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Skills for the Workplace

Module Assignment Submission

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Introduction:

The focus of this report is to discuss the importance of managing, building and developing positive relationships within the workplace.

Research has found that there are several ways of managing people, both consciously and subconsciously. However, knowing when to use the appropriate management style is something managers will learn as they continuously grow and evolve in the role. This report will also outline the development tools and techniques used by managers, coaches and mentors to benefit the individuals. Personal development is defined as activities that will enhance awareness and identify any areas that potentially need harnessing. According to Jung, (1954) “Until you make the unconscious conscious, it will direct your life and you will call it fate.” Not only is personal development a conscious pursuit of personal growth and self – awareness it is a progression of life, to reach or maximise your full potential.

1.0 CASE STUDY:

This report is critically examining sports academies and the development tools put in place to help the employee(s), individual(s) maximise their potential. Career development is an on-going process by which employees of an organization evolve through various phases. Ultimately acquiring a maximum level of achievement. According to Jackson and McKergow (2006) coaching, mentoring and helping the employees to progress in their career equips them to fulfil the goals and objectives set out by the organisation. Therefore, organisations should implement design programmes for career development. By doing so the organisation can identify the rich pool of talent at their disposal. Orchestrating a path that will enable the employee to achieve the organisations goals. Coaching individuals is considered the hub to sustaining and improving the quality of sports individuals. By this ongoing process of professionalisation, coaches and individuals participate in a variety of learning opportunities (informal to formal) that contribute to their development. Organizational development is defined by Bennis (1999) as the

process of embracing change that results from training and development. It is the process of improving the situation in the organization and the well being of the employees through application of the learnt concepts.

Arguably the biggest sport on the globe is football. On a daily basis, more and more people both old and young are getting involved, whether it is managing, playing, scouting or coaching. Football manages to engage people despite your colour, creed, religion, gender or status. It is a trend that is unlikely to cease anytime soon. Mandela once said:

Sport (football) has the power to reshape the world. It can inspire and unite people in a way that nothing else comes close to doing. It is multi-lingual, being able to speak to the individuals in any language around the globe. It creates hope for those who once believed there was no hope. Sport (football) is more powerful than government, in helping to break down racial and sexual barriers. It does not appreciate discrimination and constantly laughs in its face (Edwards, 2013)www.cnn.com.

However, football alone, cannot eradicate the problems the world is facing today. Nevertheless, football/sport when incorporated within the educational, workplace institutes from early can help develop the communication skills of individuals. However, not every aspiring young footballer is going to make it. Therefore, it is imperative to remain honest and look at other development vehicles that can assist. Teaching how to be honest is an important factor the world over. Having such values transcends throughout your professional career. Enhancing diversity can help sustain and maintain a positive outlook on the globe. Hagemann (2017), suggests when looking from a managerial holistic view, football/sport should be integrated with other programmes to achieve optimal results. Managers must know what hat is best to wear when dealing with individuals, especially when it comes to developing them (Bono, 2017)

In today and tomorrows world, developing individuals is something managers must be able to do. Knowing that by assisting the individual, employee you are not only benefitting the organisation, but also sharing valuable knowledge and skills that are transferable. According to

Bacon (1597) “Knowledge is power” a phrase used the world over, applying the correct knowledge is vital (Henry, 2003). For example: a manager who can see his player is injured, will first of all access the injury with his medical team before making a decision. However, sometimes mistakes can be made, because the player could be faking it. It has been found that managers at times can be biased, and the assessment given is incorrect. At times unnecessary pressure can be a factor, some managers would rather the player stayed on for the benefit of the team and some instances the country. Nevertheless, using contingency management will determine whether the manager, introduces a new player to the field of play or makes the necessary change. Despite the player being a major asset to the manager and team for future benefits the corrective action should be implemented. Therefore, it is imperative for the benefit of the organisation the manager applies the best practice to benefit all parties (Henry, 2003).

