our data suggest that people are very clear on what they want at work — and they fundamentally desire and expect the same things. When it comes to an ideal job, most of us are looking for a career, a community, and a cause. These are important motivators whether you’re 21 or 59, working in engineering or sales, in Germany or Brazil or China or USA. We all hope to find a what, a who, and a why.

Developing careers and opportunities for people within the workplace

Both career ladders and career paths are two methods traditionally used in which an employee can progress and develop further within an organisation. Career ladders are essentially the typical progression of positions within a company that is ranked from highest to lowest being based on the amount of responsibility and amount of pay. Career paths on the other hand is more liberal as there are a large variety of ways that it could lead on such as vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

It is a universal fact that employees will feel more appreciated when their employers are more concerned with their growth and development within the workplace therefore when utilising a career development path, the employees will be provided with ongoing mechanism/training and development which will enhance their skills and abilities opening access and opportunities to them along the way enabling them to aspire for more in the career they currently uphold. An example for this would be that an employee will start off as an office cleaner, along their training and experience they may move onto being a hotel housekeeper and by more implementation of development, different techniques and so, they may be promoted to supervisor and that's how it would go on.

The aspect of creating a career path within the organisation has both benefits and threats to an employing company. One of the threats would be the sense of a 'false promise', the possibility of optimizing an employee's expectations in which the company might not be able to fulfil. There's also the fact that discussing and presenting career options, one might take into account on leaving your company and looking for another employer with further opportunities.

On the other hand, the benefits tend to outweigh the negatives very much, for the fact that by investing in development and career opportunities within an organisation, it will provide with a more experienced and skilled base of employees, more dedication and therefore a higher positive impact on the organisation as a whole. The link between career development and motivation of the workforce is very promising, the more the employees tend to feel that they can grow, the more likely it is that they'll remain in the company and dedicate more to the workload. The evidence for this is steadily growing in the large body of research on the link between HR practices and high performing organisations (for example Purcell et al., 2003)

There are several processes that need to be in place in order to have a successful flow in career pathways, the company needs to establish whether the hiring opportunities will be let out to people who don't have much experience, if the managers will be happy to train these candidates and therefore implement the development and techniques of training to these people and therefore providing access to a higher base of opportunity within the workforce. The appraisal process usually provides information, which is then used in internal selection decisions, and so this also influences careers.

Managing performance and succession planning

As a development tool, performance management is able to assist your employees on growth and developments within the workplace alongside increasing their engagement at work. By integrating management of performance into the organisations' practices, you are bound to have the desired result of the company working together seamlessly.

Succession planning on the other hand is more of a future-focused strategy, its initiative is to help to identify the key roles within the workforce, build succession benches and develop train high-potential candidates for promotions.

Both methods, especially when combined, can lead you to having a great amount of qualified, trained candidates for the future of your company. The keynote for these processes is that the focus is the employee, you will have to invest in their growth and development to ensure that, when their time comes, they will be prepared. One way of doing this is to take a look at the career ladder laid out for the employee under analysis, this will help them understand their career expectations and ambitions. Take the time to 'get to know' the employee in a closer professional basis, to know whether they seem like the correct candidate for the process, this can help catch employees who are uncertain about their future within the organisation. Performance management can not only help you spot employees who may be flight risks but can also help you bring them back on board with opportunities to grow their skills and take on new responsibilities.

The next viable step would be to further develop their talents. The secret to this being successful is to identify their talent that will benefit the company. In succession, you have to first look at the success profile of the role you have deemed the employee is a viable candidate for. You will then identify their development areas and strengths with a succession candidate profile.

You have to maintain a track on the employee's progress, ensure that there is a paper trail of their goals, accomplishments even failures. This will help to identify what level the employee is at, if they are acting according to expectations and if they are actually leading to the role you have planned for them.

Succession planning and performance management both provide us with an image of employee success and motivation at a company level. Use the information collected from individual sessions to discover how many employees are engaged in talent development efforts. You can use these results as feedback to the development programs used within your company, seeing if they are successful or if you need to place the resources of the company to better use.

Support structures within an organization

To remain both flexible and reliable, there needs to be certain structures within an organisation to help this happen smoothly. There needs to be a support system in place, for both the employees and even the employers. It is highly recommended to build a structure, combined of people/sectors that are in place simply to help maintain the 'harmony' and organisation within a company.

