

BA Leadership and Management Skills for the Workplace

Student Name: Mohammed Amin

Student No: 1604230

Module Title: Developing Relationship and Workplace Achievement

Module Code: BMSK5002_LON

Lecture's Name's: Ze Zook

Table of Contents

Introduction.....	1
Examining the expectations and requirements of people	2
Administering people in accordance with guidelines and career pathways	4
Managing career development of people.....	5
Managing performance and succession planning	6
Techniques for supervision and formal appraisal	9
Methods of ensuring fair and objective appraisal	10
Reporting performance appraisal.....	11
Learning styles and the range of development opportunities	13
Mechanisms to provide appropriate feedback to individuals	15
Career development strategies	16
Conclusion	18
References.....	19

Introduction

Career development can be referred to as the ongoing process of acquiring skills and experiences including job mastery and professional development in order for moving towards a personally determined future (DeSimone and Werner, 2012). Every individual, when joining an organisation, has some inherent expectations and requirements from the organisation. They want to reach a certain position and play certain roles in the future. While the extent to which individuals succeed in reaching their goal is largely dependent on the employees, the role of management is also crucial in this regard. This paper focuses on the individual and management role in ensuring workplace achievements. The paper is based on the case study of Harrods. Harrods is a UK retail brand that is recognised all over the world. Its global reputation and prestige is instilled through its brand values. The paper critically assesses the potential benefits to the organisation of developing individuals in the workplace. Finally, the role of individual and the management in ensuring effective career development is discussed in detail in the paper.

Examining the expectations and requirements of people

Every individual, when joining an organisation, has some inherent expectations and requirements from the organisation. While salary and other monetary rewards remain to be fundamental to why an individual joins an organisation, the expectations they have may vary significantly from person to person and organisation to organisation (Gilley et al., 2010). In order for analysing what employees of Harrods expect of the retail organisation, Maslow's Hierarchy of Needs theory is applied to the case scenario.

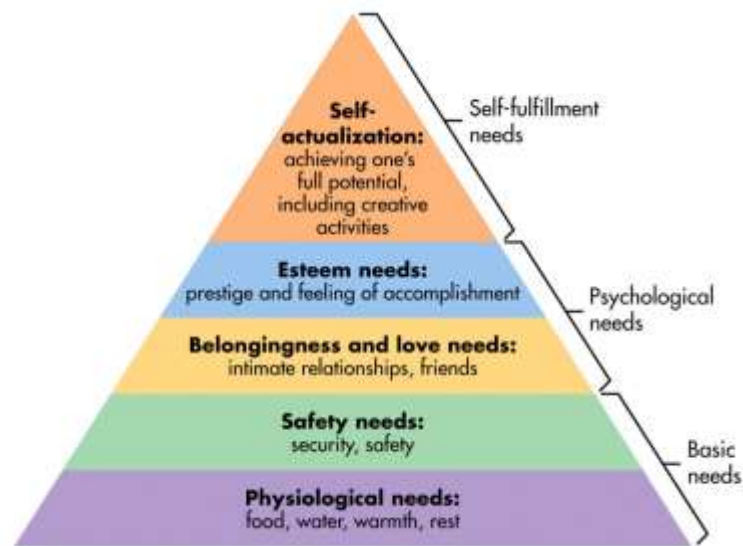


Figure 1: Maslow's Hierarchy of Needs

(Source: Gilley et al., 2010)

Hierarchy of needs theory developed by Abraham Maslow states that there are five stages of human needs which are hierarchically positioned meaning that fulfilment of lower tier needs leads to the rise of upper tier needs (Lloyd, 2010). The most basic and fundamental needs that individual possess are the need physiological needs i.e. need for food, warmth and shelter (Jackson, 2011). Employees of Harrods also have the same physiological need which is a key driver of their involvement with the organisation. They wouldn't be thinking of other needs at Harrods if these basic needs weren't fulfilled properly. For fulfilling these needs, employees at Harrods expect a handsome salary that would help them meet their physiological needs.