Not all managers manage this way which unfortunately is evident in the world today. Take the 1998 World Cup Final France v Brazil, it was clear that Ronaldo was physically unfit to play and there were rumours about his state of mind and his ability to cope with his status as the seemingly greatest Brazilian striker of his generation. However, because he was seen as the best player in the world at the time, a combination of sponsors, Brazilian media (expectation), appearance linked TV deals had the collective effect of, manipulating and pressurising the manager to play him, subsequently leading to an instability in the playing unit, and eventual defeat for Brazil to France. Nonetheless, that was not the best solution to solving the issue at the time, as the problem only escalated and got worse. Assuming the manager stood his ground and did not succumb to the pressure who knows what the outcome would have been. Sometimes having the knowledge is not everything, unless applied correctly. Therefore, it is always good to promote honesty and integrity as a manager, as the saying goes “honesty is the best policy”. No doubt managers can find it extremely stressful at times and when things are going wrong on the field of play they are the first to be in the firing line. It is however important to retain the integrity of the dressing room much like a family unit and as senior representative this responsibility sits with the manager. Why is this? After-all, the manager is not playing? The reason is quite simple, the manager has the

responsibility of looking after his team and if they all work together they will ultimately achieve more. Reaching the goals set out by the organisation (McCauley and Martineau 1998).

Managers will look to their staff to mirror what instructions they have been given. When employees feel valued they will not only benefit the organisation but it will also benefit themselves as individuals. When running development programmes within the organisation staff are more than aware of this benefit, as it shows commitment from employer to employee, this can help promote good team morale and make other people want to join your team/organisation. This has a domino effect where everyone wants to be a captain and take charge of the given situation. When Arsenal went unbeaten for an entire season literally everyone linked to football wanted to come and play under Arsene Wenger the manager at the time. Arsene was known for his human resource management style of coaching, getting the best out of all his players, also knowing when to adapt a different approach depending on the scenario. Managing to keep your staff engaged in tasks, projects and objectives are also very important, as the more they are interested the likelihood is they will take ownership of any situation (Armstrong, 2006).

1.1 HUMAN RESOURCE DEVELOPMENT:

Human resource development is the process of assisting employees in a certain organization to improve their inter-personal and organizational skills, also their ability to apply the correct use of knowledge within the organisation and life in general. This includes assisting them through training, career development courses, secondments, mentoring, also performance related management styles and organisational techniques. According to (Joy-Matthews, et al.,2004) the main objective of human resource development is to develop and enhance the individual(s) within the organization. Enabling them to achieve its goals. Human resource development can be done both inside

and outside of the organization. It can also be done formally, such as a planned organization change. Like secondments they give individuals the opportunity of learning other roles within the organisation. A change is as good as a rest, this can keep employees more interested in the company and help eradicate the risk of the employees getting bored and counter-productive. Classroom training on health and nutrition amongst others for employees, or certain college courses. FA Badges in coaching, will benefit the organisation and individual. Some companies pay for the courses and in return expect a certain level of commitment. For example: three - year course, employee commits for six years with the organisation, a typical practice the world over. Or informally where a manager decides to teach or coach the employees on a particular issue. Human resource development in any organization is the role of human resource management. This deals with all matters that arise for the employees. Knowing when to strategies is equally important in management. Strategic human resource management is a series of planned moves on how to manage the human resources within the organization. Humans are the resource of an organisation, therefore, the employees, individuals of an organization are human resources (Armstrong, 2006). In the International Journal of Human Resource Management, Wright and Dyer, (2003), outlines besides human resource management being very strategic, it has technical elements involved. To define strategy in the concept of human resources, is a plan of action designed for the long term business goals. The relationship within other aspects of the organisation like planning and implementing smart targets to ensure the human capital of the organisation achieve its designated goals (Guest, et al., 2013).

