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Development of a plan by meeting the identified personal development needs and expectations of individual employees in GlaxoSmithKline

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Introduction

GlaxoSmithKline is one of the prominent pharmaceutical companies of UK which started its journey from 2000 and the company has business across the world. In the present time the company has about 99,000 employees working through the world. The company is very concerned about having skilled employees and makes them upgraded in the next level through developing vehicles like leadership developing program, skills training courses on my learning platform, coaching, mentoring, on the job training, conferences, workshops, simulation, and job rotation etc (Learning and development | GSK, 2021). There have some basic human resource management theories of development like reinforcement theory, experiential learning theory, social learning theory, and theory of learning types etc. which are used in organisational context for development employees. Those theories and vehicles are used by business organisations according to the relevance for developing employees and the employees also have to develop effective plan for personal and professional development in the organisational context. The needs for development of the employees of several departments are different in an organisation, so the development plans are also developed along with development vehicles according to the individual needs (Storey, 2016). In this report, organisational vehicles for development have been illustrate with HRM theories about that in the context GlaxoSmithKline and then a plan of individual development has been prepared.

HRM theories on development

Theory of reinforcement

This is called Skinner's theory of reinforcement according to which training and development programs should be arranged on the basis of organisational objectives and there should have certain outputs of training. Rewards and recognition system should be provided after perfect completion of training and development session as those make employees motivated about completing session successfully and interested about further training and development (Chowdhury, 2006).

Theory of learning types

According to Gagne, there have requirements of skills of five categories like intellectual skills, cognitive skills, attitudes skills, verbal information skills, and motor skills and development trainings should be designed on to those five sectors although those are some skills which are mostly natural.

Theory of experiential learning

Learning with practical experience is the best learning as it is more effective than any other learning process according to this theory as experience helps people in growing maturity and learning power (Dunn, 2002). As in this process, the individual are physically involved, he or she can understand self-progress through test and can understand the effectiveness of development program.

Theory of social learning

According to this theory, there have some skills which can be learned from surroundings rather than any development program, so the business organisation should keep their surroundings and working environment in a way as if the employees can learn through observation (Milhem, Abushamsieh, and others, 2014). Their learning can be grown up through interactions with experienced people, conversations with colleague, formal and informal meeting with the people of the organisation etc.

Organisational vehicles for development

Different vehicles are used by different business organisations according to their relevance in the context, and in the below some vehicles used in GlaxoSmithKline for their global business project have been discussed with other regular methods of development.

Leadership development program: Almost in every year, GSK hires some talented fresher from several countries of the world and then provide learning about different tactics of leadership to them for making them growing up as future leader in the field of business. This is one kind of packaged program of GSK under which there has continuous briefing, instructions, actions to do, activities to participate, individual targets, possible outcomes, and self-tests etc. and after completing the leadership program, the participants get the certificates of completion from the company. This development program of the company has been developed according to the reinforcement theory of learning as there have certain outputs, and recognition after completion.

Skills training courses: There has about 2000 skills training courses offered by GSK to its employees in the learning platform of the company where the employees can take easy access to the learning materials and process to be skilled in any particular sector among the skills of the list (Learning and development | GSK, 2021). This is also under theory of reinforcement which is a selective process of skills developing where the employees can select a sector and then get themselves involved in the learning process. Every skill training has separate materials and tools of learning for the employee and the individuals of the company has access to those at any time they want and even they can prefer their own schedule of learning through the learning platform provided by the company.

Training: This is more specific vehicle of development of individuals within the company which includes several types of formal and informal methods and tools like class, videos, instructions, individual or group assignment etc. for making the individual trained over any sector. For example, to train the HR officers of GSK about global recruitment, the company operates a training program of minimum one month which makes the officers gone through several formal and informal meeting, classes, and experiments to be well known and capable of operating a global recruitment campaign on behalf of the company. For completion of a fruitful training, the active participation of the individuals and interesting delivery of trainers are required and the achieved knowledge and skills from training should be practiced on continuous basis as learning

should be turned into habit through repetition in behavior according to reinforcement theory (DeCenzo, Robbins, and Verhulst, 2016).

Job rotation: This is one of popular methods of development of the employees of the organisation as well as meeting the needs of the individuals as this method is very effective for making individuals matured and personally experienced about. In this method the job role of an individual gets exchanged with his or her colleague for a certain time and in this way through rotation of job with different departments of the organisation, one employee can experience about the tasks and skills required for different job role within a company. The rotation of HR officer's job with an employee of management information system will make the HR officer skilled about the way of decorating quantitative and qualitative data of the organisation and make them useful for managerial decision of the organisation (Lyons, and Bandura, 2013). HR officer of GSK can be able to grow better reasoning skill required for solution making and through job rotation of supervisor, they can learn about supervision of the people of different mentalities working for the company. Job rotation is method of experiential theory of learning in human resource management where the individuals get direct experience about different job as well as roles and responsibilities under any particular job.

Coaching: This is another direct developing method for the development of individuals of the organisation where normally a junior employee is directly supervised and trained by a senior employee of the same sector. This is mostly one to one formula which can also be increased in more numbers according to the necessity as one to one method is emerged as more time consuming and costly.

Mentoring: This is a continuous process and a long time method of developing individuals within the organisation where a senior employee mostly from leadership and management takes the responsibility of a junior and provide continuous suggestions, advices for improving the level of knowledge and skills of newbies (Elnaga, and Imran, 2013). This is kind of teaching method and the continues process where the trainee is get notified about his or her progress level, and the ways of making it better to take to the next level.