After the physiological needs of individuals are fulfilled, the next tier of needs i.e. safety needs arise. Although there could be incongruence among safety needs of different individuals,

financial security, health and wellness and safety against accidents and injuries are usually common among all people (Kirk and Kirk, 2011). The safety needs which employees of Harrods expect of the retailer are job security and safe working environment. For job security, employees expect that they wouldn't be laid off without showing any proper cause which are stated in the employment contract (Lloyd, 2010). As per safe working environment, they expect Harrods to ensure a working environment that abides by all the safety laws and regulations.

Social needs are the next tier of needs when individuals get their safety needs fulfilled. Social needs refer to individuals need for love and belongingness (DeSimone and Werner, 2012). Every individual wants to be loved and considered as one vital part of a community. For employees of an organisation, they want to have close relationships with the individuals they have to encounter on a regular basis (Swanson and Holton, 2009). The reputation that Harrods has achieved over time can somewhat be attributed to their friendly working environment which provides employees with a second home where everyone is loved and cared for (Jackson, 2011). Hence, employees at Harrods expect that other personnel will behave in a friendly manner with them and they can form strong relationships with their co-workers.

After the social needs of individuals are fulfilled, the fourth-tier of needs, according to Maslow's hierarchy arises which incorporate the need for recognition and respect (Lloyd, 2010). Once an individual has achieved a lot with respect to having friendly co-workers and a secured job, the respect and recognition of others in the organisation work as a key driver of motivation at this point (Gilley et al., 2010). The expectation of employees of Harrods at this point would be to be recognised and appreciated for their hard work. For this, they want to be a part of crucial decision makings within the organisation.

Self-actualisation needs, the topmost tier of needs, refer to individuals' need for reaching the full potential. Individuals in an organisation at this point are driven by the achievement of everything that they are capable of achieving (Dummies, 2017). Due to its nature, self-actualisation needs of individuals vary significantly from person to person depending on what they want to achieve. The employees of Harrods who have fulfilled their esteem needs, aim to fulfil their self-actualisation needs for which they expect a working environment which provides them with resources and capabilities to utilise their full potential.

Administering people in accordance with guidelines and career pathways

When managers fail to provide the employees with proper directions and guidelines for career development, employees decide to shape their own path which often results in employee turnover (DeSimone and Werner, 2012). The discussions below focus on how Harrods need to administer their employees in accordance with guidelines and career pathways based on the analysis of their case study.

With regards to providing employees with career guidance, one of the most yet easily overlooked issue is deciding when to discuss career development with the employees. Managers usually engage in such discussions when there arises any conflict in the organisation. Such discussions are not spontaneous as they are based on a negative energy (Jackson, 2011). Harrods, therefore, shouldn't wait such negativity to discussion career plan. Rather HR managers at Harrods should sit with employees when everything is running smoothly. Or it can be done when employees are celebrating an achievement as it would be based on positive energy. Harrods can also use their yearly performance review meeting as an opportunity for in-depth career discussion with the employees.

From the insights generated from career discussions with the employees, HR managers at Harrods need to provide their employees with suggestions on action strategies for the achievement of the career goals (Swanson and Holton, 2009). While there is no arguing that Harrods management must recommend their employees with training and development strategies, they need to be based on in-depth analysis of employee strengths and weaknesses which can be done through personal SWOT analysis of individual employees (Dummies, 2017). The role a particular employee intends to reach in future must be analysed by the management for assessing whether any certifications or qualifications are needed for playing that role. Harrods should also encourage their employees on networking with other specialists from various departments from which they can gather valuable industry insights and career guidance (Kirk and Kirk, 2011). Although it is totally dependent on individual employee's motivation as to how they can form strong relationships and harness the networks, managers at Harrods must assist them by making crucial introductions (Gilley et al., 2010). Regular check-up of individual

progress should also be conducted in order for making sure that employees are progressing in accordance with the guidance.

Managing career development of people

Career development can be referred to as the ongoing process of acquiring skills and experiences including job mastery and professional development in order for moving towards a personally determined future (Swanson and Holton, 2009). Simply speaking, career development is the growth of individuals within organisational contexts through which they progress towards the career goals (Jackson, 2011). While the effectiveness or extent of career development depends on the motivation and drive of individual employees, HR managers can play significant roles in managing the career development of employees. The discussions below focus on the roles that HR managers at Harrods should play for effective management of their employees' career development.

