

Module Assignment Submission

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Introduction

Lextan Sunbed Salons is a business that offers tanning services to many customers. They combine their expertise with advanced tube technology tanning. (lextan2022) the success of the salons depends a lot on the staff who work there. Employees need the right skills, knowledge, and motivation to do their jobs well. When staff are supported and developed, they are more confident, do their work better, and provide excellent service to customers. This also helps the business run smoothly and safely.

The purpose of this report is to show how developing employees and helping them achieve their goals can make the workplace better at Lextan. It looks at why staff development is important, how managers can help employees grow, and the ways staff can learn new skills. The report also explains how development plans link to performance management, appraisals, and future opportunities within the company.

This report covers different methods of development, such as on-the-job training, mentoring, e-learning, workshops, and job shadowing. It includes a detailed development plan for one employee role, showing their current strengths, areas to

improve, clear goals, and the steps to reach them. The plan also explains how progress will be checked and reviewed.

Finally, the report gives practical recommendations for Lextan to improve staff development and workplace relationships. By investing in staff, Lextan can create a positive working environment, improve customer service, and make sure the business continues to grow and succeed.

Background on Organisation

Lextan Sunbed Salon is a large chain of tanning salons in the UK. The salons provide sunbed tanning, tanning creams. Lextan focuses on delivering good customer service and maintaining a clean, friendly, and safe environment for its clients. It's not just a tan it's an escape and experience (lextan 20250

Purpose of the Report

The purpose of this report is to show how developing workplace relationships and teamwork can improve staff performance, motivation, and the overall working environment at Lextan. It also looks at ways to support staff and increase customer satisfaction.

The Importance of Developing Workplace Relationships and Achievement

Good workplace relationships are important because they help staff feel supported, reduce conflicts, and make the working environment more positive. When employees have strong relationships with colleagues and managers, communication improves, teamwork is easier, and staff are more motivated to do their best.

Recognition and achievement also play a big role in performance. When staff are recognised for their work and feel a sense of achievement, they are more motivated, committed, and productive. This can include praise from managers, rewards, or opportunities for promotion and skill development.

Several theories explain why this matters:

Maslow's Hierarchy of Needs shows that recognition and a sense of achievement meet higher-level needs like esteem and self-actualisation, which motivate employees.

Herzberg's Two-Factor Theory explains that recognition and achievement are "motivators" that increase job satisfaction and performance.

Social Exchange Theory suggests that when employees feel valued and supported, they are more likely to respond positively and contribute more to the organisation.

By developing strong relationships and recognising achievements, Lextan can create a positive workplace where staff are motivated, productive, and committed.

Benefits of Developing Individuals in the Workplace

1. Staff retention.

When staff are given training and opportunities to improve their skills, they feel valued and supported. This makes them more likely to stay with the company for a longer time. For Lextan, keeping experienced staff means less money and time spent on hiring and training new employees. It also creates a stable team, which helps customers feel more comfortable seeing familiar faces.

2. Customer service improvements.

Well trained staff at Lextan can deliver a higher level of customer service. Development in areas such as communication, product knowledge, and customer care means employees can deal with client needs more effectively. Good service makes customers feel welcome and encourages them to return, which is vital in a competitive industry.

3. Compliance and safety.

In the sunbed industry, safety is very important due to strict health and safety regulations. Developing staff through training ensures they understand how to use the equipment safely and how to advise customers correctly. This protects both the customers and the business, reducing risks and making sure Lextan stays compliant with industry standards.

4. Innovation and growth.

When employees are supported to develop, they often bring new ideas and improvements to the business. At Lextan, staff who are encouraged to share

suggestions may find ways to improve salon processes or customer experiences. This supports business growth and helps the company to stay ahead in the market.

5. Competitive Advantage

A well-trained and motivated team gives Lextan an edge over competitors. Customers are more likely to choose a salon that is known for professional staff and excellent service. By focusing on staff development, Lextan can strengthen its reputation and attract more loyal customers, helping the company to remain a market leader in its industry.

6.cost savings

At Lextan, investing in staff development helps reduce long-term costs. Well-trained employees are less likely to make mistakes with health and safety procedures or customer bookings, which avoids expensive problems. Development also improves retention, meaning the company spends less on constantly recruiting and training new staff.

