

**Programme: BA (Hons) Leadership and Management Skills for
the Workplace**

Module: Developing Relationships and Workplace Achievements

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

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1.0 INTRODUCTION

Lidl is a discount supermarket that offers products at a cheaper price than in any other establishment with the possibility of offering limited weekly offers. Most of the products in lidl supermarkets come from suppliers that are national and all other products come from suppliers that are of German origin. Lidl supermarkets have German origin and are part of the Schwarz group, which is one of the largest distributors in Europe. The lidl company operates in more than thirty countries around the world, most of them in Europe (Bakan, 2019).

This report is based on the identification of the needs of the employees of the lidl company and their expectations as employees. Thanks to having identified these needs, a development plan can be made for the employees of the supermarket company and thus be able to identify all the benefits of developing the skills of the employees, being able to use new skills in their workplace and making it possible that the lidl company benefits from these training thanks to seeing results in its customer service making all employees better trained, having greater motivation to learn new knowledge and being able to adapt to new complicated situations that can happen in the company during their workday making them feel more confident about themselves and the work they do.

Developing the skills and identifying the needs of employees is important for any company not only for Lidl, as this will make employees work giving their best by feeling that their work matters to the company they work for and that They have ways of improving their knowledge and staying motivated in the work they do by learning new techniques that will help them to relate better with their colleagues, increasing their confidence and achieving better teamwork and a better understanding between colleagues or a better ability to solve unexpected problems by themselves without the help of another person.

The training will be carried out thanks to group activities that strengthen relationships between employees helping to strengthen work. These training will be carried out periodically or through online tests that each employee can perform from their own home quickly and easily, so that they do not get bored in the learning process.

Coaching sessions will also be held to be able to directly identify the needs of employees to be able to develop better in their workplace.

2.0 BUSINESS TRAINING

Business training is the set of all activities carried out to improve the preparation and skills of workers in a company trying to connect the skills and abilities of workers with the requirements of the position they have in the company (O'Neill, 2020).

Lidl employees will have training every month to improve their skills and find out what things can still improve to develop new skills to achieve the objectives of the company. Thanks to training we get that most of the workers do not think about leaving the company because we will make them feel important by making them carry out special activities to improve their skills and become more competent at work. Some of the skills that employees will develop for the benefit of Lidl are organization, teamwork and communication, as it is vitally important to do a good job.

Some of the methods that we will use in the training will be:

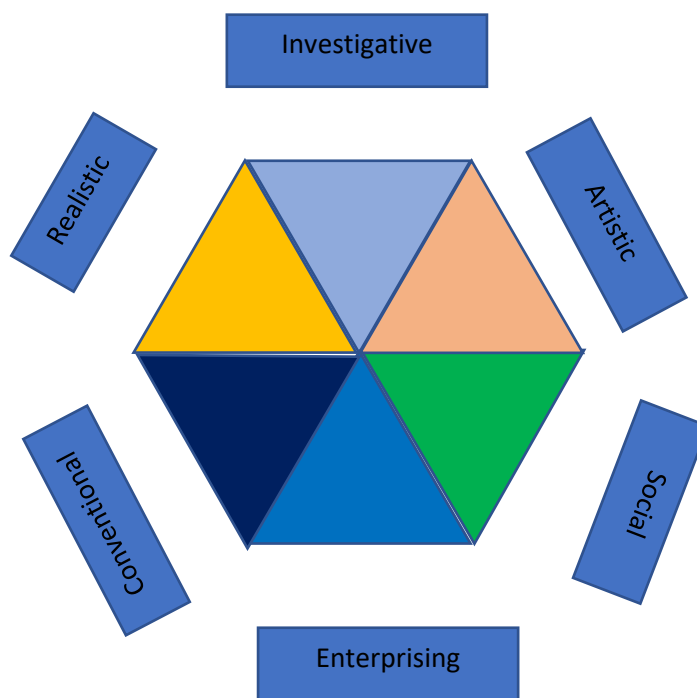
3.0 ACTIVE LISTENING

It is a communication technique that consists of the ability to actively listen to what someone is communicating to you, not only to listen to what they say but to attend and understand what is being communicated, thanks to skills such as empathy (Hoppe, 2018).