Coach

The most significant career management role that HR managers at Harrods can play is the role of coach (Lloyd, 2010). Under this role, the managers need to develop an environment of open communication and trust and form strong relationship with the employees so that individual strengths, weaknesses, interests, and values can be clearly identified and assessed (Kirk and Kirk, 2011). Employees at Harrods need to be encouraged by managers to engage themselves in two-way dialogues. As coach, managers should also help employees learn how to identify own strengths and weaknesses.

Advisor

The role of advisor is perhaps the most ignored role by HR managers which often leads to high employee turnover as employees find themselves without any purpose or goal in absence of proper advice. Under this role, employees of Harrods need to be provided with organisational information, realities, and resources by HR managers (Gilley et al., 2010). As advisors, HR managers need to help them develop realistic career goals which align with both organisational goals and individual development goals (Swart et al., 2013). Employees at Harrods should also be advised about the feasibility of various career options open to them.

Appraiser

Matching of career opportunities with individual skills and capabilities is not possible without appraisal of performance at regular intervals (Swart et al., 2013). The role that HR managers at Harrods can play as appraisers is evaluating the performance of their employees and communicating the findings with the employees in an open and candid manner so that they can easily be related to potential career opportunities. Continual feedback is crucial in this regard.

Referral Agent

Under this role, the responsibility of HR managers at Harrods is to make sure that employees have sufficient contacts and resources in order for meeting their goals. Employees need to be provided with experiences and exposures for developing contacts (Dummies, 2017). Harrods' HR managers can develop committees and task forces in order to ensure optimum experiences and exposures for employees.

Managing performance and succession planning

Succession planning can be referred to as the process of development of talents in order for replacing executive, leadership or other key employees when they take other roles, retire, leave the company or die (Kirk and Kirk, 2011). Through succession planning business organizations ensure that there are capable employees with required skills and expertise for playing an available role. Succession planning is crucial for ensuring long-term sustainability of business management especially for large organisations. The discussions below incorporate straightforward steps that Harrods management should follow for ensuring optimum management of their succession planning.

Assessing Company Visions and Growth Plans

Identifying the visions, missions and values of an organisation is crucial as they are strong indicator of future staffing needs of the organisation (DeSimone and Werner, 2012). Hence, Harrods management needs to assess their visions and growth plans for identifying future needs. Instead of Crystal Ball, Harrods need to use the existing forecasting tools such as budget

forecasts and strategic plans for assessing personnel requirements at different level and for different departments at future.

Creating an Inventory of Existing Skills Set

One of the most crucial and integral part of a succession planning is the assessment of existing skills set of the employees (Gilley et al., 2010). This step is crucial as HR managers at Harrods need to identify what skills and expertise they have in-house. This would help to identify the gaps between the existing skills set and planned skills need. Harrods can use employees' self-evaluation and evaluation by the reporting manager for creating the skills inventory.



Figure 2: Steps in Effective Succession Planning at Harrods

(Source: Jackson, 2011)

Asking Personnel of Their Preferred Destination

While organisations formulate succession planning to ensure availability of employees to play certain roles, it is very crucial that there develops open communication between the employees and HR managers for assessing the preferred future roles of employees (Jackson, 2011). For ensuring an open and transparent succession planning, Harrods management needs to engage in

honest conversations with the employees which will assist them rebalancing the employee mix within the organisation.

Evaluating Individual Future Potential

Although individual within the organisation may their preferred future role within the company, the role of the manager is to assess whether the individual has the required potentials and skills to play that role (Jackson, 2011). For assessing the future potential of their personnel, HR managers at Harrods need to take in to account the current skills, motivation and growth of the employees.

Informing Employees of Succession Potential

One of the most common faults which drive management to withhold information about an employees' potential is the thought that disappointed employees may run for the door and the high potential ones may behave in overly entitled manner (Dummies, 2017). Harrods management, however, needs to inform the employees with high potential about it. Otherwise, they might explore other options.

