

“Development of a plan by meeting the identified personal development needs and expectations of individual employees in a chosen organisation”

BA (Hons) Leadership and Management Skills for the Workplace

Module: Developing Relationships and Workplace Achievements

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1.Introduction

Today in many organization knowledge, skills and behaviours are crucial as these abilities have a significant part of the company's success. All the organizations put in practices to use, create, identify, and distribute knowledge and skills, usually by using the support of programmes. Therefore, development vehicle or tools must be identified to support the employees.

The chosen organization is a telecommunication company "Concentrix" is a large company that hold different account across the world that helps to improve its businesses within the customer service. It has different kind of training for every single account. It is amazing how this organization could achieve targets especially on people working remotely due to this pandemic situation. The company has managed to mainly identify the skills and knowledge of its employees within the selection process as it is the normal procedure in every job.

Different development vehicles will be discussed such as training, coaching, team buildings and mentoring. It is necessary to analyse and choose plans of development that would be suitable for each person to improve their confidence. Identifying every individual need facilitates planning programmes for training and development in any organisations that will benefit both parties: employees and organisation.

2. Development Vehicles used in Concentrix

Concentrix works for several organizations taking in charge of its customer service, the chosen account project of the organization is BT (British telecom).

BT provides broadband, fixed line services, mobile and tv products in United Kingdom. They are a leading communication services provider selling products and services to customers, small or medium organizations and public sector. They also sell products and services to communications providers worldwide (BT, 2021).

2.1 Job requirements

A minimum six-month experience in any customer service field. Should be available for full-time work which is 40 hours weekly between 8-10pm every day. This is a remote working therefore a minimum speed of 5mbps is required and own ethernet cable. Equipment will be provided, and quiet working environment is a must. Clear credit history and criminal convictions. No students allowed for this position (Concentrix, 2021).

2.2 Recruiting and Selection process

Organisation's success or failure depends on how it is attracted and how it manages staff retention. Therefore, selecting the best candidate qualified people in each job role is one of the most important issues and decision that human resources management should

considered. The talent management is vital for the company's success as it provides access to competitive advantage by identifying, developing, and reordering capable employees (Jafari et al., 2016).

After having been through the selection process, the staff should have been passed the telephone interview, the online assessments, and the video call interview. After this selection process, the staff will go through several vehicles to allow staffs acquire new skills, sharpen the existing skills, perform better, increase efficiency and productivity.

2.3 Training Induction

Training means planning effort by the company to make the learning easier related to job competencies, skills, knowledge, and behaviours by the staffs. The objective of training is for staffs to enhance their abilities learned in training and administer them to daily activities. Moreover, the goal is learning which refers to trainees getting the skills, knowledge, competencies, and behaviours (Raymond & Kodwani 2018).

This job is a work from home and prior to the first day of training, staffs should have already received the equipment and have set up following the instructions sent via email. The training will be done via Zoom or Microsoft Teams and the link should have been sent the day before the training starts.

Week 1

	9:00-11:00	11:00-11:15	11:15-13:00	13:00-13:30	13:30-15:00	15:00-15:15	15:15-17:00
Day 1	Meet and Greet Introduction	Break	Concentrix Introduction: Who are we?	Lunch	IT Set up and fix issues	Break	Meet Managers and mentors
Day 2	People Solutions talk	Break	Meet operation manager	Lunch	Meet Site Director and Hr	Break	Log-ins PC-Questions
Day 3	BT company introduction	Break	Network promoter score	Lunch	Conversation to customers requirements	Break	Quizzes and Questions
Day 4	People conversations	Break	Active listening	Lunch	Conversation cycle	Break	Quizzes and Questions
Day 5	Products Line rentals	Break	Calling plans	Lunch	Broadbands	Break	Quizzes and Questions
Day 6	OFF						
Day 7	OFF						

Week 2

	9:00-11:00	11:00-11:15	11:15-13:00	13:00-13:30	13:30-15:00	15:00-15:15	15:15-17:00
Day 8	Tv packages	Break	Systems logins	Lunch	Systems logins	Break	Quizzes & Questions
Day 9	Digital Academy	Break	Digital assessments	Lunch	Digital assessments	Break	Quizzes & Questions
Day 10	Customer Validation s	Break	Transfer calls	Lunch	Receiving calls	Break	Quizzes & Questions
Day 11	Dealing with Vulnerable customers	Break	Impairment s	Lunch	Bereavements	Break	Quizzes & Questions
Day 12	Handling complaints	Break	Raising & Opening complaints	Lunch	Regulators: Ofcom/Ombudsman	Break	Quizzes & Questions
Day 13	Day Off						
Day 14	Day Off						

2.4 Nesting Period

The nesting is the stage when the new agents end their training and starts to take calls with the support of supervisors. It is a vital development stage that helps employees to solve the issued they will encounter. The rang of time that agents will spend on nesting period before transiting to interaction with less support of supervisors depends significantly (Gretz & Jacobson 2018).

