NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

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Module : 9

Lecture 01 : Employees Development

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TRAINING AND DEVELOPMENT

This part of lecture session will be held on the employees development and its various other issues.

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Introduction

Employees are engaged in an organization who are directly treated by the managers. Development of these employees can help increase employees; engagement in organisational performance. Before employees choose development activities, the company and the employees must have an idea of and put thrust of the employee development.

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Concept of Employees Development

- **Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual and developing newer ones to support organization's goals.**
- **Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities.**

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What can Employees Development Do?

A proper employee development program can help to the following:

- **Create a pool of capable workers**
- **Create workers ready for promotion.**
- **Help you identify strengths and weaknesses in your employees**

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Importance of Employee Development

Employee development has following importance:

- **Attracts top talent as its workforce by the company.**
- **Improves skills and knowledge of the employees.**
- **Improves employee performance and career growth.**
- **Increases employee involvement.**
- **Promotes job satisfaction**
- **Creates future leaders of the company.**

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Different Types of Employee Development

- **Long term development**

It refers to the change or up-gradation of a conventional or existing system that is the norm for a long time. The introduction of computers and its application by employees in an organization can be identified as long-term development

- **Short-term development**

This enables employees to gain knowledge and enhance both their technical and soft skills required to perform routine work.
The introduction of concepts like working from home is a new working concept can be categorized under short-term development.

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Issues for Deciding on Employee Development Programmes

Following points need to be considered:

- Inviting employees for discussions on development and career improvement
- Establishing formal training opportunities may be in-house or out-of-house-programs that fit into the skill base.
- Create a formal mentoring program, again providing training for the mentors.
- Recognizing and rewarding employee participation.
- Supporting and encouraging cross-training and movement within the organization.

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Different Types of Employee Development Programmes

Employee development programmes have following types:

- **Mentorship and coaching programs**
- **Lunch and learns**
- **360-degree feedback and performance appraisal**
- **Workshops and working-groups**
- **Conferences**

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Different Types of Employee Development Programmes

- **Mentorship and coaching programs**

Mentorship consists of pairing the employees with mentor to identify the opportunities. Mentoring often is a long-term process and a more personal relationship is formed

Coaching and mentoring are two ways in which people with vast experience help those in the same job or field of endeavor who have less experience. Coaching usually deals with specific skills and tactics

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Different Types of Employee Development Programmes

- **Lunch and learns**

- **Lunch and learns are also known as "learn at lunch" or "brown bag“ (due to brown bags used to carry lunches).**
- **A lunch and learn event is an opportunity for co-workers from different teams to meet and share their skills and expertise.**
- **Because it takes place during lunch, it is generally voluntary and it has a less formal atmosphere than a structured training session or seminar.**

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Different Types of Employee Development Programmes

- **360-degree feedback and performance appraisal**

360 Degree feedback is a system or process in which employees receive confidential, anonymous feedback from the people who work around them which includes the employee's manager, peers, and direct reports.

This system automatically tabulates the results and presents them in a format that helps the feedback recipient create a development plan

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Different Types of Employee Development Programmes

- **Workshops and working-groups**

Workshops are of great importance for brainstorming, interactive learning, building relationships, and problem solving among employees. This gives the employee an opportunity to interact with colleagues, peers and management with broad range of input and knowledge gain.

The working group is a group of experts working together and focus on discussion or activity to achieve specific goals.

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Different Types of Employee Development Programmes

- **Conferences**

Conference is a meeting of two or more employees for discussing matters of common concern. Attending a conference are different for everyone. By attending a conference, individuals are expanding their professional and personal development, and are provided with insightful information that couldn't be taught internally from within the organization or online

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Role of HR Manager for Employee Development

HR Manager can play effective role which includes:

- **Finding out what employees want**

Through employee surveys and time to time performance review, HR Managers can find out how employees envision advancing their work performance.

