

DEVELOPING RELATIONSHIP AND WORKPLACE ACHIEVEMENT

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INTRODUCTION

Individual performance management at the workplace endows the workforce to make use of their knowledge and skills so that they can perform different tasks and activities at the workplace. In addition to this, performance management also facilitates the employees to manage their performance. Along with this, it also supports the growth and development of the employees. As for the business, individual career development is considered as an important aspect which facilitates the overall growth of the business. However, for the development of the individuals, the organisation used to provide different training programs, other development and educational programs which helps in the overall career development of the individuals. This report focuses on performance management and the personal and career development of individuals in Accenture. Therefore, the report will discuss the benefits of individual development for the workplace. In addition to this, the expectations of the individual concerning personal development will also be discussed in this report. Apart from this, different individual development programs of the Accenture will be discussed. At last based on the expectations and needs of the individual a development plan will be developed, which will be useful for managing the performance of the employees.

DISCUSSION

CRITICALLY ASSESS THE POTENTIAL BENEFITS TO THE ORGANISATION OF DEVELOPING INDIVIDUALS IN THE WORKPLACE.

EMPLOYEE DEVELOPMENT

According to Harrison (2012), Training of an employee and development is a practical term that is used interchangeably. Training specifically involves the overall development of an employee such as the development of their skills, knowledge performance etc. As the new market comes out with new technologies that favour a great impact on employees' development and performance. Technical platforms along with manual training help employees learn a more practical thing with lesser efforts. In a report, it has been found that 94% of employees stay longer in a company if it has been invested properly in the development of a career. The best result of the development of an employee is that it results in greater productivity of the company. Various companies now focusing on employee's development because it directly has a good impact on the performance of the business and increases the chances of boosting productivity in future. The various factors on which companies are focussing for the development of employee are as follows-

1. Targeting the soft skills of employees.
2. Personality development of employees.
3. Learning digital platforms.
4. Strategic plan development.

Benefits of employee development for the business

In many business organisations, routine working is so dependable and predictable without any developments. Some people spending years in an organisation without any career development. But nowadays in this age of technology and employees training results in development and chances of great advantages to both employees and their organisation (Jehanzeb and Bashir, 2013). There are some of the reasons that have a positive impact on the development of employees and organisations –

1. **Maintaining an engagement** – According to the study GetSmarter (2020), shows that 33% of the US workplace employees engaged in work this is a great challenge on employers. Engagement of the employee with their organisation work has a better result

and faster development of the organisation. The professional employer has to make their employee engaged in work help employee to learn tricks and technology this employer-employee relationship helps company to reach the target faster and achieving the goal faster (Kumar and Pansari, 2015).

2. **Learning competitive edge** – Competition is a big part of business as keeping an eye on your competitors and doing your job according to that. But the problem is how employees are going to know about the competition in your organisation and others? For this professional employer has to do regular meetings with employees to make employees understand the market competition and give the training. By this method, an organisation can boost the performance of employees that directly help in achieving the goal (Broadhurst, 2012).
3. **Boost productivity and Satisfaction** – In an organisation, if the employee is feeling supported by the employer than naturally, they become productive. Training and development of employees help in make them confident and satisfied. This attitude of employees helps organisations to be in a better path and organisations will also receive market satisfaction. As teamwork is very important for an employer to make their employees satisfied. It also makes leadership qualities in employees and motivated them to do their job well (Rahman and Nas, 2013).

DISADVANTAGES OF EMPLOYEE'S DEVELOPMENT ON BUSINESS

Training of an employee sometimes takes a lot of time that eventually affect the work and productivity. Training is sometimes costly that cause financial loss of the company. If the organisation is giving training to a group of people it implies a complete loss of work for that day (Abou Elnaga and Imran, 2014).

Manual training is free but advanced training is so often costly. Advance training providers and advance techniques require a good cost that company has to accommodate. And after training session employees expect pay rises that the company sometimes cannot afford and may make the employee go to other organizations after learning skills and techniques. This is again a loss of organisations.

