

Developing Relationship and Workplace Management

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Introduction

In the entire assignment, the key characteristics of workplace management will be assessed. In order to do so, a critical assessment of potential benefit of personal development in workplace will be assessed. In addition to that, key need of training, career development of individual will also be assessed in the assignment. A plan will be made in order to identify the need of personal development, which will be helpful at meeting up with the expectation of individuals. The entire assignment will be based into Tesco, which is a multinational grocery retailer based on United Kingdom. They serve almost 1 million consumers per week and their employment strength is as close as 0.5 million.

Provide a critical assessment of the potential benefits to your organisation and the individual of personally developing individuals in the workplace.

Need of training

Retail organizations like Tesco need to train their existing and new employment base for enhancing their performance at certain extension. From different instances it has been identified that through the help of training modules, it is possible for the employees belonging from Tesco to develop their existing skills, which will ultimately assist the organization at generating more revenue out of their primary investment. Development and training can be assessed as two most important aspects of conducting successful business from the perspective of retail organizations like Tesco (Hanley and Brake, 2016). The key intention of training is to ensure that their employees are eligible enough to carry out the business aim and objectives of Tesco.

In retail sectors like Tesco, they provide training sessions for their employment base in order to improve their personal and professional skills. In addition to that, after assessing recent developments it has come to know that Tesco provide sales related training for the majority of their employment base since the management of Tesco know that without the assistance of proper sales training, it is entirely impossible for that organization to improve their overall business perspectives. According to Anthony *et al.* (2019), sales team belonging from any retail organization has to go through some processes of continuously training as otherwise it is not possible for any retail organization to meet up with their prefabricated aims and objectives. It is entirely impossible for the sales team of any retail organization to sell their products without the assistance of appropriate sales training.

The dynamics of selling different products belonging from retail industry are changing at a consistent manner, which further justify the need of training in context to retail organizational sector of Tesco. Training ultimately assists the sales team of Tesco to make effective communication with their existing consumer base, which will ultimately assists at gathering positive consumer preference (Solomon, 2018). Therefore, it can be delivered that effective training towards the employment base can enhance the level of customer satisfaction at certain extension.

Examining the expectations and requirements of people

People belonging from retail organizations like Tesco can be illustrated as the face of their organization. Since retail organizations mostly depend into service, they need to ensure the fact that their employees are meeting up with their normal expectorations. In addition to that, the floor managers, shift supervisors and senior management need to mitigate the current expectation level of employees for enhancing their motivational level.

Expectations of employment base in context to Tesco are needed to be identified and fulfilled thorough the management of these organizations since it will ultimately assists at fulfilling the basic philosophies of that organization (Giorgi *et al.*, 2016). Outlining the expectations of employees can be very helpful towards the business perspectives of different retail organizations like Tesco at certain extension. The primary expectorations of retail employees has been described below in order to briefly clarify some procedures and obligations since those are extremely essential for different organizations like Tesco to further motivate their existing and potential employment base.

It has been expected by the employees of retail organization that they can communicate effortlessly with their management in order to get rid of any form of problem. These things can be described as the key expectations of different people who belong from hospitality industry. In addition to that, reviewing the expectations of entire consumer base, on time arrival of employees, team cohesion and honesty of employment base can be identified as the expectation of different retail organizations from their entire employment base (Tetrick and Winslow, 2015). Asking the employment base regarding their detailed expectation falls under employee requirement at certain extension. It has been expected from the retail organizations like Tesco to get competitive advantage at their market sector after meeting up with the basic requirement of their employment base. Retail organizations expect to earn more revenue out of their primary investment, which is possible for them to achieve at the time when they are meeting with the requirements of their employees.

It is essential for different retail organizations like Tesco to introduce their new employees with their working philosophies, business perspectives, aims and objectives so that the new employees get to know about the key expectations of that retail organization (Ozturk and Tatli, 2016). In addition to that, employees need to state their key requirements in front of their management group so that they keep up with the basic expectations of retail organizations like Tesco. On the job

training and off the job training are needed to be taken into consideration while managing and mitigating the basic requirements of different employees belonging from retail organizations like Tesco at certain extension.

Employees required motivation in order to carry out their professional job roles and responsibilities. It can also describe that motivated employees are the assets of any organization as it assists organizations at coordinating their business philosophies with their prefabricated business aims and objectives at certain extension (Wu *et al.*, 2017). Employees belonging from different retail organizations like Tesco need to create a handbook for their entire employment base in order to lay out the basic expectations of these employees. Additionally, that hand book is also useful for describing the company guidelines and expectations towards the employees. Therefore, it can be described that handbook is essential material towards mitigating the requirements and expectations of both retail organizations and their employment base.