In this period, staff members have already started to receive calls from the customers. The nesting period will take four weeks, this will be helpful to the staff members as this period mentors support will be available.

2.5 Health and safety risk assessment

The law states that every organisation should have a policy for managing health and safety. A health and safety policy refers to a general approach to health and safety. Employers are required by law to protect their staffs and others from any harm. Below the management of health and safety at work regulations in 1999, the minimum that should be done is: to identify anything can cause accident and injury; to decide how often is an individual could be harmed and how seriously the risk could be; how to act responsibly to stop the hazard or if its impossible at least how to control the risk. Managing risk is part of the process used to control risk in the organisation (Executive, n.d.).

Safety and policy programme will be done online, there will be a digital academy from BT which the staffs need to go through, watch the videos, and do the test online.

3. Developing plan of needs and expectations of individuals.

3.1 Understanding Individual Developmental Needs

Part of management duties is to develop the employees. To identify the individual needs, managers should select task and organise the workload. The following framework will help to identify the employee's needs (*Imperial, n.d.*):

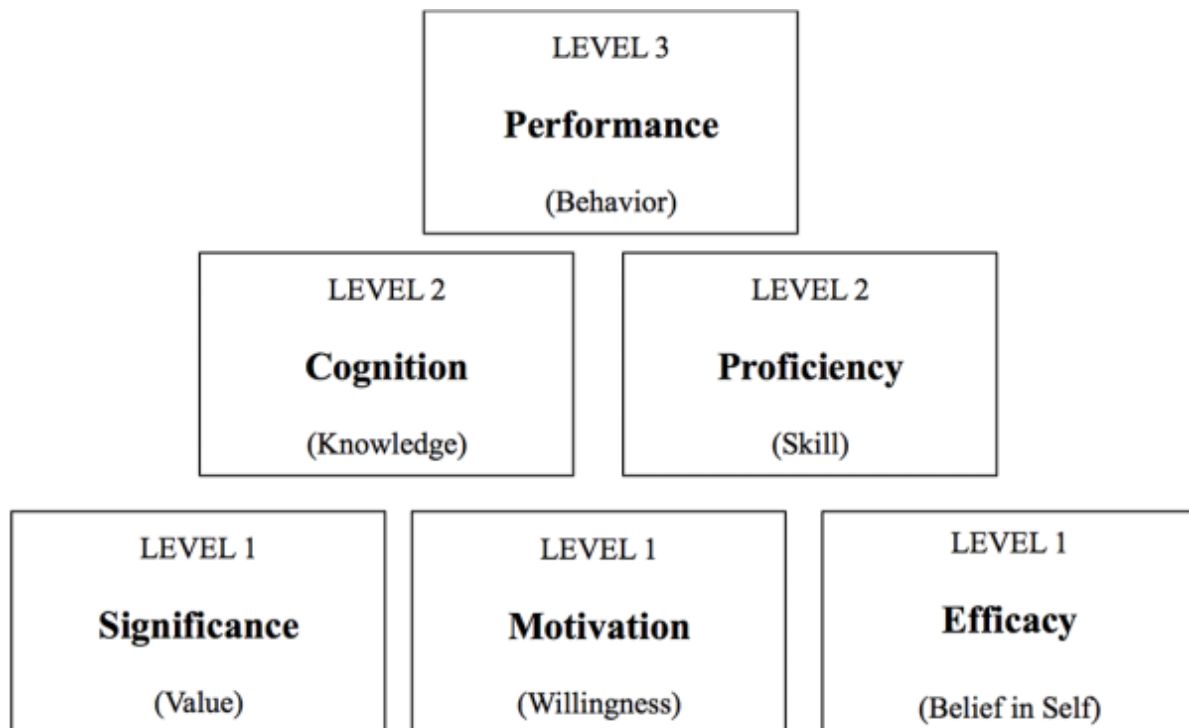
- Attitudes: Identify their feelings on how confident they are doing the job.
- Skills: Identify which skills needs to have to perform the specific task.
- Knowledge: Identify what needs to know to be able to perform the task by understanding the priorities for the organisation, used of software's, time scheduling and project management.

Overall, it is necessary to analyse and choose plans of development that would be suitable for the person and will help to improve their confidence (*Imperial, n.d.*).

3.2 Six-Domain Model of Training and Development

A model that has six domains of individual learning and essential for a better level of performance. The domain contains three levels that gives that reflect on the sequence of the intentional development. The first stage contains concentrated in internal human processes: Significance, Efficacy and Motivation. Stage two reflects on the capacity building: Knowledge and proficiency. The last level is the of external action: Performance (*Corey et al., 2019*).

(*Corey et al., 2019*).



