

**BA (Hons) Leadership and Management Skills for the
Workplace**

**Module:
Developing Relationships and Workplace Achievements**

**Individual Report:
Development of a plan by meeting the identified personal
development needs and expectations of individual
employees in Tesco**

Student Name: Akos Ludovic Ioan Molnar

Student Number: 2030659

Module Code: BMSW 5102

Lecturer's Name: Aparna Venkatesan

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Abstract

This report explores the importance of developing individuals in the workplace, with a specific focus on Tesco. The report highlights the potential benefits of employee development, including increased job satisfaction, higher retention rates, and improved productivity. It also discusses the different HR development vehicles available at Tesco, such as training, coaching, and mentoring, and assesses their suitability in meeting the identified development needs and expectations of individual employees. To guide Tesco's professional development efforts, the report presents five SMART objectives tailored to meet the specific needs and expectations of individual employees. These objectives cover a range of areas, including leadership development, performance management, and project management. Finally, the report proposes a comprehensive professional development plan for Tesco, which includes priority, activities, resources, start and target dates, and evaluation criteria. By following this plan, Tesco can ensure that its professional development efforts are effective, efficient, and aligned with the needs and expectations of individual employees.

Introduction

Developing individuals in the workplace refers to the process of providing opportunities for employees to acquire new knowledge, skills, and competencies that will enhance their performance and potential for future growth. It involves the provision of training, coaching, mentoring, and other learning and development opportunities to support employee growth and development (Anthony et al., 2002). Developing individuals in the workplace is crucial as it promotes employee engagement, job satisfaction, and retention, while also improving productivity and supporting organizational success. By investing in the development of their employees, organizations can build a highly skilled and motivated workforce that is capable of meeting current and future challenges. By considering the significance of developing individuals, this report focuses on the professional development of individual employees at Tesco, exploring the potential benefits of employee development for both the individuals and the company. The report discusses the different HR development vehicles available at Tesco, including training, coaching, and mentoring, and assesses their suitability in meeting the identified development needs and expectations of individual employees. The report also presents five SMART objectives to guide Tesco's professional development efforts, each tailored to meet the specific needs and expectations of individual employees. The objectives cover a range of areas, including leadership

development, performance management, and project management. Finally, the report presents a comprehensive professional development plan for Tesco to meet the identified development needs and expectations of individual employees based on the SMART objectives. The plan includes priority, activities, resources, start and target dates, and evaluation criteria to ensure that the development efforts are effective and efficient.

Background of Tesco

Tesco is a British multinational grocery and general merchandise retailer with a history dating back to 1919. Tesco has a strong reputation as a reputable employer with a focus on training and development. The company has various initiatives aimed at developing and supporting its employees, including training programs, apprenticeships, and leadership development schemes. Additionally, Tesco has a strong corporate social responsibility program, which includes initiatives focused on education, community development, and environmental sustainability. Tesco's focus on employee development and social responsibility makes it an attractive employer for individuals looking to grow and make a positive impact (Tesco Plc., 2022).



Figure: Tesco Plc (Tesco Plc., 2022)

Benefits to Tesco of developing individuals in the workplace

Developing individuals in the workplace can have numerous benefits for Tesco. First, it can increase employee engagement and motivation, leading to improved job performance and productivity. This can result in better customer service and increased profitability for the company. Additionally, employee development can lead to improved retention rates, reducing the costs associated with high turnover (Blass, 2011). By investing in employee training and development, Tesco can also develop a skilled workforce capable of taking on new challenges and driving innovation within the company. Moreover, promoting individual development can enhance Tesco's reputation as an employer, attracting and retaining top talent. Finally, by supporting the growth and development of its employees, Tesco can positively impact the wider community, contributing to social and economic development.

Managing an individual's expectations in respect of personal development

Managing an individual's expectations in respect to personal development requires clear communication and setting realistic goals. It is essential to have an open and honest dialogue with the individual to understand their aspirations, skills, and areas for improvement. Based on this, a development plan can be created, including specific goals and milestones. It is crucial to ensure that the goals set are achievable and aligned with the individual's career aspirations, taking into account their current level of experience and expertise. Regular progress reviews should be conducted to monitor progress and identify any necessary adjustments to the plan (Anthony et al., 2002). Clear communication of the development plan, expectations, and progress can help to manage the individual's expectations and ensure that they are motivated and engaged in the process.

Different types of HR development vehicles

There are various HR development vehicles that organizations can use to support employee development and career progression. One of the most common methods is training and development programs, which can be delivered through in-house training, workshops, e-learning, or external training providers. Coaching and mentoring programs can also be effective in developing specific skills and providing guidance for career advancement. Apprenticeships and graduate schemes can be used to attract and develop young talent, while job rotation and

secondment opportunities can provide employees with exposure to different areas of the organization (Noe et al., 2019). Leadership development programs can help to identify and develop future leaders within the organization. Finally, job enrichment, stretch assignments, and project-based work can provide employees with opportunities to develop new skills and gain experience outside of their usual responsibilities.