Grooming Personnel

After the assessment of existing skills set and future potential of personnel, management should use performance management as the tool for helping employees reach their potential. HR managers at Harrods need to ensure succession planning conversations at regular intervals in order for identifying the gaps and close them so that succession can take place (Gilley et al., 2010). Based on individual needs, employees at Harrods need to be groomed through training and development, cross-departmental exposure and stretch assignments.

Offering Retention Programs

All the efforts of a business organisation associated with succession planning go in vain if the employees leave prematurely. To prevent early departures, Harrods management needs to incentivise their employees by offering them various retention programs (DeSimone and Werner, 2012). There are various company benefits which Harrods can offer to their personnel. More

importantly, they need to assess why employees leave for determining the retention packages to be offered to the employees with high potential.

Techniques for supervision and formal appraisal

Performance appraisal, also widely regarded as performance review or employee appraisal, is the process through which the performance of an employee in a particular role over a specific time period is evaluated and documented (Kirk and Kirk, 2011). In order for ensuring that employees within an organisation are growing in the right direction so as to fulfilling organisational as well as individual development needs, performance appraisals at regular intervals are essential. A formal appraisal process within organisational context is depicted in figure 3 below. There is, however, a wide variety of techniques that HR managers can use for conducting supervision and formal appraisal of their employees (Lloyd, 2010). The discussions below incorporate two effective appraisal techniques viz. assessment centre method and behaviourally anchored rating scale which Harrods should use for ensuring proper assessment of personnel.

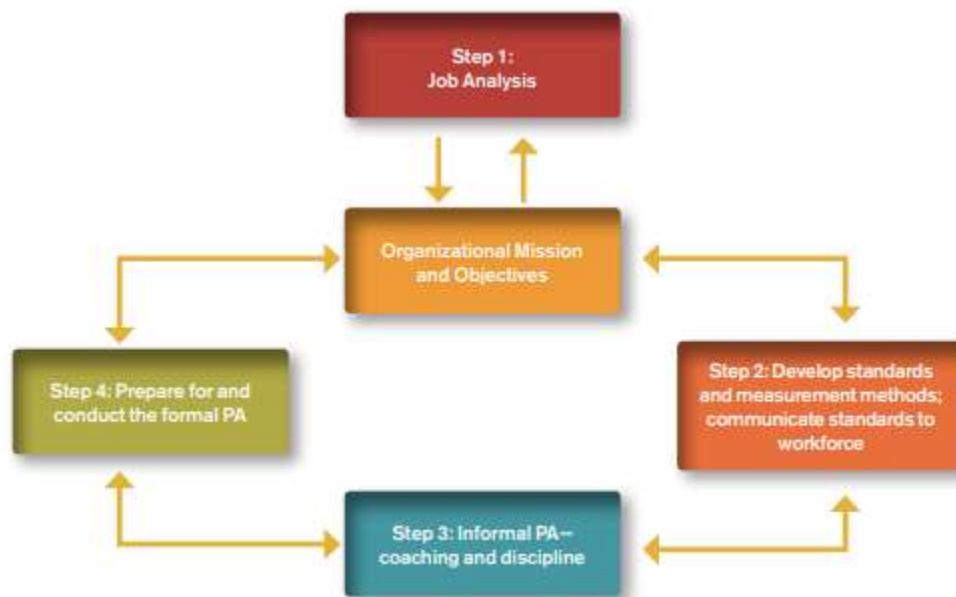


Figure 3: Performance Appraisal Process

(Source: Gilley et al., 2010)

Assessment Centre Method

This formal appraisal method is useful for assessing individuals at senior role and testing candidates in different social scenarios (Lloyd, 2010). Through this technique, Harrods can assess the social skills of their mid and upper level managers' social skills e.g. how they can deal with their subordinates and peer managers in different scenarios (Jackson, 2011). Under this method, Harrods would have to develop different situational exercises for the candidates which can include but not limited to in-basket exercise, role-playing incident and business game (Swart et al., 2013). Different traits of the candidates such as openness, tolerance, introversion/extroversion, acceptability can be assessed through this.