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Role of HR Manager for Employee Development

HR Manager can play effective role which includes:

- **Setting fuse to e-learning with mentors**

Regular meetings with a peer mentor or coach complement the e-learning, giving employees a well-rounded approach to their informal work education, in case electronic learning considered to be time-efficient

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Role of HR Manager for Employee Development

HR Manager can play effective role which includes:

- **Nurturing a growth-oriented culture**

Seamless integration of learning opportunities into the weekly schedule encourages employees to enjoy the enrichment process. Brief spurts of e-learning, gamification, applicable podcasts, or instructor-led workshops can keep the topics engaging.

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Role of HR Manager for Employee Development

HR Manager can play effective role which includes:

- **Establishing a definite goal**

HR leaders and managers can collaborate to carry out employee survey, a strategy for promoting the development programs, and trial employee development sessions to ensure the learning initiatives run smoothly

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Role of HR Manager for Employee Development

HR Manager can play effective role which includes:

- **Provide clear expectations**

Clear direction can empower those who are ready to widen their career opportunities. The guide can be creative and friendly, reflecting the company culture and welcoming employees to take responsibility for their learning journey.

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CONCLUSION

This part of lecture session has given clear picture on the concept of employee development and its various issues with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of employee development.

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TRAINING AND DEVELOPMENT

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Module 9:

Lecture 02 : Career Development and Training

TRAINING AND DEVELOPMENT

This part of lecture session will be held on the career development and training.

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Introduction

Development planning system also known as development planning process varies from company to company in the sophistication level and the emphasis placed on different components of the process.

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Concept of Career

- The word Career is often used to refer to a profession, occupation, trade or vocation.
- A career could define what people do for a living.
- A career could mean working as a doctor, lawyer, teacher, carpenter, veterinary assistant, electrician, cashier, teacher or hair stylist

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Types of Career

- **Traditional Career**
  - Sequence of positions held within an occupation
  - Context of mobility is within an organization
  - Characteristic of the employee
- **Protean Career**
  - Frequently changing based on changes in the person and changes in the work environment
  - Employees take major responsibility for managing their careers
  - Based on self-direction with the goal of psychological success in one's work.

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Types of Career (continued)

- **Multiple Careers**
  - It can be concurrent (an worker has simultaneously two careers)
  - Or sequential (one after another career)
- **Portfolio Career**
  - A portfolio career, by definition, is one which consists of multiple part time jobs

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Career Development

- Career development is the process by which employees progress through a series of stages
- Each stage is characterized by a different set of developmental tasks, activities, and relationships
- There are four career stages:
  - Exploration
  - Establishment
  - Maintenance
  - Disengagement

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Why Career Development

- Career development is important for companies to create and sustain a continuous learning environment
- The biggest challenge companies face is how to balance advancing current employees' careers with simultaneously attracting and acquiring employees with new skills
- The growing use of teams is influencing the concept of careers e.g., project careers

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Why Career Development

- Changes in the concept of career affect:
  - employees' motivation to attend training programs
  - the outcomes they expect to gain from attendance
  - their choice of programs
  - how and what they need to know

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Factors Influencing Career Development

Factors influencing career development are as follows:

- **Personality of employee**
- **Education, completed training and courses**
- **Behavior and self - presentation**
- **Job performance and evaluation of superior**
- **Performed job position**
- **Company situation**
- **Willingness to change performed job or employer**

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Factors Influencing Career Development

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- **Performed job position**
- **Company situation**
- **Willingness to change performed job or employer**

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Factors Influencing Career Development

- **Personality of the employee:**
  Employee's personality and motivation is necessary prerequisite for working on certain job positions.
- **Education, completed training and courses:**
  Adequate education, completed courses and training programs are the basic factor with direct influence for career and for promotion.
- **Behaviour and self-presentation:**
  The behavior and the superior view of employee is sometimes more important than job performance.