7.knowledge

Lextan benefits from a workforce that shares knowledge and skills. For example, when salon managers are trained in customer service and operational standards, they can pass this knowledge on to their teams. This creates a culture of learning and ensures consistency across all salons.

8.closer alignment with vision/mission/strategy

Lextan's mission is to provide a professional, safe, and enjoyable tanning experience. Staff development helps employees understand this vision and how their roles contribute to it. Training ensures that all team members follow the same standards, creating a strong link between daily work and the company's long-term strategy for growth and customer satisfaction.

Managing an Individual's Expectations in Respect of Personal Development

Managing the expectations of employees is very important for both staff and the organisation. At Lextan Sunbed Salons, staff need to understand what opportunities are available for their personal development and how these fit with the needs of the business.

1. Goal Setting (e.g., SMART)

Setting clear goals helps staff know what is expected of them and what they can achieve. Using the SMART method, which stands for Specific, Measurable, Achievable, Relevant, and Time-bound, makes goals clear and realistic. For example, a salon assistant at Lextan may have a goal to complete customer service training within three months. Clear goals keep staff motivated and make it easier to track progress. Managers can also review goals regularly to make sure they still match the employee's personal ambitions and the business's needs.

2. The Psychological Contract

The psychological contract is the unspoken agreement between staff and the organisation. Employees expect fair treatment, opportunities to learn, and a safe workplace. In return, the organisation expects staff to work hard, follow procedures, and provide good service. At Lextan, recognising and managing these expectations helps to build trust and loyalty between staff and management. When staff feel the organisation is keeping its promises, they are more likely to stay committed and motivated.

3. Balancing Personal Ambitions with Organisational Opportunities

Employees often have career ambitions, such as moving into management or learning new skills. These ambitions may not always match what the organisation can offer immediately. At Lextan, managers need to balance the individual's goals with business needs. For example, if a staff member wants to become a supervisor but no position is available yet, the salon can provide training and mentoring to prepare them for future opportunities. This helps employees feel supported while meeting the needs of the business. It also prevents disappointment by showing that progress might take time but is still achievable.

4.Costs

Training and development require investment. For example, sending staff on external beauty or customer service courses costs money, so Lextan must decide which training to fund and what employees may need to do in their own time. Clear communication around costs helps avoid confusion or disappointment. Investing wisely in training also brings long-term benefits, such as better performance and fewer mistakes, which saves money overall. Lextan can also use internal training where possible to reduce costs while still supporting staff growth.

5.Oppertunities

Lextan cannot promote everyone at the same time, but it can offer a range of opportunities such as shift supervisor roles, salon management training, or customer service workshops. By explaining which opportunities are available, staff can set realistic goals for themselves. Managers should also help staff recognise that development is not only about promotion it can also mean learning new skills, improving confidence, or taking on extra responsibility.

6.Scope

The scope of development at Lextan includes both technical and personal skills. Technical training may include tanning safety, equipment maintenance, or understanding UV exposure limits. Personal skills could involve communication, leadership, or teamwork. By agreeing on the scope of development, managers and employees can focus on areas that will bring the most value to both the individual and the company. For example, a receptionist improving communication skills can enhance customer experience and contribute to salon success.

7.Time

Development takes time, whether through online learning, shadowing managers, or attending training sessions. Managers at Lextan must manage expectations by being clear about how long training or progression will take.

8. Continuing Professional Development (CPD)

Another key part of managing expectations is Continuing Professional Development (CPD). CPD ensures learning continues throughout an employee's career rather than being a one-off event. At Lextan, this might include tanning safety refreshers, customer service training, or learning new sales techniques. Staff can record their learning through CPD logs to track progress and identify future goals. Managers can review these logs during appraisals to make sure development stays on track.

9. Clear Communication and Feedback

Ongoing communication between staff and managers is key to managing expectations. Regular one-to-one meetings or appraisals allow employees to discuss their progress, raise concerns, and plan their next steps. Feedback helps staff understand what they are doing well and what areas need improvement. At Lextan, positive feedback motivates employees, while constructive feedback supports personal growth.

10. Linking Development to Organisational Goals

Finally, all personal development at Lextan should link to the company's wider vision of providing a safe, professional, and enjoyable tanning experience. When employees understand how their own progress supports Lextan's goals, they feel more connected and valued. This alignment ensures both the business and its people grow together, creating long-term success.