Workshops: For meeting the needs of team working skills, advising skills, briefing skills, cultural knowledge skills, the method of workshop is very useful as through this method the employees can get chance of developing their skills on any specific sector by going through interactions, communication, formal and informal gathering with the colleague of same departments or the staffs from external department or organisations. GSK operates workshop 2/3 days or highest

one week in some extent about several skills and knowledge developments of the individuals working within the company.

Conference: Various conferences over new managerial policies, HRM tactics, team working styles, communication methods, modern management etc are held around the city in several times hosted by several organisations and authorities. Attending on those conferences is very fruitful for learning about new things, gaining new knowledge and behavior which can be applied in the field of work. The level of knowledge and the identification of necessity of new skills can also be possible through attending the conferences as the new trends are mostly discussed by experienced people on there and sometimes there emerge in the chance of audience involvement in different sessions under conferences.

Simulations: This is another effective development vehicle used by business organisations as like as GSK for employees' development where an individual is playing the role of a different profession or job, for example the role of customer service agent, the role of emergency responder like first aid provider etc. It allows the employees in experiencing something totally new than they job role which makes the individuals motivated and interested about learning which also turned in useful in most extent (Ivancevich and Konopaske, 2013).

On the job development: After completion of training over any specific skill development, the particular employee is provided with some required self-study materials, further guidelines about the application of that skill on the real field of job role. This method helps the individual in being able to apply their learning on the job and this is very effective method for making one practically experience and habituate with any particular skill as a result the individual can't be forgotten about that skill. On other hand without training, the employees are provided with the materials of learning and then suggested for going through self-learning process to achieve the skills and then applying on the job field, and it is happened when the employer doesn't have enough time or not willing to make extra cost over training the employees individually.

360 performance review: This is actually a method of identifying required skills and knowledge for an individual which need to be developed as the review of performance report, peer reviews, supervisors and external vendors etc are used for developing final review. Proper identification of gaps in skills is requiring for improving individual capacity and for enhancing career prosperity.

Plan of development

Development needs	Actions	Success criteria	Application
Presentation skills	Attend in workshop over better presentation and make participation in several conferences held in organisational context or outside of organisational context where great presenters attend the conference and deliver their speech. Personal learning tools also can be used for developing this skill for increase the level of skills.	Able to produce enough materials for making a successful presentation among the management as well as among the subordinates about any new instructions which are required to present from HR department of the company.	Applying in the annual report submitting in annual meeting of the company and provide inauguration program for the newbie employees of the company who just entered into the company.
Communication skills	Making job rotation with the employees of reporting department to learn about the ways of developing report through successful communication, receive training over the ways of making the subordinates trained in any specific sector, taking participation in interview board as part of coaching for developing effective communication skills to operate an interview.	being good trainer, clean reporter, and skilled interview taker	Able to operate an interview successfully, able to make better brief over any discussion session, able to deliver training to the subordinates (Ivancevich and Konopaske, 2013).
Technology skills	Attend in skill learning courses over database management from the learning platform of the company and on the use of HR software, advanced excel learning, and power point presentation.	Being able to manage data of HR, user of HR software, better skilled excel preparer.	Manage data of the HR department through daily input in database software, install new HR software and make staff payroll and remuneration program based on software.
Problem solving skills	Get skills learning courses over critical reasoning, data analyzing, and take training over problem analyzing, solution making etc.	Being a quick and effective decision maker	Make alternative solutions to the HR problems like employee turnover, employee dissatisfaction, lower

			attendances etc (Storey, 2016).
Managerial skills	Take participation in the leadership development program of GSK	Being a reputed human resource manager of the company	Manage the employees in an effective way through providing proper guidelines and managerial tactics as if best outputs can be gained from them.
Cultural skills	attend in workshop on different most prevailed cultures, receive cross-cultural training	Able to understand different cultural norms	Behaving in a relationship building approach by the use of cultural norms and dealing by those in time of communicating different employees from different cultures
knowledge of legislation, environment, organisational objectives	Learn by surroundings according to experiential theory of learning and going through self-learning	Good analyzer of influential factors of business environment, concerned personnel about legislations related to HR	Make HR decisions and policies through keeping pace with existing laws, business environmental factors and to the organisational objectives
Briefing skills	Attend in conferences, attend in online courses about selecting better words for making anything understand able	Able to summarize a long discourse in short words	Prepare briefing over organisational objectives, company's principles about employment, job roles and responsibilities
Motivation skills	Leadership program, on the job development	Good influencer	provide required motivation to the employees which an help in optimizing their performance within the organisation
Team working skills	job rotation, simulations	Being a fruitful team player	Get enlisted in different team for completing internal and external projects of the company
Critical reasoning skills	coaching	Being a good policy maker	Able to make structure of reasons behind any particular problem

Conclusion

Learning is continuous process of life and a human being always has something more to learn but the fact is that there has the preference of learning like the things which are required and the things which are not relevant to the sector in which the individual is playing a role. The role of an HR officer is vast in any business organisation but when it is a global company like GlaxoSmithKline, and then it is something more. For being an effective human resource manager, there has the need of having a number of skills like managerial, social, intellectual, practical, professional and personal etc. Those skills are specified into several sub skills in development plan of the above for better understanding and better plan for making progress in the level of individual capacity of performing any organisation. There various methods developing individual skills and learning which are applied by GSK and that kind of other business organisations which are developed on the basis of several HRM theories like experiential, types, reinforcement, and social learning etc.

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