Administering people in accordance with guidelines and career pathways

In different retail organizations like Tesco, different career options are available. Since Tesco opens different pathways for their potential employment base, it is needed to be considering the fact that there are different requirements for different career pathways. In addition to that, different training processes are needed to be taken into consideration for different career pathways (Hale *et al.*, 2015). As an instance, potential candidates who are opted to take a position in the sales team of Tesco need different training process in comparison with the candidates that are opted to be a part of administrative department of Tesco.

In recent context, different organizations belonging from retail industry have different career options and opportunities. The evolution of computing technique has changed the aspects and guidelines of career pathways from the perspective of different retail organizations. In recent days, people can choose their career pathways electronically and the official job websites alongside with actual organization websites cater the career pathways in front of interested and potential candidates (Harris, 2016). Management committee that is closely associated with career and job development can review the expected career pathways of their potential candidates in order to choose potential candidates from a range of different people. It is essential for the management of any retail organization such as Tesco to get idea regarding the career pathways of their potential

employment base since it will ultimately assist them at creating different training schedules for different career pathways. Identifying the career pathways might also be helpful at identifying the impending weakness of potential workforce. Different skills that are needed to be taken into consideration for different career pathways can also be identified through the implementing proper career guidelines at certain extension.

Since the current workforce of entire retail industry is becoming more and more diverse in nature, diversification in terms of gender, age, race, nationality can be very fruitful at evaluating the career pathways of different employees (Earle, 2016). Organizations in recent development are seeking towards increasing their commitment in the process of recruitment and selection so that they can choose people who have a significant career pathway. Therefore, it can be delivered that it is entirely impossible for people who are opted to work in retail sector to develop their overall career without having a career pathway.

Managing career development of people

The most important part of career development from the perspective of potential employees belonging from Tesco is conduct a career planning, which is needed for developing individual goals and objectives. Personal characteristics are also needed to be taken into consideration at the time of developing personal career. Continuous comparison of career requirements with personal resources can also be very helpful at developing the career of any individual who are opted to be a part of retail organizations like Tesco. Conducting activities regarding personal and professional development is also useful at managing the overall career development of an individual. In addition to that, it is also required to reassess the career goals and progress towards the career goal as it is very helpful at the development stage of any individual.

Mentors plays crucial role towards the career development program of any individual. Mentors provide suitable guidelines towards existing and potential employment base in order to grant them the insight knowledge about organizational culture, structure and policies. Visible opportunity regarding individual career development can be also provided by the mentors of different retail organizations like Tesco (Lachman, 2016). '*Schein's Typology of Career Anchors*' can be very helpful at managing the career development of different individuals belonging from retail organizations like Tesco. That typology describes that job of general managers can exceptionally

gravitate the technical specialist position for the entire existing and potential employment base. Additionally, this typology also describes the fact that any kind of development opportunity is needed to be taken into consideration by different individuals who are opted to develop their overall career at certain extension. Assessing the potential strengths and weaknesses of individual also falls under the category of career development. Process determination of how a certain career development goal can be achieved by an individual also falls under the process of career development. However, individuals need to take positive steps towards their goals and objectives in order to develop their career as per their expectations.

Managing performance and succession planning

‘Holland’s Model of Occupational Personality Types’ can be very helpful at managing the performance level of different people belonging from different employment position. This model devises the personality in addition to performance scale of different employees are closely linked with each other. Retail organizations such as Tesco use some performance measurement techniques in order to provide appropriate appraisals and bonus for their entire employment base, which will ultimately assist them at motivating their entire employment base and resulting into increased productivity and revenue generation.

On the other hand, succession planning can be very helpful at determining the most possible successor for a job role. Analysis of the job profiles are needed in order to enhance career opportunities (Paruchuri and Tortoriello, 2017). Appraisal of employee performance can determine the possible gaps of employee engagement and organizational decision making. However, continuous training and development is the key of closing gaps in respect of employee performance.

Learning styles and the range of training/development opportunities available

Two different types of training is available for the entire employment base of retail organizations like Tesco, which are on-the job-training and off-the job-training. Individuals can learn different things regarding their career development and career pathways from their respective organizations while considering on-the job-training. On the other hand, in house training, classroom and seasonal training fall under the category of off-the job-training. Getting training from external classes, consultancies and any other mean are also associated with off-the job-training at certain extension.

In addition to that, off-the job training method also includes learning seasons from computer assistance, distance and e-book learning. Interactive video training process is also associated with off-the job training (Rees and Smith, 2017). In addition to that, some retail organizations like

Critically evaluate development vehicles available to your organisation and explain the extent to which you think they are appropriate in meeting the development needs of the individual.