By managing costs, time, and expectations carefully, and by promoting CPD and clear communication, Lextan ensures that staff development remains fair, motivating, and aligned with both individual and business goals.

Development Vehicles Available to the Organisation

Lextan has several options for developing staff within the workplace. Each method supports learning in different ways, and managers can choose the most suitable approach depending on the employee's role, skills, and career ambitions.

Development Method	Description	Pros	Cons
On-the-job training	Learning while carrying out daily tasks in the salon	Practical and directly relevant; low cost;	Can be rushed; quality depends on

	(e.g., operating sunbeds, handling bookings).	immediate application.	the trainer; may interrupt workflow.
Coaching and mentoring	One-to-one support from a manager or experienced colleague.	Personalised guidance; builds confidence; encourages long-term growth.	Time-consuming; relies on skills of the mentor/coach; may not always be consistent.
E-learning	Online modules or courses, often flexible and self-paced.	Flexible and accessible; cost-effective; standardised training across salons.	Less personal interaction; requires motivation; may not suit all learning styles.
Formal courses/workshops	External or internal structured training sessions.	Provides in-depth knowledge; recognised qualifications; networking opportunities.	Expensive; time away from work; may not be directly tailored to Lextan's needs.
Job shadowing	Observing experienced staff members during their work.	Good for learning practical skills; builds relationships; quick insight into roles.	Passive learning; limited to what is observed; not suitable for all skills.

Overall, the most effective development vehicles for Lextan are likely to be on-the-job training and coaching/mentoring, as these are directly linked to daily salon activities and customer service standards. They are also cost-effective and can be delivered consistently across multiple sites. E-learning is also valuable for compliance and safety training, as it ensures all staff receive the same information in a flexible way. While formal courses/workshops and job shadowing can be useful, they may be more suited to preparing staff for progression into management or specialist roles, rather than everyday salon tasks. By combining these methods, Lextan can balance efficiency with long-term staff development.

Detailed Development Plan for an Individual

Current Role and Strength

The role chosen for this development plan is Supervisor at Lextan. A supervisor is responsible for supporting the salon manager, overseeing daily operations, guiding salon assistants, and ensuring high levels of customer service.

Current strengths:

Good communication skills with both staff and customers.

Strong knowledge of salon operations, including bookings and equipment use.

Reliable and trusted by management to handle daily challenges.

Positive attitude that motivates team members.

Development Needs

Although the supervisor is effective in their current role at Lextan, there are several areas where further growth and development would strengthen their performance and prepare them for future progression within the company.

Developing Leadership and Decision-Making Skills

While the supervisor already manages day-to-day salon operations well, there is room to further develop their leadership and decision-making abilities. Strong leadership involves motivating team members, setting clear expectations, and maintaining a positive work environment even during busy or stressful periods. At Lextan, supervisors often need to make quick decisions, such as handling customer concerns, scheduling staff, or managing equipment issues. Developing stronger leadership and confident decision-making will help them take greater responsibility, lead by example, and support both the team and the company's wider goals.

Improving Knowledge of Compliance and Safety Regulations

Health and safety are crucial in the tanning industry. Although the supervisor has a good understanding of basic procedures, there is always value in developing deeper knowledge of compliance, including the latest regulations around UV exposure,

equipment maintenance, and skin type assessments. By increasing their expertise in this area, the supervisor can ensure that their salon always meets Lextan's high safety standards and complies fully with industry rules. This also helps protect both customers and the business from potential risks or legal issues.

Building Confidence in Handling Customer

Customer service is at the heart of Lextan's success. The supervisor is already polite and professional but could further develop their confidence and techniques for handling difficult situations or complaints. Learning how to stay calm, listen carefully, and resolve problems quickly can turn a negative experience into a positive one for the customer. This skill is especially important in maintaining Lextan's strong reputation for excellent customer care and ensuring customers continue to return.

Gaining Skills in Staff Training and Mentoring

As Lextan continues to expand, supervisors play an important role in developing new employees. The supervisor would benefit from learning more about staff training methods, including how to deliver on-the-job coaching, provide constructive feedback, and mentor less experienced team members. This will not only support team development but also prepare the supervisor for future management roles within the organisation. Being able to effectively train others helps create a consistent standard of service across all Lextan salons and encourages a culture of learning and support.