Behaviourally Anchored Rating Scale (BARS)

BARS is one of the latest formal appraisal techniques which is used for incorporating both quantitative and qualitative data while assessing employee performance (DeSimone and Werner, 2012). Under this technique, individual performance of employees at Harrods would be compared with specific examples of behaviour anchored to numerical ratings. Harrods can use critical incident technique or task performance analysis in order for developing the standards for effective and ineffective behaviour (Wall, 2014). By using the Q-sort technique, collected behavioural data need to be sorted into performance dimensions which will later be used as scale anchors for appraising employees.

Methods of ensuring fair and objective appraisal

While employee appraisals are essential for guiding the career development of employees within organisational context, they are often criticised for lacking fairness and objectivity. Unfair and subjective appraisals fail to fulfil the basic needs of the appraisal i.e. to compare personnel performance with industry standards (Kirk and Kirk, 2011). Hence, ensuring fair and objective appraisal is central to effective employee appraisal. The methods or strategies which Harrods could adopt and implement for ensuring fair and objective appraisal are briefly discussed here.

Don't let an HR form dictate the structure of the appraisal

There is no denying the fact that there are some issues and topics which need to be reviewed and addressed from an HR perspective. However, the development of the appraisal structure at Harrods must not be a box ticking exercise where HR dictates the structure of the appraisal (Gilley et al., 2010). Instead, Harrods need to incorporate inputs from both employees and HR managers regarding individual strengths, development needs and potentials.

Avoid vague conclusions

An appraisal loses its objectivity when managers and employees consider it as aimless chats (Marquardt and Engel, 2014). Although it is important to connect on a personal level with the employees, HR managers at Harrods must not overlook the significance of real actions for the future which is the key objective of the appraisal (Dummies, 2017). Hence, HR managers at Harrods need to avoid vague confusions during appraisal meetings and focus on objective actions.

Build a fair performance improvement system

As the key objective of appraisals is to improve the performance of employees, it is essential that Harrods develop a fair performance improvement system thus focusing on objectivity. If any barriers to performance improvement are identified, they need to be removed (Wall, 2014). It would be very unfair to criticise employees on performance shortcomings when its origin can be attributed to something which is beyond the control of the employee.

Reporting performance appraisal

When it comes to performance appraisals, business organisations have a wide variety of choices and decisions to be made which collectively determine the extent to which the whole appraisal is effective in improving employee performance (Jackson, 2011). As performance appraisal is usually a written document or report, optimum care must be taken while preparing the appraisal report. The discussions below incorporate some tips for Harrods HR which they can follow while writing performance reviews of their employees.

Start with positive praise

There is no better way than to starting a performance appraisal with genuine and deliberate praise of the individual appraised along with their accomplishments in the considered time period (Marquardt and Engel, 2014). Although not all employees at Harrods are equally talented or have similar skills and potentials, there must be something positive to be said about every employee. Otherwise, they wouldn't be at Harrods in the first place. While citing praises, specificity needs to be ensured so as to communicating it to employees that Harrods management notice the contributions they make.

Identify goals that were achieved or exceeded

After the specific praising of individual accomplishments, the next section of the appraisal report should encompass the achievement of individual goals throughout the review period. In this section, each goal that the individual has attained need not be mentioned specifically. Harrods need to single out the ones which had significant organisational or departmental impacts.

Identify goals that were not satisfied

Once the accomplishments and successes of employees are identified and discussed, the appraisal report should focus on the goals which the employees of Harrods have failed to meet. While identifying and discussing the failures, fairness needs to be maintained with regards to assessing whether the missed objective is acceptable (Kirk and Kirk, 2011). For instance, if a senior employee of Harrods is on long-term medical leave, the sales performance of the whole team is expected to drop down.

Identify constructive feedback

In the later part of the appraisal, Harrods management should focus on the areas where there are significant opportunities for performance improvements. While providing feedback on performance and suggesting improvement strategies, specificities are significantly crucial (Dummies, 2017). Harrods HR can use examples in this part in order to enhance the objectivity of the appraisal. One mistake that most managers do in this regard is just emphasising on the weaknesses of the employees for performance improvement (Marquardt and Engel, 2014).