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Factors Influencing Career Development

- **Job performance and evaluation of superior:**
  Job performance and result attained at word should be one of the key factors with influence for career
- **Performed job position:**
  It must be in accordance with career goals. If employee wants to build specialist career
- **Company situation:**
  Situation at company has significant influence for employee career.
- **Willingness to change performed job or employer:**
  Sometimes it is necessary to change job position, department or employers for promotion or job career development

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Functions of Career Development

Career development has following functions:

- **Assessment of skills, knowledge, attitudes and experiences,**
- **Collection of information on job options and required skills for those options.**
- **Planning for career and development by acquiring necessary skills and knowledges.**
- **Access to training and skill development for meeting the minimum requirement for career development.**
- **Access to other job as suitable for work experience and knowledges.**

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Challenges Faced in Career Development

Major challenges in career development are as follows:

- There are too many initiatives to implement within a give time frame.
- Lack of continuity of the processes which generally stands come and go.
- The existing processes are not conversant enough to understand.
- Lack of integration between processes taken up and ongoing.
- Lack of consistency with other HR initiatives of the organisations.
- Some processes seemed to be missing or skipping out for some other grounds.

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Career Development Training

Career development training is designed to give professionals the opportunity to evaluate and plan their employment futures, as well as expand their job-related skills and knowledge. Many state and federal government agencies provide employees with career development training opportunities.

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Major Areas of Career Development Training

Career development training classes build upon employees' existing knowledge and abilities and introduce new skills that will enrich their work experience. Topics covered in a career development training program might include:

- Communication
- Management
- Negotiation
- Writing and documentation
- Computer application and cyber security

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Career Management

Career management is the process through which employees:

- **Become aware of their own interests, values, strengths, and weaknesses**
- **Obtain information about job opportunities within the company**
- **Identify career goals**
- **Establish action plans to achieve career goals**

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Employees' Role in Career Management

Career management and employees' role:

- Take the initiative to ask for feedback from managers and peers regarding their skill strengths and weaknesses
- Identify their stage of career development and development needs
- Seek challenges by gaining exposure to a range of learning opportunities
- Interact with employees from different work groups inside and outside the company
- Create visibility through good performance

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HR Manager's Role in Career Management

Career management and manager's role:

- Provide information or advice about training and development opportunities
- Provide specialized services such as testing to determine employees' values, interests, and skills
- Help prepare employees for job searches
- Offer counseling on career-related problems

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Company's Role in Career Management

Career management and company's role:

Companies are responsible for providing employees with the resources needed to be successful in career planning:

- **Career workshops**
- **Information on career and job opportunities**
- **Career planning workbooks**
- **Career counseling**
- **Career paths**

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CONCLUSION

This part of lecture session has given clear picture on career development and training with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of career development and training.

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Module 9:

Lecture 03 : Development Planning System

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TRAINING AND DEVELOPMENT

This part of lecture session will be held on the development planning system for employees training and development.

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Introduction

- **Development planning system also known as development planning process varies from company to company in the sophistication level and the emphasis placed on different components of the process.**

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Concept of Employees Development Planning

- An employee development plan, sometimes called an employee growth plan, is a process for helping individuals improve skills for their current job and acquire knowledge and skills for new roles and responsibilities in an organization.

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Objectives of Employees Development Planning

Specific objectives are as follows:

- To improve the current performance level, sustaining the performance standards, preparing the employees
- To acquire new career competencies and
- To enrich the employees work experience

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Why Employee Development Planning

Development planning is important because of the following:

- **Planning helps to attract talented applicants.**
- **Increases workers' involvement and motivation.**
- **Improves employee performance.**
- **Increases organizational efficiency and profitability.**
- **Nurtures promising and promotable employees.**
- **Improves employee retention and satisfaction**
- **Helps organizations to plan for the future.**

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Elements of Development Planning

- Employees goals
- Business goals
- Knowledge and skills to be acquired
- Information regarding resources need to be explored.
- Specific deadline for achievement.
- Criteria for evaluation on skill acquirement

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Elements of Employee Development Format

- Employees major strengths
- Areas for improvement/ development
- Major challenges for next year / KRAs.
- Development plans: areas for development
- Development strategy
- Employees comments on this review
- Reviewers comments
- Growth potential in present position and future growth potential for increased responsibilities
- Employers signature
- Reviewers signature