Expanding Business and Operational Awareness

It would also be beneficial for the supervisor to gain a broader understanding of business operations, such as stock management, marketing promotions, and financial targets. Understanding how these areas link to daily salon performance can help them make better decisions and contribute to the overall success of the business.

SMART Objectives

The following objectives are designed to support the supervisor's growth:

Complete a leadership workshop within six months to strengthen decision-making and management skills.

Undertake advanced health and safety e-learning within three months to ensure compliance knowledge is up to date.

Shadow the salon manager for two weeks to learn how to deal effectively with customer complaints and conflict situations.

Coach a new employee within the next six months to develop mentoring and training skills.

Development Activities

Activity	Timeline	Support Required	Success Measure
Attend leadership and management workshop	6 months	Training budget approved by manager	Certificate of completion; improved confidence in leading team meetings
Complete advanced health and safety e-learning	3 months	Access to online training platform	Pass rate of 80%+ on assessment
Job shadow salon manager in handling complaints	2 weeks	Manager provides opportunities for observation	Supervisor demonstrates ability to resolve at least 2 complaints independently
Coach and support a new starter	6 months	Guidance from manager on mentoring techniques	Feedback from new employee; manager observes effective coaching

Evaluation of Progress

Progress will be monitored through regular one-to-one meetings with the salon manager, where goals and achievements will be reviewed. Success will be measured by feedback from both staff and customers, performance in assessments, and the supervisor's ability to take on more responsibility. Formal reviews will take place every three months, with adjustments made to the plan if needed.

Using Development Plans to Manage Performance

How Development Links to Appraisals

At Lextan, development plans are closely connected to staff appraisals. During appraisals, managers and employees review progress against agreed objectives, such as improving customer service or completing training. Linking development to appraisals ensures that goals remain clear and measurable. This also helps staff feel recognised for their efforts, which increases motivation and reduces turnover.

To keep appraisals fair, Lextan uses the same forms and clear goals for all staff. Managers give consistent feedback, so everyone is judged on their work and progress, not opinion. (*BambooHR*, 2025) Boost employee engagement by making performance reviews actionable and objective. Get clearer insights, address issues sooner, and improve key conversations.

Feedback Mechanisms

Feedback is a vital part of managing performance. At Lextan, feedback can come from managers, colleagues, or even customers. Regular one-to-one meetings allow managers to give constructive feedback on strengths and areas for improvement. Positive feedback supports motivation, while constructive feedback guides further development. Using two-way feedback also allows staff to express their views, strengthening the psychological contract and trust between staff and the organisation.

Succession Planning

Development plans also play an important role in succession planning. For example, if a supervisor at Lextan shows strong leadership skills, their development plan can be designed to prepare them for a future salon manager role. This ensures that when higher positions become available, there are trained and capable staff ready to step up. Succession planning not only supports business continuity but also gives employees a clear career path, helping with staff retention and motivation.

Linking development plans to career paths helps Lextan keep a skilled team for the long term. Staff are ready to move into new roles when needed, which reduces the need to hire outside and helps the business stay stable.”

A CPD cycle is a continuous process where you think about your skills, plan learning, act, and review what you've learned to keep improving (*Cpd Entry Pharmacy Examples - Bing*, 2025)



Continuing Professional Development (CPD) is also an important part of personal growth at Lextan. CPD means that learning and improvement are ongoing rather than one-off events. For example, staff may complete regular tanning safety updates, refresher courses on customer service, or training in new sales techniques. By recording CPD, employees can see how their skills are building over time, while managers can use the records to track progress and identify further training needs. This helps staff feel valued and supported, while also ensuring the business stays compliant with industry regulations.

Example of a CPD log entry at Lextan:

- **Date:** September 2025
- **Training Activity:** Tanning Safety Refresher
- **Duration:** 2 hours
- **Learning Outcome:** Updated knowledge on UV safety regulations and customer health checks
- **Next Step:** Apply learning in daily salon operations and support new staff with safety guidance

To support this, Lextan uses personal development plans and appraisals. These tools help managers and staff set goals that are realistic in terms of cost, opportunities, scope, and time, while also recording CPD activities. They also allow progress to be reviewed regularly.