Employee retention is one of the major disadvantages most of the employee leave the organisation because of the lack of interaction between employer and employee. Sometimes due to low salary lack of growth makes employees frustrated. It directly affects the company growth and development (Abou Elnaga and Imran, 2014).

MANAGE AN INDIVIDUAL'S EXPECTATIONS IN RESPECT OF PERSONAL DEVELOPMENT.

Every employee has some expectations from the workplace. At the workplace, if the expectations and needs of the workforce will not be met then it is quite obvious that the candidates will look for the better workplace. However, it will affect the finances and brand image of the business. Therefore, it is important for the business to meet the expectations and needs of the employees. These expectations can be either related to the salary, behaviour of the management and other subordinates etc. Apart from the meaningful and healthier workplace, there are some other factors also for which the employees look at the workplace. Some of the expectations of employees are as follows –

Culture – Culture of the company can be defined as the personality of the company and hence, it has a wider range of impact on the organisation. Culture of the organisation defines the way in which the company performs its business operations, interacts with the people inside and outside the business mainly with their customers, suppliers, shareholders etc. In addition to this, the culture of the company represents the working structure of the company, which affects the working of the employees. Therefore, it is important that the business must have positive working environment so that it can motivate the employees and increases their engagement/interest in the working of the company (Cheng and Waldenberger, 2013).

Growth opportunities – it has been seen that if the employees did not get support at the workplace, then they are likely search for the new job. In today's modern working environment, the employees are always looking for the new opportunities and sources of development. In a report it has been found that most of the younger workers stated that at the workplace growth and learning opportunities are very important. Therefore, the organisations must provide better opportunities to their employees. Through this, the company can also engage their employees at the workplace. In addition to this, it will also be helpful in gaining the competitive edge (Al Ariss et al., 2014).

Autonomy – along with the mentorship and guidance at the workplace, most of the employees now a days wants to work according to their own norms. It has been mostly observed that the employees want to decide most of the things at the workplace by themselves. Employees nowadays do not want to be controlled and managed by others, moreover they want to work freely and independently. However, this behaviour of the employees reflects lack of trust on the subordinates and higher authorities. On the other hand, it has been observed that

independent workers likely to work more than the other workers of the organisation (Albrecht et al., 2019).

Above discussed are some of the expectations of the modern employees and it is compulsory for the business to fulfil the expectations of the employees. Although, expectations of the employees become an element of headache for the employees, but at the same time unsatisfied results in declining the performance of the business, as it lowers down the engagement of the employees. Therefore, it is the responsibility of the business to manage and work according to the expectations of their employees. First of all, the managers have to clearly communicate the roles and responsibilities of each employee, so that they must be clear about their working. It helps the employees in analysing the development opportunities and threats involved in their working. Apart from this, it is important that the managers must connect the employees with the culture and working practices of the organisation. It will be helpful in connecting the employees with the mission and vision of the organisation. It makes it easier for the business to get involved in the working of the organisation. Apart from this, the business provides them different opportunities which helps the employees in meeting their expectation. Creating opportunities for the employees also supports the employees in fulfilling their expectations.

CRITICALLY EVALUATE DEVELOPMENT VEHICLES AVAILABLE TO AN ORGANISATION APPROPRIATE TO THE DEVELOPMENT NEEDS OF THE INDIVIDUAL.

To upgrade the skills and knowledge of the employee, organisations now a days are using different methods to meet the expectations and needs of the employees. This has been done by the organisation so that the performance of the business will not get affected and the profits of the company continues to grow regularly. Discussed below are some of the methods and programs that has been used by the management of Accenture for the development of their individuals. Accenture is one among the largest companies of the corporate world. Therefore, to maintain their position and brand image the company uses different methods. According to the report of Weber (2019), approx. \$1 billion has been invested by the company in providing training and other development programs to their employees. In the year 2015, for the training and professional development of the employees, Accenture has invested approx. \$841 million. As a result of this investment training sessions of approx. 15 million hours were delivered to the employees with an average rate of 40 hours per employee (Starner, 2016). Apart from this, company is highly focusing on the technological developments and instruments to provide training and development opportunities to their employees. Hence, the company has also reinvented their learning approaches and provides opportunities to 373,000 people to bring innovative and creative ideas for specialising their skills, so that the clients and communities related with the company can be effectively served by the team (Starner, 2016).