Harrods management needs to focus on the strengths of the employees as well which can be maximised to improve performance.

Outline basic expectations for next year

The last section of Harrods's appraisal report should discuss the basic expectations from the employees for the next period. Employees at Harrods can consider this section as a launching point of conversing about their growth and future expectations although it shouldn't be regarded as a formal development plan which many employees mistakenly do (Gilley et al., 2010). It must end with a positive and optimistic tone so that there does not remain any negative emotion which can be triggered through performance discussion or the report.

Learning styles and the range of development opportunities

While there is no alternative to training and development programs for improving the performance of employees through providing them with enhanced knowledge and skills, not all employees can learn them in the similar manner (Jackson, 2011). Different employees might have preference for different learning styles which is why Harrods need to formulate their development and training courses which appeal to all of the employees. For setting the appropriate course of actions for individual training and development, the dynamics of different sort of learners need to be assessed first (Kirk and Kirk, 2011). The discussions below focus on how Harrods should adapt their management approach in response to different learning styles.

Visual/Verbal

Individuals who learn best when they are presented with visual and audio of the information fall under this learner category. As these learners usually prefer quiet and comfortable environment for learning, Harrods must ensure that such learners are provided with preferred learning environment (DeSimone and Werner, 2012). Visual/verbal learners are good at conducting project research and coming up with solutions for critical problems. Harrods, however, must make sure that everything is explained verbally to these learners while presenting visual information.



Figure 4: Different Learning Styles of Employees

(Source: DeSimone and Werner, 2012)

Visual/Nonverbal

As verbal explanation of the topics is less useful for these learners, diagrams and charts are the best tools for this type of learners. Like the visual/verbal learners, they also prefer a quiet environment for learning so that they can grasp the essence of graphs and charts (Jackson, 2011). For such learners, Harrods need to engage them in creative works which incorporate different sorts of designing as they are good at such roles (Gilley et al., 2010). One thing to emphasise on in this regard is that such employees should be provided with maximum independence possible as they dislike and try to avoid too many meetings or discussions.

Auditory/Verbal

These sorts of learners learn best through listening and detailed discussion of problems. Such learners excel the most when they can talk about their ideas and works. While visual/verbal and visual/nonverbal learners prefer a quiet environment for learning, music or background noise help auditory/verbal learners learn and work better (Dummies, 2017). As these learners like to talk things through, Harrods management can do the best in ensuring the success of such workers by being a sounding board for such workers.

Tactile/Kinaesthetic

Such learners learn the best by doing things. Hence, if Harrods management aim to train such employees on something, they need to provide them with in-person simulation (DeSimone and Werner, 2012). For instance, they can manage for a simulation of how to operate a machine properly for the employees who are to be trained on safety procedures. While training can be effective for audio and visual learners, kinaesthetic learners must be provided with physical tasks for properly learning something (Marquardt and Engel, 2014).

Mechanisms to provide appropriate feedback to individuals

Performance feedback can be defined as the on-going discussion between the manager and the employees on the comparison between performance expectation and performance exhibition (Gilley et al., 2010). An effective feedback system aims at improving the performance of the employees by praising good efforts and suggesting strategies for correcting the poor ones. While feedback is essential for performance improvement, it fails to do so in many cases due to the lack of an effective feedback system (Jackson, 2011). The table below focus on the mechanism which Harrods should follow for providing appropriate feedback to individuals.

Table 1: Appropriate Feedback Mechanisms

Mechanism	Discussion
Timing it right	Although yearly performance review is held once at a corporate-mandated time, there are other opportunities for managers to provide feedback to employees at Harrods (Dummies, 2017). For ensuring perfect timing, feedback should be provided when the memories of the issues are fresh in both parties' mind. However, one caveat is that managers at Harrods need to give ample time to cool things down when negative emotions are running high.
Preparing	Feedback is very crucial for individual performance which is why employees take it very seriously. Hence, it is only right that managers at Harrods also take it seriously (Marquardt and Engel, 2014). Like any other important meetings, managers should take sufficient time to

	prepare the feedback discussion.
Ditching the sandwich approach	Sandwich approach where criticisms are provided between two compliments has been criticised for its faults and ineffectiveness in driving individual performance (Kirk and Kirk, 2011). Although this method is used to make the criticisms easier to digest, praises often get diluted. Hence, managers at Harrods should be direct and authentic when aiming to provide negative feedback.
Avoiding gender biases	Although we have come a long way in avoiding biases at workplace, employee feedback has been found to be a key source of gender bias (Gilley et al., 2010). For this, Harrods management must ensure that men and women aren't evaluated differently at the workplace.