Thanks to active listening we will get employees to trust the human resources organization, feeling that their opinion is really being listened to and not simply listening to what they say, thanks to this technique the employees will feel confident to express their opinions by giving the opportunity for the company to help them improve their weaknesses and delegate tasks that better fit them.

4.0 THE HOLLAND CAREER MODEL

During the training we will try to put into practice The Holland Career Model, which is a small evaluation of the personality of the employees to be able to identify what type of career best suits them (Mckay, 2019).



(Mckay, 2019).

It is vitally important that there is a relationship between the type of work that workers like to do according to the personality that the employees have, since this way we will make them more productive by working more motivated to obtain the proposed objectives, it is useless to put a lidl employee to work in customer service if he is an introvert and likes to work alone and fast. In this case, the training and the holland career model is of great help because we can identify the needs of the employees. A worker with the characteristics described would work much better in a position where he does not have to interact much with people and can develop his potential, which in this case is speed, so a replacement position would be quite suitable.

The training will have the objective of finding out what our employees really hope to achieve by working in our company in order to help them improve their weaknesses and enhance their strengths, so that they can achieve the objectives that have been proposed to them (Susan L. Verhulst, 2018).

Thanks to the information that we are going to obtain from their personalities with the different activities that will be carried out, we can also easily determine who are more competent and take that into consideration when we delegate the tasks.

For the training, everything that managers have detected during the working hours that they need to improve to increase sales and improve customer service will be taken into account, all possible errors or things that can still be improved for during the training to be totally focused on that.

To carry out the training we will follow the following steps:

- **Identify business needs:** By identifying personal information about the types of customers that a company has, the strategies that companies use to attract customers can be improved by making possible to know what type of products they are looking for and how they buy (Kupe Kupersmith, 2021).

Conduct an in-depth analysis of the needs of the lidl company such as teamwork or organization in order to develop the skills that are most needed to offer the customer service that customers expect to receive when they come to our establishment.

- **Perform a Gap Analysis:** thanks to the human resources records it is possible to detect where the errors are and who makes them most frequently. Depending on whether they are individual errors or errors that have been made due to a malfunction of teamwork, a type of training or another specific will be carried out.

- **Surveys:** Surveys are made up of different questions that people are asked to obtain a series of data and find out their opinion on a specific topic thanks to the answers they have provided (Ponto, 2015).

Surveys will be carried out on lidl clients in a specific space for surveys that can be found on the company's website and employees will be able to carry out the surveys in the company's application or directly by email.

Will also be used to know the comments of the clients and the experience they have had with the workers, these surveys can also be used by the workers to give their opinion on what things they would like to improve to work better.

5.0 TRAINING OBSERVATION

The training will be carried out by trainers who have previously worked in supermarkets and who have special studies in the characteristics that an employee must have to be successful in his career, normally lidl will hire specialized companies to carry out the training.

6.0 TRAINING ACTIVITIES

The training will consist of carrying out different activities such as interactive games where all team members have to interact with each other answering questions and asking questions to get to know each other better. Surveys will also be conducted to find out how employees are feeling with these games. The purpose of these interactive activities between colleagues is to get to know each other well and to create connections to increase teamwork.

Test-type games will also be played with computers to try to make them learn new important knowledge in a fun way and enjoy the process, each test will have a final part where they will try to test the knowledge acquired and discover if they have been learned or not. Normally, test-type learning games will be played, but videos will also be played with the content that employees must learn and with real examples of the advantages of

learning that knowledge and how to put it into practice because when they are working it will help them.

7.0 TRAINING PLACE

Normally it will take place in a meeting room that also serves as a training place but on other occasions an outdoor place may be used in special places that belong to companies specializing in the training of company personnel (Carmona, 2019).

This last learning process with a specialized company is more expensive than the others but it is more practical since they are really professionals and on many occasions motivational talks are held with people specialized in coaching.

8.0 TRAINING DURATION

Normally the duration will be 1 day for the training that are carried out by internal specialized personnel of the Lidl company and two days for the training that are carried out by an external company specialized in the training of company personnel. The dates will depend on fitting the schedules with the members of the staff who need to do the training together because they will normally coincide during their work days.

9.0 TRAINING EVALUATION

During the training, there will be staff from the human resources staff observing the reactions and the way the employees behave to identify the type of personality they have and what activities they feel most comfortable with.