It is essential for an organization to understand the importance of development of individuals that are working for the organization. Employees are the main elements within an organization with the help of which a business can function properly (Wheelen *et al.*, 2017). It is relevant for the business to appreciate the employees in order to receive better performance from their side, which can support the business in generating better profit by executing the needed activities on time.

There are various methods through which an organization can understand the potential of an employee and can provide the needed appraisal for their performance and some of them are discussed below:

- **Critical Incident technique:** It involves statement that helps in understanding the positive and negative reactions of employees within the workplace. The statements of the employees are recorded, which is used by the organization for the future evaluation of working ability of the employees (DeNisi and Murphy, 2017). This technique is not only used for appraising the employees but also for interview purposes.
- **Trait Focussed Appraisal:** In this form of appraisal involves features of an employee like, punctuality, helpfulness and even dependability and further providing the appraisal to the employees (Sniderman *et al.*, 2016). This allows the employees of an organization to compete among them in a fair manner on the other hand this methods creates better coordination among the employees, creating better productivity.
- **360 Degree Feedback:** This is the most essential form of appraisal, which involves feedback from every individual with whom the employee or an individual has interacted. This allows the management in understanding the original potential of the individual (Karkoulia *et al.*, 2016). The feedbacks help in assessing the overall performance level of the individual because the received feedbacks are from various level which is unbiased in nature.
- **Human Asset Accounting Method:** It is considered the most practical and commercial form of performance appraisal because the appraisal is directly linked to the profitability rate of the business (Rajput, 2015). Amount of satisfied customers or amount of generated

sales are the only mode of understanding the performance ability of an individual and the appraisal is provided accordingly. It is easy to understand and even to execute within the workplace (Arkan, 2016).

Methods of ensuring fair and objective assessment/appraisal

- **Stay updated:** It is essential for the managers of an organization to make the employees stay updated regarding the recent requirement of the business, which can further help in making the employees aware of their activities. Updated job role allows the employees in doing the right job at right time and this helps in knowing which individual is performing correctly.
- **Balance criticism:** Managers of an organization need to understand both the positive and negative points of an employee or individual. It is essential for the managers to make balance comment on an employee's performance in order to ensure that they are tackle them equally (Frontier and Mielke, 2016). In case of too much negative comment can demotivate an employee while too much appreciation can make the employee overconfident.
- **Propose regular feedback:** This is the most relevant method of ensuring fair assessment of employees and their performance ability. Daily feedbacks from the authority and managers of a business can make positive impact on the performance level. The employees feel familiar with the management, which allows them to share their views towards the issues that are being faced by them and even in developing an informal relationship with the organization (Freeman and Lewis, 2016).
- **Keen listening:** Listening is another form of appraisal and with the help of listening by the managers, an individual within an organization to express their views. This allows the employees to feel comfortable while being a part of the company (JOHN *et al.*, 2017). Additionally, this even allows the employees to take up their own responsibilities, which can help the business in proper functioning.

There are various theories that helps in understanding the needs and demands of any individual that is working for an organization. The theories help in assessing the ways in which a managerial level must look into the needs and requirements of an individual in order to make them feel familiar

with the business environment and even to make them work more for the organization. Some of the theories that are practiced within TESCO are mentioned below:

- ***Taylor's motivational theory***

The motivational theory of Taylor states that workers are appreciated only by higher payment and it is essential for the business to understand that the activities must be monitored closely. The theory of Taylor even states that it is normal behaviour of every employee to take the job in a casual manner whenever they can because workers do not get pleasure from their work (Vandenabeele *et al.*, 2015). It is essential for the managers to provide the needed training to the individuals and even to ensure that their performed tasks are of the set standards. *"In our scheme, we do not ask the initiative of our men. We do not want any initiative. All we want of them is to obey the orders we give them, do what we say, and do it quick"* (Expert Program Management, 2019).

This theory even mentions that an employee must be paid based on the number of production they make. This shows that the appreciation of employees is directly proportional to the number of sales by him or her. It is relevant that in order to receive appreciation from the side of the managers, the employee must perform their activities as per the set standard by the organization. The theory of Taylor is something that positively affects the profit earning of the business. This motivational theory is considered the form of autocratic leadership, where the managers of an organization direct the employees.

- ***The Mayo effect***

Mayo's motivational theory proposes that employees of an business is considered to be just an element of laziness and another equipment of the workplace. It is essential for the managers, not to treat them like that because internal factors and social factors play an essential role in action making (Njuguna and Owuor, 2016). Employees are not motivated by rise in pay but they can perform even better if they are treated well. Group plays an essential role in the productivity level of an organization because, the internal factor that motivates the individuals to perform their activities with quality.

