

DEVELOPING RELATIONSHIPS AND WORKPLACE ACHIEVEMENTS

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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BA Leadership and Management Skills for the Workplace

Executive summary

Occupying a place of value and importance in the market, Amazon has tried its best in improving its productivity as well as developing the individual employees working within the organisation. This study is a report telling the diverse types of developmental vehicles that are necessary for the developmental needs of individuals contributing to the growth of both the employees and the organisation. This also presents the audience with a PDP helping one to have a clear understanding of the same by focusing upon some of the most key factors of the organisation. This forms the core of the study.

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Introduction

One of the most reputed yet strongly trusted companies of the UK, Amazon has served to meet the needs of the customers for the longest period. With its focus on supplying several kinds of services to the people, it is always keen upon improving its business structure. This includes several factors. In the same way, Amazon is also there to emphasise upon the distinct kinds of methods for the purpose of improving the employee efficiency of the organisation (Sanford, *et al.*, 2017). This report is a detailed study of the many factors which play a crucial role in the overall development of the individuals along with that of the organisation. The study highlights the various kinds of developmental vehicles (including several appraisal tools and techniques) necessary for the development of the employees in a way to meet both the individual as well as the organisational needs of the same. It also includes a personal development plan in support of the same.

Critical evaluation of various developmental vehicles

The development of every individual is crucial within an organisation. For such developmental purposes, there is a presence of developmental vehicles within the organisation which are used for the purpose of developing the individuals within the organisation. The developmental vehicles refer to the diverse ways in which individuals are trained to develop their skills and knowledge while working within the organisation (Rimmer, *et al.*, 2018). The appraisal tools and techniques are used for proper performance evaluation of the employees who have contributed to the growth and development of the organisation. Some of the performance appraisal tools and techniques include

Management by goals (MBO)

The management by goal (MBO) refers to the appraisal method in which both the managers as well as the employees work together to find, plan, organise as well as communicate the aims for focussing upon a specific appraisal period. After the goal is set by both the managers and the subordinates, there is further progress that is made for the purpose of controlling as well as discussing the several ways of achieving those set of goals. This very appraisal technique is used for the purpose of matching the overarching goals of the organisation with reference to the SMART aims. Towards the end of the review period, every employee is judged based on their achieved results (Alicea, *et al.*, 2021). Employees who succeed are rewarded with a promotion

and a hike in their salary while those who failed the same are provided with a future training for the purpose of rectifying themselves and improving themselves in the future

Effectiveness of MBO

The MBO is an effective tool for measuring both the qualitative and the quantitative output of the senior most managers, directors, executors and so on. It has proved its effectiveness in improving the performance level of the employees by increasing their commitment towards the organisation. This helps in improving both the individual as well as the organisational success of the same

360-Degree Feedback

The 360-Degree Feedback is another appraisal tool for analysing the effectiveness of the employees for the purpose of meeting both the individual as well as the organisational success. The appraisal tool is a multidimensional performance appraisal tool that is used for evaluating an employee's performance based upon feedback collected from a circle of influence (Majid, *et al*, 2018). This might include peers, managers and others. This 360-Degree Feedback helps in getting a clear and concise understanding of the competency of the individual. It consists of the following integral components

Self-appraisals- Considered to be one of the most important components of the 360-Degree Feedback, self-appraisals are important for the employees because it allows them to look back at their own performances. This helps them to understand their own strengths and weaknesses. This method is a fantastic way of increasing the effectiveness of the employees by rectifying their own weaknesses

Managerial reviews- Managerial reviews is also a vital part in the 360-Degree Feedback. Managerial reviews are a part of the appraisal tool which includes review by the managers along with ratings given to the employees based on their performance (Pais, *et al*, 2020). This helps in the proper evaluation of the individual as well as the entire team by the senior manager present within the organisation

Peer reviews- Coming out of the hierarchy, there is a unique perspective given to the employee's performance making them a good evaluator of their own as well as their peer's performance. While working within a team, the reviews by the peers help them in figuring out the ability of the employees to work well along with the other members of the team. This help in

the proper understanding of one's own ability and take initiatives to contribute to an organisation like Amazon (Kansan, *et al.*, 2016)