The HR development vehicles available in Tesco

Tesco offers a range of HR development vehicles to support employee development and career progression. The examples are training and development programs, apprenticeships, leadership development schemes, etc. These development vehicles are discussed below:

Training and development programs

Tesco offers a wide range of training and development programs to its employees, including online training modules, on-the-job training, and in-house training sessions. For example, the company offers a training program called "Steps to Success," which is designed to help new employees develop the skills and knowledge required for their role. Another example is the "Grow Your Own" program, which is aimed at developing team leaders within the organization. The program involves a series of workshops and coaching sessions to help employees develop the skills needed to lead a team effectively (Tesco Plc., 2022).

Apprenticeships

Tesco offers various apprenticeships and graduate schemes to attract and develop young talent. For example, the company offers a Finance Graduate Scheme, which is designed to develop graduates' skills in finance and accounting. The scheme includes a series of rotations, providing participants with exposure to different areas of the finance function. Similarly, the company offers an apprenticeship program in logistics, which provides participants with on-the-job training and support to develop their skills in logistics and supply chain management (Beardwell, 2017).

Leadership development schemes

Leadership development schemes are also available at Tesco. They are designed to identify and develop future leaders within the organization. For example, Tesco offers the Leadership Development Program, which is a two-year program that provides participants with the opportunity to develop their leadership skills, work on strategic projects, and gain exposure to senior leaders within the company. The program includes on-the-job training, coaching and

mentoring, and formal training sessions (Noe, 2019).

Evaluation of the development vehicles available in Tesco

Tesco's HR development vehicles are appropriate in meeting the development needs of individual employees, as they offer a range of options to support employees at different levels and stages of their career development. The evaluation of different development vehicles is given below:

Evaluation of training and development programs

Training and development programs are beneficial to employees as they provide opportunities to learn new skills and gain knowledge. They can also be completed at the employee's own pace and offer flexibility to fit around work commitments. The main drawback of online learning is that it can be less interactive and hands-on than in-person training, which may be less engaging for some learners. In-person workshops and coaching and mentoring programs can offer a more personalized approach and allow for more interaction and feedback, but may be less flexible in terms of scheduling (Anthony et al., 2002).

Evaluation of apprenticeships

Apprenticeships are a valuable HR development vehicle, particularly for employees who are new to the industry or want to progress in their current role. Apprenticeships offer practical experience and qualifications, enabling employees to develop skills that are relevant to their current and future roles. The main benefit of apprenticeships is that employees can earn while they learn, which can be particularly appealing for those who may not have the financial means to pursue further education or training. The main drawback is that apprenticeships may require a significant time commitment, which may not be feasible for some employees who have other commitments outside of work (Goldstein and Ford 2002).

Evaluation of leadership development schemes

Leadership development schemes are appropriate for employees who are interested in developing their leadership skills and progressing into more senior roles. These programs offer exposure to senior leaders within the organization and provide opportunities to work on strategic projects. Leadership development schemes are beneficial as they offer a structured approach to leadership development, allowing employees to develop skills in areas such as communication, decision-making, and strategic thinking. However, leadership development schemes may not be suitable for all employees, particularly those who are not interested in leadership roles or do not have the necessary skills or experience to participate in the program (Noe, 2019).

Evaluation of the HR development vehicles

In terms of benefits, HR development vehicles can increase employee engagement and motivation, resulting in improved job performance and productivity. For example, training and development programs can provide employees with the skills and knowledge they need to perform their job effectively, resulting in better customer service and increased profitability for the company. Additionally, HR development vehicles can improve retention rates by offering employees opportunities to develop their skills and progress in their careers, reducing the costs associated with high turnover (Anthony et al., 2002). Moreover, HR development vehicles can enhance Tesco's reputation as an employer, attracting and retaining top talent. This can be particularly important in a competitive labour market, where companies need to offer attractive development opportunities to remain competitive. HR development vehicles can also have wider societal benefits, contributing to social and economic development by developing a skilled workforce.

However, there are also drawbacks to HR development vehicles. For example, some development programs may require a significant time commitment, which may be challenging for employees who have other commitments outside of work. Additionally, some programs may be expensive to implement, which may be a barrier for smaller organizations (Noe, 2019). Moreover, some employees may not be interested in participating in development programs or may not have the necessary skills or experience to participate in certain programs.

The development needs and expectations of an individual employees in Tesco

Identifying the development needs and expectations of individual employees in Tesco involves understanding their current skills, knowledge, and career aspirations. Some development needs and expectations may include enhancing communication skills, improving customer service, acquiring technical skills, or developing leadership abilities. Additionally, employees may have specific expectations for their development, such as gaining a promotion or taking on a more challenging role (Latham, 2015). It is essential to involve employees in identifying their development needs and expectations through regular performance reviews and development discussions. This ensures that development opportunities are tailored to their individual needs and aspirations, increasing the likelihood of employee engagement and motivation.

Five SMART objectives for Tesco

Below section discussed five SMART objectives for Tesco to meet the development needs of the employees. These objectives are SMART - specific, measurable, achievable, relevant, and time-bound. They are suitable and feasible as they align with the identified development needs and expectations of individual employees in Tesco (Noe, 2019). They are also acceptable as they are achievable within the given timeframe and are likely to result in improved employee engagement, retention, and performance, ultimately contributing to the long-term success of the company.