10.0 SPECIAL TRAINING FOR NEW EMPLOYEES

All new employees of the company must do a test-type online training and an evaluation test of the knowledge acquired at the end (Roberta Westwood, 2004).

During this test, topics of how to act in case of fire, allergies, evacuation of the workplace, customer service and food organization will be explained. With a good staff training, the lidl company aims to avoid extra costs by mitigating errors that can be avoided thanks to a good development of the necessary skills of the staff to know how to avoid errors at work and reduce production time and completion of tasks by having extensive knowledge.

11.0 COACHING

It is a training to work on the individual and improve the development of skills focusing on development and is usually in an informal tone, waiting for the participants to remember the knowledge learned and then be able to apply it (Brubaker, 2019).

Coaching is very necessary to identify the needs and expectations that employees have about their work, lidl coaching is focused on knowing the skills of employees to improve the productivity of the company obtaining better organization and teamwork. Typically coaching focuses on immediate results for the workplace.

To perform the coaching, the following steps will be followed:

- **CLARITY:** in order to have clarity between the coaching and the employee, there needs to be good communication so that both understand perfectly the ideas exchanged.
- **EXCHANGE OF INFORMATION:** coaching is focused on always having a broad exchange of information thanks to both parties having a good understanding of the needs of the staff and giving them information back in order to improve.
- **EMPATHY:** empathy can be created using active listening so that the employee feels more confident in front of the coach and can talk more easily about their feelings and needs.
- **TRUST:** thanks to the trust created between both parties, employees will feel comfortable to talk about anything knowing that they will not be judged or that information that they are giving can be transferred and can be used against them in the future, they must have the confidence to know that everything that is spoken there will only be to improve their personal skills and apply the improvements at work.

- **SUPPORT:** employee self-esteem must be worked on so that employees are able to evolve in their objectives and bring to the workplace the best version of themselves with the best skills and having improved communication, these coaching sessions will have a duration that will depend on each person because not everyone is the same and has the same needs.

12.0 SCHEIN CAREER ANCHORS

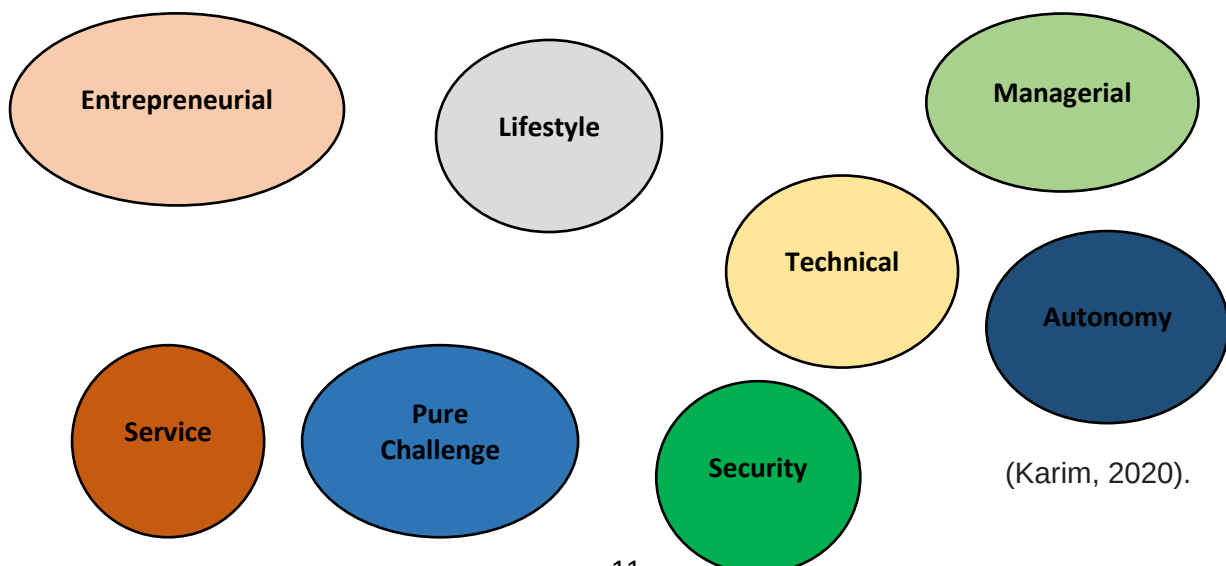
This concept was introduced by Adgar Schein and it is a concept that develops over time and evolves to shape the personal identity or image of an individual including skills and the things that we think we know how to do well and not very well (Karim, 2020).