Subordinates appraising manager (SAM)- Considered to be an upward appraisal part of 360-Degree Feedback, SAM is a significant step. This gives the appraisal in the most unique perspective from the point of view of a manager

Customer reviews- Lastly, customer or client reviews is another part of the 360-Degree Feedback. It might include both internal as well as external customers. The reviews from these customers evaluate the output of an employee better

Effectiveness of 360-Degree Feedback

This appraisal technique of 360-Degree Feedback is an amazing technique to be introduced in both the public as well as the private sector. But it is believed to be much more ideal and suitable for the private sector organisations as peer reviews in the public sector tends to be much more lenient. It is true that feedback plays an extremely key role in improving the performance of the employees (Kazmierczak *al*, 2016). With the help of the 360-Degree Feedback, employees are encouraged to invest in self-development as well as embrace the change taking place within the organisation. This is ideal for helping the employees to increase their awareness of performance and promote engagement within the work culture.

Behaviourally Anchored Rating Scale (BARS)

This specific appraisal tool by the name of behaviourally anchored rating scale is used for bringing out both qualitative as well as quantitative benefits about the performance as well as the appraisal process. Used for measuring the individual's performance against the predetermined standard, each performance of the employees is anchored by multiple bar statements, describing the common behaviours of the employee which they routinely show.

Effectiveness of using BARS

The BARS is an effective appraisal tool to be used in the organisations for assessing the performance of the individual employees. This might include the performance of the entire workplace varying from the entry level agent to the c-suite employees (Hollenbeck *al.*, 2019). With the help of BARS, one can achieve an exact analysis of the performance of the employees through clear standards and improved level of feedback. This includes consistent evaluation of

the employee's performance by dropping any possibility of biases arising within the organisation. This also helps in ensuring the fair procedure of the employee appraisal

Psychological Appraisals

In an organisation like Amazon, psychological appraisals are used to meet the success of both the individuals as well as the organisation. Qualified psychologists are assigned with the task of conducting tests for making an effective evaluation of the employees. This test might include in-depth interviews, discussion and so on. This kind of test is done in a way of finding the hidden potential of the employees. It focuses upon analysing the future performance of the employees rather than giving importance to their past work. It is used for analysing the major components of the individuals such as cognitive abilities, emotional quotient, personality traits and so on (Sidali, *et al*, 2016). Although the process might happen to be a slow one, it is administered by a group of experienced psychologists. Therefore, because of their appraisal one is expected to achieve better results.

Effectiveness of psychological appraisals

Much like all other existing appraisals, the psychological appraisals, too, is a way of improving the individual as well as the organisational success. This is effective for the development of individuals. This technique is mostly used in the large organisations like Amazon which includes an array of logic such as team building, resolving conflicts and others. It is effective for providing the introverted employees with an opportunity to prove their effectiveness by highlighting their respective potential. It calculates not only the employee's performance but also stress upon their potential

Conclusion

In concluding the report, a detailed analysis has been given about the several principal factors of individual development of the employees working within the organisation. This analysis of the report is done with reference to one of the most trusted organisations of the UK, Amazon. This report analyses the various developmental tools including the appraisal tools and techniques that are necessary for the measurement of the employee's performance with an emphasis laid upon the importance and effectiveness of the same in bringing about the individual as well as the organisational success. Not only this, but the report study also incorporates a Personal Development Plan (PDP) in support of the same organisation, forming the essence of the study.

