

BMSW5102

Developing Relationships and Workplace Achievement

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Introduction

The most important element of any organization is its workforce or employees. There has to be a very good relationship between employers and employees. This makes them feel like it's their organization and they get the motivation to accomplish the tasks they are entitled to with perfection. If we look up to the most successful companies around the UK, we would find that the authority of those companies has impartial relationships with all the staff, mutual understanding and respecting one another's opinions is a very common fact there and a secure workplace is a must for their employees. Managers of a company encourage his staffs to maintain a positive vibe in the workplace, listens to the needs of the employees, appreciate everyone's work, let them know their boundaries, ask them gently to abide by the rules and so on to develop an auspicious relationship (Santovec, 2018). Marks and Spencer is the organization taken in this report which is a British multinational retailer with headquarters in London and was founded in 1884 by Michael Marks and Thomas Spencer.

Task-1 Evaluation of development vehicles available to Marks and Spencer, which is appropriate to the development needs of an individual

An organization like M&S must develop individuals to do official jobs. It's important because it increases the productivity of the employees as well as the organization. In 2016, M&S layoffs hundreds of employees because they weren't aware of their new pay system. This brought losses for both M&S and the employees (Van Belleghem and Hendrickx, 2017). Their employees were inefficient and they didn't have the skills for organizational needs.

This critical situation has to be handled by making strategies that develop the staff and make them productive in certain work. M&S needs to invest more of their profits in the organization. This will make them believe that they are an important part of M&S. The things they need to do-

Examining the Expectations and Requirements of People

HR has to confirm the requirements he wants from his team members. He needs to have a clear knowledge about what skills he wants and how many people does he require. Sometimes when the HRs of M&S give speeches to their employees often they say they understood everything he says at first but to be precise they don't get the proper idea at those seminars. As a result, they don't act according to the expectations. In this case, the HR needs to reach them one by one and give them a proper idea about their work. Clear knowledge of expectations and delivering those to the staff are the key here. The clear knowledge will help the employees to do the work they require.

Assigning a skillful leader to achieve targets

The first thing they do is hiring a professional and skillful leader. An ideal leader always pushes his workforce on the right path and brings potential skills out of his staff members so that they can get to know their actual talents. The leader gets close to every staff member and asks if he/she needs any help and solves them with perfection.

Providing Career Development opportunities

M&S knows that everyone won't be there in their organization forever. Staffs and employees tend to switch jobs now or then for their profit. Being aware of this fact, M&S gives its staff career development opportunities by giving new skill development ideas, practical experience, proper guidance, field knowledge etc. (P and Dr R, 2020). It helps their employees to use the methods in achieving the company's goals as well as their own career goals. So this brings a win-win situation for both the parties.

Managing performance and succession planning

Managing performance and succession planning is the process for preparing inevitable vacancies in the organization chain according to their needs. The whole process is mentioned below-



Figure: Succession Planning process

Source: Author

A. Integrate with strategy:

The full strategy has to be shown at a place in this stage. The strategy has to be discussed in a way that the employees can understand properly.

B. Involve Top Management:

This stage involves top-level management. It connects the top to bottom level employees.

C. Assess New Talents:

The potential talents of the employee have to be measured and provide extra respect and monetary motivation is also essential.

D. Follow Development Practices:

Every staff needs to follow the path of development under any circumstances.

E. Monitor and Evaluate:

The HR monitors every staff and helps them to point out the mistakes they make so that they evaluate those.

In September 2019, M&S faced a 5.5% decline in like-for-like clothing and home sales for the six months just because of poor management performance.

Giving Training Opportunities with Guidelines and Career Pathways

Training and giving pathways is a very old but effective way to develop your employees. M&S does the same thing to get more out of their staffs. They have two or more training sessions for every employee. In the training sessions, they swap the work methods of the staff and assign them to multi purposes (Van Belleghem and Hendrickx, 2017). This helps the employees to get knowledge of all kinds of work in an organization which is very crucial for their future work professions. By 2022, M&S will offer training on mental health to their colleagues in their offices, stores etc.

Support structures within the organization

There should be a clear chain of command in every organization. The top-level employees of M&S should reach the lower level employees easily and without creating any kind of confusion (P and Dr R, 2020). The employees will feel more certain about their tasks if the command structure is well balanced.

Reporting Performance Appraisal Including the Importance of Confidentiality and Supervision

In performance appraisal, the managers state a report about the work the individuals have done and how effective the performances were (ChemViews, 2019). The managers point out the pros and cons of one's work so that the individual can revise the mistakes he/she has done and take essential steps to overcome those mistakes. The managers add them to the training sessions according to their lack of skills and abilities they found in the report. All this process stays between the manager and the individual so that they don't feel ashamed in front of others.