- ***Maslow and Herzberg***

Abraham Maslow and Frederick Herzberg both have developed theories that help businesses in motivating their employees but at the same time, it is distinctive in nature. Maslow's motivational theory states that employees feel motivated if their needs are satisfied (De Vito *et al.*, 2018). Contradictorily, Herzberg mentioned that employees are motivated because of existing internal factors within the workplace, which influences their satisfaction and dissatisfaction level (Alshmemri *et al.*, 2017).

Justification for need of these theories

Taylor's motivational theory ensures that the business receives better production from the side of the employees, which allow them to receive appreciation. On the other hand, Maslow's theory focuses on meeting the needs of the employees and providing them the required satisfaction, which will motivate them to work more for the business, creating productivity.

Methods to monitor evaluate and record individual feedback

Some of the steps to record, evaluate and monitor the feedbacks of individuals are discussed below:

- ***Assessing gestures of the employees:*** This is one of the best method with which feedbacks can be analyzed. Non-verbal communication plays an essential role in understanding feedback from the side of the employees.
- ***Measuring productivity:*** Understanding the productivity level of an employee and recording it for further assessment can be the way in which the feedbacks can be recorded (Haynes *et al.*, 2017). Productivity is the ultimate feedback and if it can be monitored, the it can be understood that whether the employees are working as per the need of the business or not.

Mechanisms to provide appropriate feedback to individuals

- ***Selection of preferred communication channel:*** This is the most used form of appropriate feedback. It is essential to understand the trend of communication process that is preferred by the employees of the organization and to provide them the information accordingly.
- ***Response to feedback:*** It means that, after receiving the feedbacks the developers of the business must make changes as per the need, which can motivate the employees to work more (Amin and Claudia, 2016)..

Develop a plan to meet the identified development needs and expectations of an individual.

Executive summary

SMART objectives

Objectives	Specific	Measurable	Achievable	Relevant	Timeliness
To increase the amount of sales by 20%	To engage better number of customers within the business and even to retain them, creating increase in sales	It is measurable by understanding the feedbacks from the seniors and can even from annual performance report	It is achievable by developing various sales strategies and implementing them on right time	To be in an organization it is essential to perform well and even to increase the sales amount of the business	Within one financial year
To increase the factory stuff of Tesco at the end of this financial year	This objective is specific as the key target of this objective is clear and it is easily understandable	It is measurable by understanding the strength of Tesco with the selected period	This objective is achievable through the help of human resource management team of Tesco	The objective can help Tesco to move up their revenue generation at certain extension. Continuous selection and recruitment process can be useful at meeting up with this objective.	Within one financial year

Table 1: Smart objectives

(Source: Created by the learner)

List of gaps

List of Gaps is corresponded with those objectives that are not smart in nature. The HR manager of Tesco has some objectives that are not SMART in nature. As an instance, he inherit the objective of deploying and designing leadership training, which is not a smart objective since it is not measurable, realistic and time-based. In addition to that, he also has the objective of decreasing the cost of different products, which is not measurable, time-based and realistic at all.

Career development strategies including the wider context of sustainability

There are different career development strategies that can be taken into consideration by the HR manager of Tesco. Career strategies play an essential role in the development of an individual and it is essential for the individual to receive the proper guideline in order to flourish in the future. Two different career development strategies from the perspective of that HR manager have been described below:

Hiring a career coach can even be beneficial for future career development. Career development can be vast and might need suggestions and support from a different person. With the help of guidance, it becomes easier to evaluate the best possible steps in career development.

Creating a broad vision can be described as the development strategy, which can help the HR manager of Tesco to develop his career. Creating a vision is very helpful at perusing self motivation, which is needed at the time of both personal and professional development. **Time & budget**

Objective	Time	Budget
To increase the factory stuff of Tesco at the end of this financial year	One financial year is needed for mitigating this career objective of the HR manager of Tesco	A total budget of \$2500 is needed for fulfilling this specific objective. The entire budget will be helpful at the recruitment and selection process of new factory stuffs.

To increase the amount of sales by 20%	1 year time is needed for achieving the objective.	In order to increase the sales, production and marketing efforts are needed to be enhanced. Total of \$10000 budget is required for developing this objective.
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Table 2: Time and Budget of the objectives

(Source: Created by the learner)

Review and Recommendation

The career development of an individual can be measured by the feedbacks that are received from the side of peers and other team members of the organization. Additionally, it can further be understood from the performance report that is made by the authority of the business. It can be recommended that the gaps that are mentioned above need to be achieved within the next financial year.

Conclusion

After the completion of the study, it can be understood that training that is provided to the employees or the individuals by the organization can help in developing their various unidentified skill. This can help the individual in his or her career development. It can be concluded that the motivational theories that are practiced by TESCO towards their employee are beneficial for business because it can help the organization in developing a skilled and loyal employee base. It can be one of the strength, which the business can avail while doing their business in their chosen location.

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