Recommendation

Giving importance to quality over price

Amazon should focus upon quality and not the price of the products which it sells to its customers. With the help of strategic management theory, it can emphasise upon creating a better and far more improved e-commerce performance of the organisation. With the help of the strategic management theory, Amazon will be able to focus upon delivering quality products to its customers which will attract many more customers in the future time. Thus, attracting customers and keeping the old ones will help Amazon to generate a huge amount of profit that will increase its yearly turnover (Fenton, *et al.*, 2016). This factor is an important recommendation for the organisation to focus upon for being in the competition overall

Focus upon faster shipping

The next particularly important recommendation for Amazon to abide by is the faster shipping process. Customers who engage in online shopping have a need for getting the purchased item within a given period. If the time exceeds, then there might be a feeling of anxiety on the part of the customers and the customer not receiving the item within a given period might decide on cancelling the order. Therefore, it is recommended for Amazon to increase its shipping process which would also help the customer to decide whether he/she wants to keep the item or want to return it in case the person does not like the product. This availability of time should be focussed upon while considering such a principal factor

Increase advertisement

For any organisation to increase its sales and come into the public glare, it is particularly important to emphasise upon a strategy that allows for better advertising strategy. With the help of strong keywords and building up a brand awareness, Amazon will be able to attract more customers as well as focus upon profitability of the product (Khan, *et al.*, 2016). It is strongly recommended for Amazon to always keep the audience aware of the constant change that is taking place within the organisation as well as the various kinds of facilities that it is coming up with such as the Amazon Prime and many such important aspects of the same organisation. This helps the organisation to stay strong in the competitive market and attracts new customers as much as possible to keep its profit margin and increase it as well.

APENDIX A

Personal development plan (PDP)

Developmental objectives	Priorities	Activities to be undertaken	Resources	Target start date	Target end date	Criteria for success
Performance	Priority should be given upon performance	Emphasis must be given upon the proper enhancement of the employee's performance. The performance of the employees can be improved with the proper supervision which would help in improving themselves and enhancing their working style within the same organisation (Gibson, et al, 2016)	To improve the performance of the employees, it must include several resources such as motivating the employees through proper guidance, also including supervision of the same	July 2022	October 2022	Satisfactory performance is appreciated by all. Therefore, if Amazon succeed in improving the performance of the employees who will contribute to the overall growth of the organisation, it will help the same to improve its supply to the market in the coming days

Quality	Priority is given upon the quality of the products	Amazon should try to focus upon the quality of the products which it sells to its customers. The raw materials used for the creation of such goods and products must of high value which will help in improving the quality of the product manufactured and increase the overall profit margin of the organisation	To focus upon the quality of products at Amazon, it must incorporate the best raw materials available in the market	September 2022	April 2022	High quality products are usually preferred by most people (LaVoie, et al, 2017). If Amazon tries to sell the products which will stand eventually, it will enjoy the advantage of gaining a reputation in the market and keep its old customers .
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Creativity	Priority is given upon creativeness in the products	The employees of Amazon must be trained in such a way that helps them to be much more creative in their working style. This would help them in coming up with innovative ideas to include in its product manufacturing as well as the ways of selling it	The employees must be engaged in group activity that would help them to collaborate with one another and come up with creative ideas in the organisation	August 2022	February 2022	Creativity is important for every organisation. If Amazon decides upon laying stress on the creative side of the employees, it will naturally come up with several unique addition in the organisation. This would help attracting new customers and increase the profit margin
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More contribution should be given by the staffs to the organisation	Priority is given upon the employees of the organisation	The employees working within Amazon are motivated and directed towards the achievement of the desired goal of the organisation. The employees are given all the opportunities and taken safe care of that would help them in contributing more to an organisation like Amazon (Kell, <i>et al</i> , 2017)	Motivational speeches and activities to involve the staffs and keep them engaged	August 2022	November 2022	With more contribution from the staff, the organisation will be in a better place where it will be able of increasing its overall productivity
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Value	Amazon is given the desired value	The PR team plays a significant role in increasing the value of the organisation named Amazon. They act in such a way which helps in enhancing the values of Amazon, both for its employees and those outside of the organisation. The PR also helps in creating morals and norms among the employees within the same organisation	Various kinds of speeches on Public Relations	Beginning of August 2022	End of August 2022	Morals are given huge importance within an organisation (Matosas-López, <i>et al</i> , 2019). If Amazon strive for better morals and values, then it will surely reach the topmost level of success in its lifecycle
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