Where Learning and Talent Development Resides at Accenture



Figure 1: Training and development at Accenture

Source: ATD Staff, 2020.

Accenture Connect Learning is a form of classroom-based learning and training programs which is a digital based learning program. This program acts as a connecting link between the employees to the professional world. This digital based learning program was introduced in the year 2015, and provides the employees of Accenture to learn different skills related to the data

scientists' visual designers, information architects, mortgage processors and other diverse skills (Starner, 2016). It enhances the professional capabilities of the employees and develop their skills and knowledge in specific fields. Moreover, it serves the employees with different career opportunities. This program replaces the traditional learning methods and is suitable for all types of employees. Apart from this, the company is providing both internal and external support to their employees. It helps the employees in enhancing their knowledge as company offers them role-based learning programs, foundation learning, specialisation learning etc. (Modgil, 2019). In the report of ATD Staff (2020), a chief learning officer of Accenture states that HR process of the Accenture is employees centered and emphasis more on talent development and employee engagement. Apart from this, three most important factors of talent development at Accenture are discussed in the report of ATD staff, these factors are world class on-boarding, time away to learning and continuation of learning process each time, attainment of the performance etc.

GENERATE A DETAILED PLAN TO MEET THE IDENTIFIED DEVELOPMENT NEEDS OF AN INDIVIDUAL IN THE WORKPLACE AND THE MANAGEMENT OF PERFORMANCE

DEVELOPMENT NEEDS	MEANING	ACTIVITIES THAT CAN BE UNDERTAKEN BY THE MANAGEMENT OF THE WORKPLACE
Training	Training and development at the workplace are considered as one of the most important needs of the employees. Irrespective of the working tenure most of the employees used to look for the training and development programs. As training and development programs helps the employees in improving their skills and knowledge (Noe and Kodwani, 2018).	Formal training, on the job training, off the job training, classrooms sessions, other job aids like coaching, job rotation etc.
Growth opportunities	It is one of the major factors which has been assessed by the candidates while applying for the job. Moreover, it helps the companies in retaining and engaging their employees in the activities of the business. Different development opportunities help the employees in performing their tasks effectively (Weer and Greenhaus, 2020).	By innovating the products and services of the company, management can offer growth opportunities to their employees. Besides this, the company must use expansion strategies, it will offer growth opportunities to the employees.
Comfortable workplace environment and culture	It is another important aspect for which the modern employees look for at the workplace. Comfortable workplace environment boosts the morale of the employees that improves their performance. Therefore, it is important for the business to provide comfortable working environment to their workers (Mathews and Khann, 2016).	For better workplace environment, the companies must adopt proper rules and working guidelines such as equality law, safety guidelines, standard working hours etc.
Autonomy	It means that the employees want to independently and not within the control of other people (Sia and Appu, 2015).	Individual projects must be allotted to them so that they can enjoy freedom at the workplace. Apart from this, the managers can also assign the employees individual roles within the team, through this, employees can work independently and at the same time their performance can also be monitored by the leaders.

CONCLUSION

In the above report it has been recognised that there are different needs and expectations of the employees which must be fulfilled by the organisation. Modern employees used to look for different things while going for the interview at the workplace. In this report, it has been found that employees nowadays are looking for the workplace where they can work independently and the workplace which will provide them better opportunities for the growth. Apart from this, the employees are also looking for the workplace with positive working environment. Apart from this, different development methods that has been adopted by the Accenture are also discussed in this report. At last a development plan is provided in this report which determines the different actions which can be adopted by the business for meeting the expectations of their employees.

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