Organisational sustainability

Organisational sustainability means a company can keep going and succeed while using its resources wisely. (alberto, 2025)

Principles

1.Customer focus

Lextan always puts customers first by providing safe, clean, and welcoming salons. By listening to customer feedback and offering affordable tanning services, the business can keep strong loyalty and attract new clients. "Innovative companies can better meet customer needs, keeping them happy and loyal." (Clariss, 2025)

2. Systems thinking

Lextan operates many salons across different locations. Using systems such as online booking, standardised training, and clear health and safety procedures ensures consistency and smooth operations across all sites. (*Systems Thinking* 2019) "Systems thinking helps us see the big picture and how things connect, especially in a complex world."

3. Working in harmony

Lextan encourages teamwork within salons and across the wider company. Staff, managers, and head office work together so that business goals are achieved without conflict (*Working in Harmony - Bing, 2025*). A positive team culture leads to happier employees, better teamwork, higher motivation, more creativity, and fewer conflicts or absences.

4. Wisdom from data

Customer data such as booking trends, popular treatment times, and sales figures are used to make better business decisions. For example, data helps Lextan to adjust opening hours, offer promotions, and plan for future growth.

5. Leadership inspiring vision

Lextan's leadership provides a clear vision of being the leading sunbed salon chain in the UK. By sharing this vision, managers inspire staff to work towards high standards and professional service.

6. Learning to drive improvement and innovation

Lextan supports staff development and CPD to improve service quality. The company also looks for new ideas, such as digital booking systems or improved tanning technology, to stay competitive and meet customer expectations (Clariss, 2025) When employees are motivated and engaged, new ideas, processes, and technologies come to life."

7. Project the environment and natural resources

Lextan works to reduce waste and energy use within salons, for example by using energy-efficient sunbeds and encouraging recycling. This shows responsibility for the environment while running the business.

8. Respect for people

Lextan values its staff by offering training, fair working conditions, and opportunities for development. Customers are also respected through safe tanning practices, honest advice, and a welcoming environment. Employees want to be respected at work (Arnold, 2025)

Recommendations

Based on the analysis, the following practical actions are recommended to help Lextan improve workplace development and staff relationships:

Strengthen Training and Development

Continue to invest in on-the-job training, mentoring, and e-learning to ensure staff feel supported in their roles.

Provide more leadership training to prepare supervisors for future management positions.

Enhance Performance Appraisals

Link appraisals directly to individual development plans, using SMART goals so that progress is clear and measurable.

include opportunities for two-way feedback so staff feel their opinions are valued.

Improve Communication and Recognition

Hold regular team meetings to keep staff informed and engaged.

Introduce simple recognition schemes (e.g., employee of the month, customer feedback awards) to motivate staff and show appreciation for good performance.

Support Succession Planning

Identify high-performing employees early and provide structured development to prepare them for promotion.

By continuing to provide training, mentoring, and clear development opportunities, the organisation can build stronger workplace relationships, improve customer satisfaction, and maintain a competitive advantage in the sunbed industry. This will ensure the business always has skilled staff ready to step into key roles.

Focus on Compliance and Safety

Ensure all staff complete regular health and safety training to keep standards high and reduce risks.

Use e-learning platforms to refresh knowledge and maintain consistency across all salons.

Encourage Innovation and Staff Involvement

Create channels for staff to share ideas on improving customer service or salon operations.

Reward innovative suggestions to build a culture of continuous improvement.

By following these recommendations, Lextan can strengthen staff relationships, increase motivation, (chory2023) building good relationships at work helps teams communicate better and build a more skilled workforce. This will support both employee satisfaction and long-term business success.

Conclusion

This report has shown how developing individuals in the workplace brings clear benefits for both staff and the organisation. (McCauley2001) At Lextan, investing in people helps to improve staff retention, raise customer service standards, ensure compliance with health and safety, and encourage innovation. Development plans, appraisals, and feedback are important tools for managing performance and preparing staff for future roles.

The evidence suggests that when employees are supported in their growth, they feel more valued and motivated. This links to theories such as Maslow's hierarchy of needs

and Herzberg's motivation theory, which highlight the importance of recognition, achievement, and opportunities for personal growth.

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