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Various Ways of Employee Development

- **On the job training : the targeted employees will learn from his/ her coworker or supervisor**
- **Courses: encourage the employees to undertake new courses relevant for their professional growth for which they will be provided with tuition reimbursement.**
- **Self guided reading: it should be guided by the objective that needs to be achieved and to be accomplished within the time frame and learning outcomes.**

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Various Ways of Employee Development

- **Mentoring: developmental process under mentor**
- **Attending conference**
- **Getting a degree:**
- **Job rotation**
- **Challenging temporary assignments**
- **Membership in professional trade organizations**

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Employee Development Planning System
Employee Responsibility

	Self Assessment	Reality Check	Goal Setting	Action Planning
Employee Responsibility	Identify need and opportunity to improve	Identify what needs are realistic to develop	Identify goal and method to determine goal progress	Identify steps and time table to reach goal

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Employee Development Planning System
Company Responsibility

	Self Assessment	Reality Check	Goal Setting	Action Planning
Company Responsibility	Provide assessment information to identify strength, weaknesses, interests and values	Communicate performance evaluation where employee fits in long-range plans of the company, changes in industry and profession and workplace	Ensure that goal is SMART (Specific, measurable, relevant, and timely); commit to help employee reach the goal	Identify resources employee needs to reach goal, including additional assessment, course work experiences and relationships

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Employee Development Planning System

- **Self Assessment**

It refers to the use of information by employees to determine their career interest, values, aptitudes and behavioural tendencies.

Through this assessment a development need can be identified. Employees will use this information from assessment to meet with managers and to discuss on how to meet the need to get skills.

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Employee Development Planning System

- **Reality check**

It refers to the information employees receive about how company evaluates their skills and knowledge and where they fit into the company's plan.

Generally this information is provided by employees' manager as part of performance appraisal and the manager hold development discussion. The performance discussions are focused on the employees job performance during a defined period on the employee's skill set or competencies.

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Employee Development Planning System

- **Goal setting**

It refers to the process of employees developing short and long-term development objectives. These goals usually relate to desired positions, level of skill application, work setting, or skill acquisition.

These goals are usually discussed with the company manager and written into a development plan. An effective development plan focuses on development needs that are most relevant to the organization's strategic objectives.

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Employee Development Planning System

- **Action Planning**

An action plan is a written strategy that employees use to determine how they will achieve their short and long-term goals. Action plans may involve any one of development approaches which depend upon the needs and development goals.

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Design Factors of Effective Development Planning System

- The system is positioned as a response to a business need or to support the business strategy.
- Employees and managers participate in developing the system.
- Employees are encouraged to take active role in career management and development.
- Evaluation is ongoing and used to improve the system.
- Business unit can customize the system for their own purpose.
- Employees have access to development and career information sources.

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Design Factors of Effective Development Planning System

- Senior management and the company culture support the development system.
- The development system uses competencies, skills and behaviour that are common to the company' s other human resource practices.
- The development system is linked to other human resource practices such as performance management, training, and recruitment systems.
- A large, diverse talent pool is created.
- Development plan and talent evaluation information are available and accessible to all managers.

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CONCLUSION

This part of lecture session has given clear picture on the development planning system with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of development planning system.

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TRAINING AND DEVELOPMENT

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Module : 9

Lecture 04 : Approaches to Employee Development

TRAINING AND DEVELOPMENT

This part of lecture session will be held on the approaches of employee development.

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Introduction

Constant change in the external environment and the implementation of new trends in business requires that organizations adapt to new conditions, and that they respond to them appropriately. Employee development is one of the most important areas which organisations must give focus. As a part of employee development it is important to have frequent training, workshop and skill upgradation for making talented and motivated employees who will consider their work stimulating and interesting and feel of personal success and an opportunity for personal development.