The technical aspect of human resource management consists of roles to recruit, select, train and discipline. A good strategic human resource manager will know how to combine both to get the results required. Knowing when to switch hats and apply the correct approach to the given situation. Adopting this business strategy is crucial, by being flexible helps place the organization in a competitive position. Armstrong (2006), expresses that having a vast pool of human resources with the knowledge, expertise and skill is vital. By building a strong workforce that can withstand external changes to the market. It is imperative and beneficial to set out strategic objectives and goals for both employee and

organisation. Constant training and development helps and improves an organization's stability. Having the right disciplined team will enable it to withstand competitive forces (Locke, 2011).

Below is a few examples of strategic goals

1.1.1 STRATEGIC GOALS:

- Increase recruits
- Increase revenue
- Continuous monitoring for more improvements
- Customer satisfaction
- Explore new innovative ideas
- Constant training
- Constant Evaluation

Human Resource Management (HRM) strategy and practice regarding its human resources should therefore be the best practice for both employee and organisation (Armstrong 2006). The human resource department is extremely important within the organization. Continuous monitoring is also very important as it helps identify any difficulties in the areas that may need addressing. According to (Voorde, et al ., 2009) continuous monitoring also helps in receiving feedback, by taking this process helps to evaluate and estimate its success. Having a captain or team leader, supervisor is something all managers should have, someone who shares the same vision and is looking to progress in the job like the manager. According to Hrebiniak, (2013) successful strategic planning is a process, where management have a clear statement on the vision of the organisation. Staff should have aspirations of one day becoming the manager so it is good to learn something new every day as

learning is defined by Mullins (2008), as a change of permanent kind, which may result in new behaviours or a new understanding with knowledge gained through formal and informal processes. Mullins (2013), further discusses the concept of synergy one plus one equals three, whereby the manager plus knowledge/learning acquired amounts to more than the sum of two parts. Training is something that is always ongoing in the world of football/sport as well as organisations throughout the globe. With the appropriate training and coaching can only add value and benefit the organisation.

1.2 COACHING:

“Coaching is an ongoing process, not an event.” (Coe, et al., 2007). The return on investment for coaching exceeds the initial investment, and the payoffs are tangible: sustaining and maintaining a high performance shows commitment to self, organizations, and goals. The more coaching an employee and team have, the better one becomes. Coaching is a strategic investment in people that ultimately leads to results. Coaching is a powerful tool for both leaders and managers in organizations. When coaching is initiated correctly it has a positive effect on attitudes, innovation and productivity (Coe, et al., 2007).

The ROI (return on investment) of coaching has been studied and proven to be worth substantially more than the initial investment. The Coaching for Commitment Culture is a system that can potentially produce as many coaches as there are employees in an organisation. Maintaining this reciprocal coaching environment ensures the ROI is maximised to its full potential. Maximizing the organisations ROI by coaching simply means that employees become more efficient, satisfied and productive. This behaviour drives results and results are beneficial

1.2.1 MENTORING:

Mentoring unlike coaching is a longer process. Mentoring makes the employees add more value to your organisation by developing and enhancing their skills—both professionally and personally. Managers who show an interest in the growth of their staff, reap its benefits. By showing loyalty to your staff they in-turn will increase their loyalty to the organisation (Voorde, et al.,2010).

The mentor will forge a relationship with their mentee, and will make themselves available for any queries. The mentor will report to the human resource manager of the progress of the employee (Steiner, 2016).

- Observing your employees a over a long period.
- Aligning a career path for the employee.
- Staff with better training perform better.
- Teaching new skills with a clear learning plan in place.
- Help staff to solve problems in new ways.
- Answer questions.
- Increase their value to their employer.

Mentees generally work hard to become better employees. With a clear development plan the mentee can focus on the objectives of passing their probation. Evidently reaching the goal of passing their probation, and earning an increase in their salary. By recognising their importance to the organisation will not only add value, but also their confidence and ability increases. This generally leads to a stronger and more competitive workplace (Nigro, 2002).