- **Significance:** Refers to the value of person which occurs when a trainee ascribes a worth to the facts, behaviour, or object. Increasing value also reflects to motivation and commitment to learn and develop.
- **Motivation:** Refers to willingness to enhance skills.
- **Efficacy:** reflects to employee's development believing in capability of learning new skills and use learned skills by performing.
- **Cognition:** Refers to the employees needs to complete the specific job successfully.
- **Proficiency:** It has similar relationship between proficiency and skills often linked to ability and competence.
- **Proficiency:** The goal is to improve skills related to provide feedbacks.
- **Performance:** Focused on job fulfilment duties and outcome from behaviours.

3.3 Exams, Surveys and Feedbacks

Feedback has been always been fundamental part of learning within all the organisations, especially when trainees become more centred after the training. Trainee's feedbacks regarding their training and trainers' feedback are important to have a high-quality and effective training (*Nasir et al., 2020*).

A side from having a little quiz each day, there will be a final exam regarding products and services of BT, this will help the trainer to identify the individual needs in case of failing the exams. The trainer will be calling the staffs one by one to give a feedback regarding the outcome of the exams and will ask feedback too regarding the lecture provided. There will be a survey sent to each staff via email regarding feedbacks about how they feel about the training, is it still job they thought before and how confident are they with the job role.

3.4 Performance appraisal and rewards

Performance refers to a set of behaviour, the fulfilment of everything related to the company's goals. It also refers to employees input such as standard of their work and the extent to which they accomplish the tasks. Performance appraisal is created to evaluate employee's performance, enhance performance, increase potential and value to the organisation (*Tziner & Rabenu 2018*).

Manager or auditing team will be hearing the calls of the staffs once a week, the call will be scored and evaluated.

Reward management are assigned with the policies, strategies and practices needs to make sure that the value and the contribution that employees make for an organization are recognized and rewarded. This system is available with the aim of satisfying the needs of the organization to staff retention, attract staffs and staff motivation. Indeed, this system is

design to improve performance and achieve the organizational objectives. Also, is beneficial to the employees by meeting the several internal and external requirements (*Armstrong & Duncan 2019*).

3.5 Psychological appraisal

This method is mostly used by companies to analyse the staff's potential for future performance rather than the former performance. This method is used to figure out the emotions, ration, intelligence, altruism, motivations, and other characteristics of the staffs which makes crucial predict the staff's futures potential. This can be used to determine the unknown potential straights and employee's limitations (*Rajakumar, n.d.*).

3.6 Coaching

Coaching practice refers to works that needs to evaluate to identify the employees needs and provide the best solution (*Collins et al., 2016*). After having been audit the calls, the team leaders will have a coaching session for each staff once a week. Team leader will be listening the call together with the staff, then feedbacks will be provided. By identifying staff mistakes, this session will help to correct it.

3.7 Mentoring

A mentor is an individual who gives information, advice, and guidance to another individual, who would differently mature slower or not at all without the mentoring. This process contains challenges, sponsorship, protection and increase exposure and visibility of the person who is getting mentored. Mentors are required to understand the concept of acknowledgement and should know to create an environment where employees feel the value of themselves, important, useful, productive and positivity (*Kolwalski, 2019*). Mentoring support will be always available once a week, an email will be sent to all employees to participate in the meeting and book a slot for session.

3.8 Motivating employees

Motivation of employees has been always a topic when discussions about leadership happens. There are two camps about motivation: First says the how is the process of motivating employees by the managers. Second says comes the motivation begins with the managers. Managers should focus on their own attitudes, the type of leadership they use and the actions they do, if the manager does this method in a positive way and they motivate the employees, therefore be it. Motivating employees is vital for development. Managers are required to identify what kind of motivation that individuals need and should implement several techniques that are suited to everyone. Motivated staffs are often energy for any

businesses, it helps the organizational growth and often do best for job role (*Qurtuba et al., 2019*).

3.9 Team Building

Team can be interpreted as a set of people that works effectively with the aim of achieving same purposes and objectives to perform a great quality of service. Teamwork facilitates members of the team to have better level of emotion security, self-confidence and to be able to suggest or propose plan together with another member of the team. It helps to design a healthy environment with possible agendas, creativity of activities, positive strategies, and values. Lack of teamwork strategies and concept can lead to job role failure, discouraging, low morals and low productivity. The victory of any businesses requires the positivity of a teamwork as this helps staff members to certify and enhance themselves and their potential to accomplish the given task effectively (*Sanyal et al., 2018*).

4. Conclusion

Identifying the individual needs is important to be able to create and plan the best and suitable programmes in any organisations. This vehicles and programmes designed by managers will support employee's workforce enhancing their knowledge, skills, and abilities to work effectively. The training and development in many organisations have been always essential, as the successfulness of the organisation depends on the implementation of the necessary programmes performed by the employees.

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