Task-2 Developing a plan to meet the identified development needs and expectations of an individual

Expectations of an individual

Every organization expects a certain level of abilities, skills and behaviours from the employees they hire. But doesn't mean all their expectations will meet at the same point in terms of every employee (Job Satisfaction of Private School Employees, 2016). That's why every organization needs to make it clear and train their employees according to their expectations. There are some strategies that can be taken-

1. Determine expectations first:

M&S builds their expectations before hiring staff and analyse if their expectations are realistic or not. For example, they may expect-

- The employees to be aware of their boundaries
- To follow their chain of command
- To have mutual respect for everyone
- To come well-dressed at the office

2. Declare the expectations to all:

M&S hires employees all over the world and people of every subcontinent join in the hiring process. If M&S declares their expectations on a leaflet or as a requirement form during the hiring time, it will be easier for the applicants to decide whether they are able to do as they expect or not. This will minimize the sufferings of both parties.

3. Let the employees know why the expectations are important:

If the HR discuss the things he expects from his team members, it becomes a lot easier to make them do according to the expectations because it's a basic human nature that if one's supervisor explains the things he/she badly needs the other party will do much more to help the guys than he/she usually does (Job Satisfaction of Private School Employees, 2016). They will become aware of what they need to do for the satisfaction of their HRs.

Personal Development Plan based on SWOT analysis:

The analysis of the SWOT based on the M&S is stated below-

Strengths: Pointing out the points in which employees are good at is a very effective technique which motivates the employees.

Weakness: The HR reaches to every employee and analyses his/her weaknesses. Knowing their weaknesses helps employees to overcome many errors.

Opportunities: Knowing one's special potential skill opens a number of opportunities in developing an individual.

Threat: If the employee knows the skills that they need to develop at which they are very poor, this will help them in the long run. They can start practicing those more and more.

In order to meet the goals and objectives, the organization needs the employees to grow and develop continuously. We live in a world of changes especially the business sectors driving towards massive changes every now and then (Santovec, 2018). The same goes for M&S in the UK market. They need to develop their employees by following this plan-

Long Term Goals:

Develop employees' abilities so that they understand and overcome every odd situation they face in the future.

Short Term Goals:

Successfully keep the digitalized techniques to sell products despite the ever-changing nature of the UK markets in this pandemic.

Achieving Goals:

Goals	Objectives	Required Resources	Measurement	Target Date
Proper Technical Skills	Training sessions according to each employee's requirement.	Training	Completion of Training	5months
Know Own Goods	Give the employees enough time to spend their time with the actual products.	Acceptance from the higher authority	Certification by the HR	4months
Completing Job Before Deadlines	Give the employees the proper need to do accomplish their work in time.	HR manager to reach each employee and enlighten them by proper monitoring.	Certification by the HR	6months

M&S has a big range of employees, 80000 to be precise, whose performance decides their long term outcomes. So like every company, they also develop individual development program for their staff members and employees that shows them the values, selection methods of short term goals and so on (Sylvester, 2015). The plans, theories and methods to monitor evaluate and record individual feedbacks-