This concept can greatly help companies and each individual to know exactly what type of work is most appropriate for what type of worker.

Not all workers want managerial positions, some prefer technical jobs and not all give the same importance to having job security and this is important to take into account to maintain motivation and provide facilities for those who prefer to have their own pace of work and job flexibility.

It will also be important to give the opportunity to those who prefer to start projects on their own rather than have organizational limitations or even those who prefer jobs that are difficult to overcome successfully.

12.1 Career anchors structure:



13.0 MENTORING

Its main objective is to improve the professional growth of the person who receives the learning by reflecting and exchanging knowledge (Clutterbuck, 2004). To carry out a good mentoring session it is necessary to have a lot of empathy and to be motivated, generating trust thanks to good communication and friendly treatment.

The mentoring sessions that Lidl company will carry out for its employees will be carried out by internal personnel of the company with specific knowledge about mentoring and the meetings will be held in a special place for these sessions within the lidl company, the duration will not be more of two hours, 3 days a week for each employee who will benefit from the service.

During the sessions, the mentor will guide the staff sharing experiences so that they value the decisions of their actions, it will be tried that the staff leave their comfort zone and can take risks if it can be beneficial for their benefit and for the company.

Books, videos or even special courses will be recommended to develop skills and personal knowledge, all this will be carried out thanks to active listening, creating trust between both parties to be able to give real feedback and be able to improve and be motivated.

13.1 The benefits of mentoring at lidl company are:

- Facilitate the adaptation of employees in the company.
- Increase productivity and improve results.
- Improve motivation and confidence.
- Promotes innovation and change management.

14.0 ORGANIZATIONAL DESIGN

It is the way to divide work and delegate tasks by grouping jobs into units, to structure the different work units and for companies to operate efficiently day by day (Albrecht, 2018).

In order to have a good organizational design, those responsible for lidl will delegate the tasks and the type of work to be carried out by a staff specifically chosen for it, taking into account the data of each staff member that has been obtained in the training.

Thanks to the observation of the work that is done and comparing it with the data obtained from the sales made, we will try to make changes in the way of working, for example, change the products of the sites every month to increase sales by making customers look for the products they really need and find other products that they had not seen before.

By monitoring the work of the staff, we will see what things can be improved and what things work after performing the training, knowing what we are doing and if it is necessary to do different work (Sharma, 2020).

The results of the monitoring of the work of the personnel will be communicated directly with the employees through meetings and through online feedback or surveys.

15.0 JOB ROTATION

Job rotation is the exchange of tasks and jobs periodically between the employees of a company, normally the tasks are similar although the jobs have different sections or departments (Demet Tuzunkan, 2018).

Thanks to the rotation of positions, it is possible to find new talents within the company, identifying skills and knowledge in employees that we would never have been able to see if they always do the same type of work. Another benefit of job rotation is that employees will not get bored easily and it will help their motivation to continue working in the company by increasing their creativity and productivity.

Although job rotation can have some drawbacks as it takes time for employees to adapt to new tasks and sometimes additional training is necessary to avoid mistakes in front of customers, negatively affecting the service (Blakely-Gray, 2017).

The benefits are much greater than the disadvantages for the company, obtaining more competent workers capable of working in any position and thus avoiding unnecessary expenses in hiring new personnel to fill a specific position.

An attempt will be made to rotate almost all Lidl staff who have the necessary skills every two months so that they are capable of knowing how to perform all kinds of jobs within the company, the warehouse workers will also replenish the products in the store and will also occupy the position of pay out and so all the workers will rotate periodically.

16.0 PAY FOR KNOWLEDGE AND SKILL-BASED PAY

It is salary based on the amount of skills that an employee has or the number of tasks that an employee can perform, with the purpose that employees have the motivation to acquire new skills and knowledge (Raymond J. Stone, 2020).

Thanks to the acquisition of new knowledge by the employees, it will be possible for the lidl company to use the personnel they already have working, to rotate them to other different jobs, making the most of employees potential and preventing the knowledge of the personnel from being harmed by not being used regularly.

It will be possible to see several employees perform the same job and with totally different salaries, making those with less skills have a motivation to learn and have new knowledge to match their salary with their colleagues.