Human Resources is one of the most needed sectors needed to maintain constant support within an organisation. The diverse strategies, policies and structures that HR creates is immense. The impact of a flexible work schedule, telecommunication, dividing work duties and the promise of flexibility and adaptation can help employees to have a more satisfied workplace. By creating the base of hiring policies which specifically inform on the schedule, flexibility, opportunity, this all helps to attract the right people and attitude toward your workplace.

Management within a company is a 'make it or break it' point, your managers will create the structure within the actual work atmosphere, they should be the main 'go to' for help, advice, training. They should also be consistent and understanding as the manager-staff relationship can consequence in either benefits or negatives within an organisation. A detailed policy must be in place and followed as this will ensure that once trained correctly, the manager will be able to participate in the higher structure, proving more organisation and less 'exceptions' of certain actions within a workplace. The ideal is that the 'cleaners' can fall on their supervisors, who can fall on their managers who if needed fall on to a higher source. This would fall under the hierarchical organisational structure.

A matrix structure would essentially provide reporting levels horizontally and vertically. Employees may be part of a functional group such as a housekeeper but may serve on a team that supports new product development such as a deep cleaning service. This ensures that employees have responsibilities for a project, despite also having responsibility for their department. But there must be caution as employees must have the ability to successfully prioritize their work responsibilities as they will tend to have more than one person to answer to.

You also have the functional organisational structure which is the most common among organisations. There are different sectors, such as accounting, purchasing, human resources yet each of them is organised separately and manage themselves independent of other sectors. Within this, it's more of a triangle structure, all managers report to one director or general manager who then holds responsibility for all operational sectors.

A considerate amount of time and thought must go into the design of an organisation's support structure. This is crucial so employees have an image of how the organisation

functions and comprehends the chain-of-command. Working within a specific structure, with good communication processes and work-flows, help to ensure efficient management of resources – people, time and money.

Formal Performance Appraisal

Most organisations have a form of formal performance appraisal; when there is a system set up which involves both guidelines, meetings and regular reviews, interviews, forms. All of this is conducted to ensure that the correct form of training, developing, management is occurring. You must ensure that you are both well organised and prepared if you are in charge of the formal appraisal yourself, your preparation must be thorough and detailed. Generally, performance review meeting will be set up, during this you will have to evaluate both the training methods of your managers/supervisors alongside the performance of the employees under evaluation. Within this meeting you must identify what has been achieved, what you plan on being achieved and what developments need to be made and how they will be met.

Before a formal appraisal is planned and performed, there must be informal appraisals so that no member is taken by outright surprise, being it good or bad. When preparing for the Formal Appraisal make sure that all notes that have been taken throughout the time period have been included, that ups and downs are recorded. Ask the person being evaluated to consider their own performance (personal appraisal) and prepare the questions they should ponder on. Always review the goals which have been set, view how this has played out and the success rate.

It is key that this be taken as a professional matter, that this isn't viewed as personal, it's a complete period for feedback on issues that affected their performance and therefore held a consequence on the organisation as a whole.

There are many forms of providing employee feedback in a smother matter, therefore making the job easier for the person giving and the person receiving the feedback. Most of the time it's best to avoid unsolicited advice, especially when its constant as generally the employee won't take it as helpful and will end up being more stressed out on the occasion. When feedback is given it is a MUST that you be specific, don't say "you cleaned the toilet incorrectly" tell them what was forgotten, show them how it can be improved. Be specific and if needed demonstrate, sometimes employees will feel timid to ask how they can improve therefore demonstration is still one of the best things. Bear in mind that empathy is needed on every level, don't come off as cold, show them you understand why the mistake may have been made, place a scenario where it's happened before by someone else, just ensure that they take the feedback seriously. Don't wait for some the arranged time to give the feedback, whilst you wait they make the same mistake 10x more, when this can be avoided attempt to handle it within the

best way. It is critical to never criticize publicly, if the person is a trainee or has been with the company for years, no one likes feeling humiliated or exposed by their mistakes. Remember, to help improve is always the aim of the feedback, not to leave someone upset or feeling they can't make things better.

Learning styles and the range of training/development opportunities available.

There are several different styles of learning within the organisations. The correct method will depend and adapt differently on every employee. As an organization attracts different types of personality types, leadership teams need to understand how to adapt their management style to provide the best environment possible for each employee to succeed.