The X and Y Theory

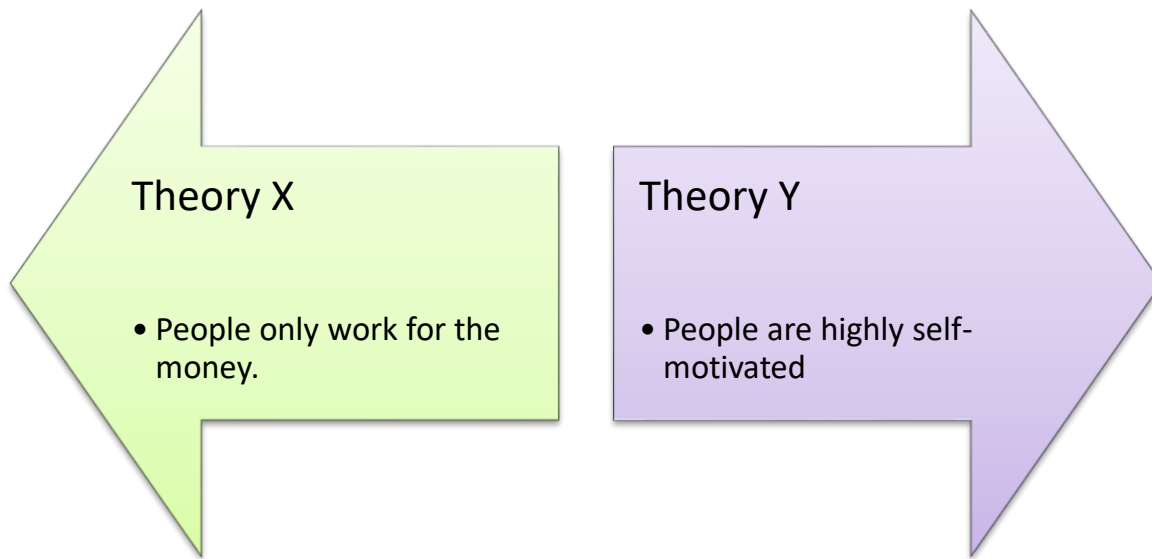


Figure: Theory X and Theory Y

Source: Author

Douglas McGregor invented the theory X and theory Y based on human resource management and motivation in 1960. Theory X says humans are idle and don't want to do their job. Whereas, theory Y states humans like their jobs and want to accomplish them naturally. Further discussion related to M&S follows-

Theory X: M&S possesses a giant HRM group which includes 80000 employees. So as theory X states the employees try not to complete the work they are assigned or don't do the tasks in time, all they want is easy money. So the HRs of M&S should look for those employees and give them the extra motivation they need, it can be money or it can be ease of work schedule. For them, the HRs might need to develop some training sessions too (Sylvester, 2015). For example- Recently,

M&S brought more personalized experience for the customers by giving digital services. This would increase the necessity of giving more work motivation to the employees.

Theory Y: Self-motivated portion of the workforce is a great asset for M&S. They will do whatever it takes to do the right and profitable jobs they need to do for the organization. They won't wait for the HR to give orders rather they will join the HR and share their thoughts about any certain project that can be done with perfection (Sylvester, 2015). For example- In this pandemic situation, M&S can use these employees in the UK markets to deliver their services digitally. They won't hesitate to do the work they need to do despite this situation.

By the combined use of these theory, M&S will get the basic idea of how to operate these kinds of employees separately.

Appropriate feedback to individuals

Feedback is an essential tool for any work process. Feedback provides a chance to overcome the unwanted errors made by the employees. By pointing down the errors, the employees can make sure that they don't make the same mistakes ever again. The strategies M&S must follow to deliver the feedback to their employees' are-

Time: Feedback can be given at any time in a financial year. It can be given after the delivery of every unit of products or after any assignment is done. But the HR manager should fix the right time for delivering feedbacks to each employee because not everyone will react the same when they get feedbacks after every work (ChemViews, 2019). Some may prefer getting feedbacks after a month of service. HR has to be calm and gentle while delivering feedback. M&S abides by the rules of giving feedback in the time since its evolution.

Avoid Discrimination: Now this is the most important thing for HR to know in this era. Gender discrimination is a fact that affects every individual tremendously. Manager can't be biased in delivering feedback to the employees of any gender. The rules, regulation and delivery processes have to be the same for all. Otherwise, there's an obvious chance of getting hatred from the employees which results in long term losses to giant company like M&S. M&S helps women in human and gender rights combat since 2019 (ChemViews, 2019).

Career development strategies including the wider context of sustainability

The basic thing that we learned from the whole process is that an organization as massive as M&S develops its employee skills for their own sake so that they can develop their career even when they leave M&S. Following the strategies taken by the HR at M&S helps to improve the anti-professional nature of an employee and develop their mental conditions also. Employees at M&S can examine their performance and take appropriate methods and suggestions if they need any from the higher authority and reduce future errors that may affect their career in the long term. M&S does this job with perfection (Job Satisfaction of Private School Employees, 2016). For example- managers even train their employees to become mentors of the school students so that they can learn about the operations of M&S and in the future, they can join the organization as regular employees. Over the last few years, they have trained 50 employees to become mentors of students at Westminster Academy. This gave the employees another milestone in handling situations other than a regular job.

Conclusion

From the above report, we can know that developing relationships with people within the organization helps everyone in their job. Coordination and respecting other's opinions are the evident key to last in an organization like Marks and Spencer. We also learn that motivating and identifying your auspicious employees is the key to earn success in the long run (Bilotkach, 2018). In big companies, the staffs learn things in a better way and get chances to develop their skill which helps them to move their career forward. If the strategy makers of employee development and career buildings are in good shape, the employees' career and the organization is sure to reach its peak.

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