1.3 DIVERSITY:

Work force diversity is a major challenge in human resource development. Not all employees have the same background. They will differ in their age, race, gender, religion, level of education and level of knowledge and skills. Being able to manage all these differences is a challenge for the human resource manager. Ultimately all staff must be able to point to a common goal. However, this if handled appropriately can reap huge benefits on the organisation. Successful human resource managers know how to amalgamate their resources (individuals) to get the best out of them. At the same time identifying any problems encountered within the workforce. Some employees may be slow in learning, whilst others may be reluctant to change and find it difficult to interact. The human resource manager should therefore devise ways of assisting such individuals. Creating a work place culture that will engage all the employees to work as desired, regardless of their differences (Salaman, et al., 2005).

1.3.1 TECHNOLOGICAL FACTORS:

Modern day technology in sport is now being applied on a daily basis. The technology can improve the amount of exercise an individual requires between matches. Global positioning systems (GPS) and heart rate monitors can help track movement and show how the heart responds to acceleration and deceleration drills (Ross, 2010).

Technological changes pose a great challenge for human resource development. In today and tomorrow's world. New innovations are springing up and it is imperative your organisation can keep up to speed to compete in the business world. Therefore, training is involved to ensure the individuals are prepared (Hutchins and Rowe, 2013)

But it's not only the Individuals in football/sport who use the technology to improve their game. Referees and assistant referees refer to goal line technology and the video assistant referee (VAR) assist in making the correct decision. This has major benefits as the transparency is shared by viewers at home. Truly making the experience fair and just in promoting fairness and honesty. Developing individuals to become better global citizens (Hutchins and Rowe, 2013)

2.0 ORGANISATION EVALUATION:

Organisations should evaluate and summarise their learning and development activities. and this includes the following:

- Making decisions about future interventions. Should they be repeated in the future or not.
- Provide evidence of investments, whether the ROI has been worthwhile in their organisations.
- Training departments should justify their expenditure.
- To assist in determining who should attend training programmes.
- To identify whether there are better ways to achieve the organisations goals and objectives.

Effective evaluation is part of an ethical, professional, accountable public service. It promotes good governance, good practice and good management. Subsequently, demonstrating the values and benefits of their investment into training and development. The current economic and political climate is focused on public sector expenditure. Therefore, it is imperative a comprehensive evaluation process is initiated. This can help reduce costs and support the expenditure of the public sector (Gershon, 2004).

2.1 PERSONAL DEVELOPMENT PLANNING (PDP)

All businesses and individuals need to set objectives, as they are important to focus organisations. An effective way to set objectives is the popular practice, SMART (Specific, Measurable, Achievable, Realistic and Time-scaled). Businesses and individuals that apply SMART objectives tend to be successful because they are clear about their goals and ways to implement them. SMART Objectives can be set in all areas of business (Ojugo, 2017).



FIGURE 1: SMART OBJECTIVES

Source: www.learnmarketing.net

According to Smith (2011), PDP is the process of constructing a detailed plan of action for yourself to enable you to reach your desired potential. One can reflect on previous experiences to develop key elements of this plan of action by setting smart objectives and smart goals. Individuals can develop a method to improve themselves, the three Cs (**C**onstruct, **C**onduct, **C**omplete), which when put into practice on a daily routine, whether in a working, educational or social environment. One can use Smith's PDP tips outlined below as a structured framework:

- Become aware of skills you have.
- Acknowledge the skills required for further enhancement.
- Plan and map out what you want to achieve.
- Focus on Potential study, career and personal development options.
- Smart objectives and goals.
- Develop how to gather useful sources of information.
- Extremely beneficial when applying for Jobs.
- Assist with appraisals.
- Demonstrate readiness for promotion.

"PDP supports the idea that learning is a lifelong and life-wide activity. The process of PDP can strengthen the capacity of learners to reflect upon their own learning and achievement and to plan for their own personal, educational and career development. This is a core learning process, required throughout the education system and in many employment and continuing professional development contexts."

(Personal development planning: guidance for institutional policy and practice in higher education. The Quality Assurance Agency for Higher Education (QAA), February 2009).