'The Student' style fits best for visual and verbal learners. These learners usually work best in a holistic learning environment where they can both listen and visualise the information. The best method to teach this style of student is by supplementing a conversation with both visual examples such as graphs, forms, photos even, ensure that everything demonstrated is supported verbally so that they consume all the given information. This specific method encourages those who will be best doing research for upcoming projects, identifying details, planning methods.

'The Independent' style fits best visual yet non-verbal learners. These learners ideally work best in a more quiet, isolated environment, not depending on an extreme amount on training from others. They make the best independent workers and usually will tend to get the job done easier alone.

You then have 'The Conversationalist' who are fitted best by auditory and visual learners. They enjoy asking questions and answering them as well, their ideal form of learning is talking through it, presenting new ideas and solutions and often are very skilled on writing responses and reports. These people tend to work best within a noisier environment, amongst people.

'The hands-on learner' fits best those who are tactile and kinaesthetic. These are people that will only learn how to make a cake, by making a cake. They tend to learn based on trial and error which can be quite difficult in some workplaces. Bear in mind

that only around 5% of the population tend to learn like this, they tend to make good mentors, demonstration etc.

When it comes to teaching and training within the work environment then you have to be quite strategic, analyse the personality of the employee beforehand in order to avoid wasting time on the incorrect method and approach.

It is extremely important that one feels that there is room for improvement and that training shall be provided for those in need of it. An evolved organisation understands that the key to having good employees is enabling them to feel that they are needed, that they are doing a good job and that they are growing within the company. Providing methods of development within an organisation is of extreme importance, usually designed by HR, it's the best way of providing opportunities within the workplace, its cost effective and also provides a good image to those looking from outside.

Below you will find attachments from my presentation created for this same subject.



Objectives of training and development

The aim and purpose of training is to ensure that the company will benefit by achieving its final goal by using resources to enhance the performance of the employees that your organisation already holds.

- To enhance and enrich the performance of your employees whilst also presenting them with new capabilities.
- To be able to lower the percentage of hiring only experienced professionals that already hold all the abilities.
- Enable individuals to find themselves and nurture within the organisation therefore in regards of potential, HR is able to help them from within the organisation.
- Use this as an opportunity of promoting and transfer within the company, providing the opportunity of growth.
- Also an inexpensive option alternate to hiring experienced people and still having to provide basic training.



Training and development as a competitive advantage

“We have significantly increased the number of people able to design and deliver training internally and reduced our external training costs, which means it is simpler for our staff, cheaper for MCS and better for customers.”

- By providing better training systems and methods, for e.g: externally training managers who are then able to internally train the supervisors who will train staff.
- The flexibility it enables as those who have been trained in several sectors (several locations) are able to relocate easily, even provide cover or any feedback of the training process itself.
- The Process ensures that we identify those who don't lack potential and motivation, yet lack the resources required to go ahead.
- These employees will also feel valued by the company as we are investing in them and not replacing them therefore hardly ever asking to leave the company due to feeling undervalued.

Conclusion

Overall, development methods are critical to make sure that an organisation and all the individuals within the organisation are benefitted and provide a higher success rate both personally and professionally. Motivation is a key element that is used in most organisations which aim for all employees whether they are both engaged and disengaged within the workplace, this is suggested by Middleton and Perks, (2014). Maslow Hierarchy of Needs is a prime theory which is both straightforward to comprehend and explores how to better employee and employment satisfaction by meeting an individuals' basic physical, biological, social and physiological needs (Badubi, 2017). Organisations that choose to use development methods can gain the benefits, from higher productivity, improved work, obedience to best standards and employees' satisfaction and preservation (Ashdown, 2018).

Performance management can best described as a process where the environment at work permits individuals to perform to the best of their capabilities, by providing the needs to make this succeed and comprehending how an employee performs in order to enhance that performance level (CIPD, 2019). Four key needs, which are capability, culture, communication and constraints, which potentially meets all employees necessities and brings benefits to the organisation (ACAS, 2019).

Overall, it is proved that an individual has designed a personal development plan which includes, all qualification and the specific job role they are expected to be in the future. The PDP shows what they desire being able to do and how they will measure their success as well as indicating their objectives and how they intend to implement in what they have developed.

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