These are:

SMART Objective 1

By the end of Q3 2023, 90% of customer-facing employees will complete a customer service training program to improve their communication and problem-solving skills, as identified through performance reviews.

SMART Objective 2

By the end of Q4 2023, all employees in the IT department will complete a technical training program to enhance their technical skills, as identified through performance reviews and development discussions.

SMART Objective 3

By the end of Q2 2024, 50% of employees in leadership positions will complete a leadership development program to improve their strategic thinking and decision-making abilities, as identified through development discussions.

SMART Objective 4

By the end of Q1 2024, 80% of employees in the supply chain department will complete a supply chain management training program to enhance their knowledge and skills in this area, as identified through performance reviews and development discussions.

SMART Objective 5

By the end of Q3 2023, all employees will have a development plan in place, including specific goals and objectives, as identified through performance reviews and development discussions, to ensure development opportunities are tailored to individual needs and aspirations.

A professional development plan for Tesco based on SMART objectives

This development plan aims to meet the identified development needs and expectations of individual employees in Tesco. The plan includes five SMART objectives, priority, activities, resources required, start date, target date, and evaluation (CIPD, 2021). The plan is:

Obj.	Priority	Activities	Resources	Start date	Target date	Evaluation
1	High	Develop a customer service training program that includes communication and problem-solving skills Deliver training through a combination of classroom-based learning and on-the-job training Provide feedback and coaching to employees to reinforce learning (Noe, 2019)	Trainers with experience in customer service training Training materials, including videos and handouts Classroom space Technology to support on-the-job training	Q1 2023	Q3 2023	Conduct pre- and post-training assessments to measure improvement in communication and problem-solving skills Monitor customer feedback to determine if there are improvements in customer satisfaction scores (Anthony, 2002)

2	Medium	Develop a technical training program that includes training in specific software and hardware tools used in the IT department Deliver training through a combination of classroom-based learning and hands-on experience Provide opportunities for employees to practice their skills in a simulated environment (Kolb, 2014)	Trainers with experience in IT training Training materials, including software and hardware tools Classroom space Simulated environment for hands-on training	Q2 2023	Q4 2023	Conduct pre- and post-training assessments to measure improvement in technical skills Monitor the number of IT-related incidents to determine if there is a decrease in incidents as a result of improved skills (Noe, 2019)
3	High	Develop a leadership development program that includes training in strategic thinking, decision-making, and team management Deliver training through a combination of classroom-based learning and coaching Provide opportunities for employees to practice their skills through leadership projects (DeCenzo and Robbins, 2016)	Trainers with experience in leadership development Training materials, including case studies and leadership books Classroom space Coaching resources	Q3 2023	Q1 2024	Conduct pre- and post-training assessments to measure improvement in strategic thinking, decision-making, and team management skills Monitor employee engagement scores to determine if there is an increase in engagement among employees who have completed the leadership development program (Latham,

						2015).
4	High	Develop a supply chain management training program that includes training in inventory management, logistics, and transportation Deliver training through a combination of classroom-based learning and on-the-job training Provide opportunities for employees to practice their skills in a simulated environment (Blass, 2011)	Trainers with experience in supply chain management Training materials, including case studies and simulations Classroom space Technology to support on-the-job training	Q3 2023	Q1 2024	Conduct pre- and post-training assessments to measure improvement in supply chain management skills Monitor inventory management metrics to determine if there is an improvement in inventory accuracy and reduction in waste (Breadwell, 2017)
5	High	Conduct regular performance reviews to identify development needs and aspirations of individual employees Develop individual development plans for each employee that includes specific goals and objectives Provide support and resources to employees to achieve their development goals (Kolb, 2014)	HR staff to conduct performance reviews and develop individual development plans Training and development resources to support employees	Q4 2023	Q2 2024	The evaluation of this objective will be based on the employee's ability to manage projects effectively and efficiently, as well as feedback from project stakeholders. The employee's manager will regularly review their progress and provide guidance and support as needed.

By following this plan, Tesco can ensure that its professional development efforts are effective, efficient, and aligned with the needs and expectations of individual employees.

Conclusion

This report has highlighted the importance of professional development in meeting the development needs and expectations of individual employees at Tesco. The report has explored the potential benefits of employee development for both the individual employees and the company, such as increased job satisfaction, higher retention rates, and improved productivity. The report has also presented a range of HR development vehicles available at Tesco and assessed their suitability in meeting the identified development needs and expectations of individual employees. In addition, the report has proposed five SMART objectives tailored to meet the specific needs and expectations of individual employees, covering areas such as leadership development, performance management, and project management. Finally, the report has presented a comprehensive professional development plan for Tesco based on the SMART objectives, which includes priority, activities, resources, start and target dates, and evaluation criteria. By following this plan, Tesco can ensure that its professional development efforts are effective, efficient, and aligned with the needs and expectations of individual employees.

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