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3.0**Personal Development Plan (PDP)**

Name: Oghene Rume			Desired Position: Professional Footballer/Future Coach			
Career Mission Statement: To improve myself and people daily, developing and creating a working environment in accordance with my vision/To be able to reach out and give the opportunity to those who don't have the opportunity to believe in their dreams.						
Major Career Goals:						
Goal 1:	Become a professional footballer	Target Date:	2018 Ongoing			
Goal 2:	Language Course	Target Date:	2018 Ongoing			
Goal 3:	Advanced Computer Course	Target Date:	2018 Ongoing			
Goal 4:	Become a Coach	Target Date:	2020 Ongoing			
SMART Objectives (What are my development objectives)	Priority (High; medium or low in importance)	Success Criteria (How will I recognise success?)	Actions	Resources (Required to achieve objectives)	Target date (for achieving my objective)	Challenges expected/Solutions

Become a professional footballer	High	By passing my training course	Continuous training and maintaining fitness. Being the first and last to arrive and leave training. Eat healthy and promote integrity. Oghene is a role model for so many young children around the globe	Football pitch, ball, football apparatus, books on health and nutrition	30-09-2018 ongoing	Ongoing challenges, internal and external from fellow professionals. Must maintain a good level to continue at a professional level.
Learn a foreign language	High/Medium	Being able to understand proficiently and effectively too have a brief conversation in the desired language(S).	Enrol on language course. Self teach via tutorials, books, tapes/dvds	Computer, stereo, library, online, lectures, finances.	30-09-2018 ongoing	Learning a new language will be a huge challenge as it is something Oghene is not used to. Oghene has a strong belief in his own capability and he will succeed. Very beneficial as football clubs all over Europe are interesting in signing Oghene. So this is vitally beneficial to him and the academy that nurtured him.

Enrol on advanced computer course	Medium	Being able to type at least 35-40 words per minute	Practice daily on the computer. "Practice makes perfect" Enrol on a course online.	Computer	24-11-2018 ongoing	Learning how to use computers is vitally important in today and tomorrows world. Oghene has high aspirations of becoming a manager after he has finished his professional football career. Although he has the basic computer skills he would like to further enhance his skill level.
Join meetings, forums, platforms	Medium	When people within the platforms are asking me for advice; on how to become a professional footballer.	Will self teach myself through reading and interacting with likeminded professionals.	Computer, books, articles, online forums, LinkedIn, Facebook, Twitter	05-05-2018 ongoing	Ongoing infinite process learning as Mullins 2008 says.
Enrol on Health and Safety Course	Medium	Be competent in health and safety. So can administer first aid to any	Keep up to date on procedures and policies	Books,Journals, webinars. Class room courses	02-10-18 ongoing	Beneficial for both individual and the organisation. Skills that are transferable to any department.

		individual(s) in need.				
Enrol on Coaching/Mentoring Courses run by the FA	Low/Medium	Something Oghene plans on doing in the future	Keeping up to date on policies and procedures. Continuous training.	Self-Motivation. Discipline, hard work. Fitness Drills	27-09-2021	Competition, from other aspiring young coaches. However, with the will to win Oghene will succeed. With the continuous coaching the objective and goal will be met

CONCLUSION:

Personal Development is something all individuals will at some stage in their life encounter. Whether taking your first steps to walk, managing individuals or scoring a goal in the cup final. Development helps define the individual and organisation. This report has looked at how relationships with human resource management can help shape your career path. Forming partnerships within the organisation for staff to do secondments as part of their personal development. Also how it is suitable for students to do work on placements to help identify what work they will do after school as football is very competitive and may not always work out. This can improve the individuals as new environments can breed positive energy. However, it is also up to the individual to want to optimise their potential. Coaching and mentoring is something most organisation run hand in hand. These development projects are useful and can be beneficial. In addition to the core duties of the individuals getting staff to be more pro-active will reap benefits for the organisation. From the pool of talent from the organisations resources (Staff, Individuals), leaders and managers of tomorrow are being groomed for greatness. Diversity is important as one must always remain unbiased no matter the situation. Maintaining a competitive advantage is paramount, using the new technology is an advantage for everyone involved in the beautiful game.

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