To increase employee motivation, they will be compensated with extra bonuses of 15% of gross salary at the end of the month and flexibility to obtain vacations when they have acquired new specific knowledge or new skills.

17.0 PSYCHOLOGICAL APPRAISAL

Psychological appraisal is an evaluation tool to use in the workplace and to know what type of candidate is the best for each position, this makes it possible to get information about the personality and skills of employees thanks to an expert on the subject who normally is a psychologist (Riccardo Sartori, 2020).

In the Lidl company, interviews with potential new employees for the company will be conducted, always with the presence of a psychologist who is part of the human

resources department, thanks to which different types of tests will be carried out during the hiring process to learn more about how each candidate for the position is and not making mistakes when hiring someone who does not fit perfectly with the position we need to fill because this would cause the company to have losses that can be avoided.

17.1 Type of test to be carried out:

- **Big Five:** this test measures all the different personality types that employees may have to know how they will relate to each other when they are working and how they will act with different problems that may arise (Teeboom, 2019).

Thanks to this test, it will be easier for the human resources department to hire future employees knowing exactly what type of personality they have and how they will adapt to the job that is offered to them, knowing how they will react to problems that arise and how they will interact with their classmates. Thanks to the test, all candidates for the position who do not have the type of personality that we are looking for to fill the position can be disqualified.

The Lidl company attaches great importance to teamwork and that is why it attaches importance to the majority of its employees having similar and compatible personalities so that they can work together in an easier way and avoiding possible communication or teamwork problems.

This test will also be carried out on employees who currently work in the company to see if it would be favorable or not to transfer them to another department or how they will adapt to their new colleagues.

- **Situation Judgment Tests:** thanks to this test you can observe how candidates will interact with clients or how they will react in a difficult situation at work, basically candidates are put in a simulated situation that can actually occur to see their responses (Teeboom, 2019).

Before even hiring someone, thanks to this test, it will be possible to see how the candidates for the position interact with a specific situation that can really occur at work and thus draw the necessary conclusions and know if their answer is what we are looking for or not. This will ensure that the company does not get future surprises with wrong answers and that can make the company lose money.

With this test we will have a total knowledge of who we are hiring and who we have hired and how they develop in any situation because this test will also be carried out periodically to employees who are already hired by the lidl company and thus be able to train those who are having the wrong answers to some certain situations that can happen.

18.0 CAREER PROGRESSION

It is the vehicle thanks to which a person's career advances, having more important responsibilities and achieving a higher salary, career progression has a series of states that help to achieve it safely: set goals and create a plan to achieve them, develop a timeline, use company programs, own your career path and write it down (Heathfield, 2021).

- **Set goals and create a plan to achieve them:** Employees must be clear about the objectives to achieve to advance in the professional career, knowing exactly and clearly seeing the objectives, being determined to achieve them, having a lot of motivation.
- **Use company programs:** Lidl company has special training and coaching programs that help employees to develop their career in the workplace, always seeking the individual progression of each employee.
- **Own your career path:** the managers of the Lidl company seek that their employees progress in their professional careers and do not always remain in the same position, achieving positions of greater responsibility over the years, that is why communication with the managers of the company is important to let them Sure. when an employee wants to progress to receive additional help when possible and facilitate the process.
- **Write it down:** writing the goals you have will serve as a guide to use as a plan to continue writing the steps that must be taken and to be able to have references and to be able to identify if progress is being made in the plan that is being followed.

19.0 CONCLUSION

Thanks to the help of the training of the personnel of a company, the proposed objectives are achieved in a more effective and faster way, having the employees working together for the same objective. The coaching sessions carried out allow companies what the needs of their employees are and how to give them the tools they need to do a better job and to stay motivated in the future without getting bored with the work they do and always be productive.

Thanks to staff rotation, it is much more profitable for the company to train its employees so that they are prepared and learn how to perform different tasks in different jobs than to hire new people to fill those specific positions that can be covered by someone who is currently hired.

Encouraging employees thanks to bonuses or salary increases in relation to the amount of knowledge they have regardless of the job position they occupy is important to ensure that employees always want to study new knowledge that will help the company to achieve goals and increase the value of your employees.

All companies should give their employees the necessary tools to help their development in the company and making employees feel good talking about their needs, what changes they would like to make, regardless of the expense that companies have to spend on training, the benefits are greater long-term.

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