Career development strategies

Career development is the ongoing process of acquiring skills and in order for moving towards a personally determined future (Jackson, 2011). The reasons for which a lot of employees fail to grow in accordance with their career development plan is due to the lack of effective development strategies. The table below point out the strategies for career development of employees at Harrods.

Strategy	Discussion
Asking for feedback	Employees can use feedbacks as guidelines for their career progression. Through feedbacks at regular intervals, employees at Harrods can assess their skills needs (Gilley et al., 2010). While yearly performance review held once at a corporate-mandated time is a major source of feedback, employees can resort to supervisors and peer groups for asking performance feedback.
Conducting self-assessments	While other people's opinions are great input to skills assessment, own opinion is also crucial in this regard (Swanson and Holton, 2009). As it is individual employees who have the clearest idea of where they are and where they want to be in future, self-assessments would be instrumental to assessing the gaps and feasibility (Jackson, 2011).

	Personal SWOT analysis, in this regard, can be used as a tool of self-assessment through which individual strengths and weaknesses can be identified.
Engaging in continuous learning	Employees at Harrods need to engage them in lifelong learning whereby they would try to gather new skills and knowledge wherever they are thus enhancing their career scope (Dummies, 2017). Moreover, continuous education will help the employees at Harrods remain up to date with latest technologies and industry trends.
Setting SMART goals	For ensuring proper tracking and progress of career development, setting SMART (specific, measurable, achievable, relevant and time-bound) goals is very crucial (DeSimone and Werner, 2012). Through the setting of SMART goals, employees at Harrods can ensure that they are progressing in the right direction towards their preferred future role within Harrods.

Conclusion

Every individual in a business organisation must have some career goals towards which they will exert their efforts and equip themselves with skills and experiences for achieving those goals. The role of human resource manager of the organisation is very crucial in this regard. Apart from yearly performance reviews, HR managers at Harrods need to engage in continuous discussions with employees for assessing their existing skills set and the required skills to fulfil organisational as well as individual goals. From the insights generated from career discussions with the employees, HR managers at Harrods need to provide their employees with suggestions on action strategies for the achievement of the career goals.

References

- DeSimone, R. and Werner, J. (2012). *Human resource development*. Australia: South-Western/Cengage Learning.
- Dummies, C. (2017). *Career development all-in-one for dummies*. Hoboken, N.J.: John Wiley & Sons.
- Gilley, J., Eggland, S. and Gilley, A. (2010). *Principles of human resource development*. Cambridge, Mass.: Basic Books.
- Jackson, T. (2011). *Career development*. London: Institute of Personnel and Development.
- Kirk, J. and Kirk, L. (2011). *Training games for career development*. New York: McGraw-Hill.
- Lloyd, K. (2010). *Be the boss your employees deserve*. Franklin Lakes, NJ: Career Press.
- Marquardt, M. and Engel, D. (2014). *Global human resource development*. Engelwood Cliffs, N.J.: Prentice Hall.
- Perker, J. (2014). Motivation; employer's obligation and employees demand. *Journal of Management* (2014). P:61-62
- Rascel, J.(2010). New insights into improving employee development. (2010). *Management Report for Nonunion Organizations*, 22(5), pp.7-8.
- Swanson, R. and Holton, E. (2009). *Foundations of Human Resource Development*. San Francisco: Berrett-Koehler Publishers.
- Swart, J., Mann, C., Brown, S. and Price, A. (2013). *Human resource development*.
- Terry, N. and White, P. (2014). The role of pension schemes in recruitment and motivation. *Employee Relations*, 19(2), pp.160-175.
- Wall, B. (2014). *Coaching for emotional intelligence*. New York: Amacom.