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Approaches to Employee Development

There are four approaches of Employee Development

1. **Formal education**
2. **Assessment**
3. **Job Experiences, and**
4. **Interpersonal relationship**

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Approaches to Employee Development

- **1. Formal Education programs**
  - Include off-site and on-site education designed for company employees.
  - Involves lectures by experts, business games and simulations.
  - Adventure learning and meeting with customers.
  - Short term program offered by consultant or universities including executive MBA.
  - Include most of the formal education of Certification, Diploma, UG and PG Courses.
  - Special program for particular job such as engineering, technological, leadership and management.

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Approaches to Employee Development

➢1.1. Executive Education programs

- Executive education include executive MBA, action learning.
- Specialized education like entrepreneurship, change, innovation and global business.
- Curriculum involves face-to-face meeting, virtual session.
- Participants access course content including readings, business cases, discussion boards and webinars.

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Approaches to Employee Development

➢ 1.2. Formal education: Tuition reimbursement

- It is meant for the reimbursement of employees' cost of education for college and university courses.
- The program or course of study typically should be related to employee's job.
- It increases employee retention rate, readiness to promotion and improvement in job performance.

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Approaches to Employee Development

- **2. Assessment**
  - **Assessment involves collecting information and providing feedback to employees about their behaviour, communication styles or skills.**
  - **The employees, their peers, managers and customers may provide information**

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Approaches to Employee Development

2.1. Use of Assessment

Assessments used for several purpose such as

- To identify employees managerial potential and to measure current managers strengths and weaknesses.
- To identify managers with potential to move into higher-level executive position.
- To identify the strengths and weaknesses of work team members and decision processes oro communication styles that inhibit the team's productivity.

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Approaches to Employee Development

➢ 2.1. Use of Assessment

Assessments used for several purpose such as

- **Can help employees understand their tendencies, needs, types of work environment they prefer and environment they are working.**
- **These information help employees decide to what types of development goals might be most appropriate for them.**

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Approaches to Employee Development

➢ 2.2. Assessment Tools

Important assessment tools are as follows:

- **Personality test**
- **Employee profile inventory**
- **Inventories**
- **Performance appraisal**
- **Applied reasoning**
- **360 degree feedback systems**

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Approaches to Employee Development

➢ 3. Job Experiences

Employee development is mostly occurred through job experiences which includes-

- **Relationship**
- **Problem-solving**
- **Task accomplishment**
- **Stretch assignments**
- **Job enlargement**

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Approaches to Employee Development

- **3. Job Experiences**
  - **Relationship**

An individual can not work on his own. Employees with better relation enjoy higher productivity, revenues and profits. They can never be frustrated and feel isolated as there is good relationship in the organisations

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Approaches to Employee Development

- **3. Job Experiences**

  - **Problem solving**

The skill with which employees solve problems has a direct impact on job experience and professional effectiveness. It helps to take advantage of input from employees, colleagues, and others. By taking a step-by-step approach and applying a variety of proven problem-solving techniques, employees can solve virtually any problem

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Approaches to Employee Development

➢ 3. Job Experiences

- **Task accomplishment**

Task accomplishment is a key focus of many employees given that the goals are always there to achieve. Accomplishment of task in an way that ensures setting priorities, time limits, responsibilities and produce quality results.

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Approaches to Employee Development

➢ 3. Job Experiences

- **Stretch assignment**

It refers to the assignments in which there is a mismatch between the employee's skills and past experiences and the skills required for success on the assigned job. Employees stretch their skills which they are forced for and learn in new way to succeed and master the new experience.

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Approaches to Employee Development

➢ 3. Job Experiences

- **Job enlargement**

It refers to add challenges or new responsibilities to employees' current jobs. This could be included special project assignment, switching roles within a work team or researching new ways to serve clients and customers .

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Job Demands and Employees' Lessons

Job demands	Lessons learnt
Making transactions	Unfamiliar responsibilities with challenges to prove
Creating change	Developing new directions and inherited problems Reductions decisions on staff education and problems with employees.
Having high level of responsibility	High stakes, managing business diversity, handling external pressure,
Being involved in non-authority relationships	Influencing without authority
Facing obstacles	Adverse business conditions, lack of top management support, difficult boss and lack of personal support

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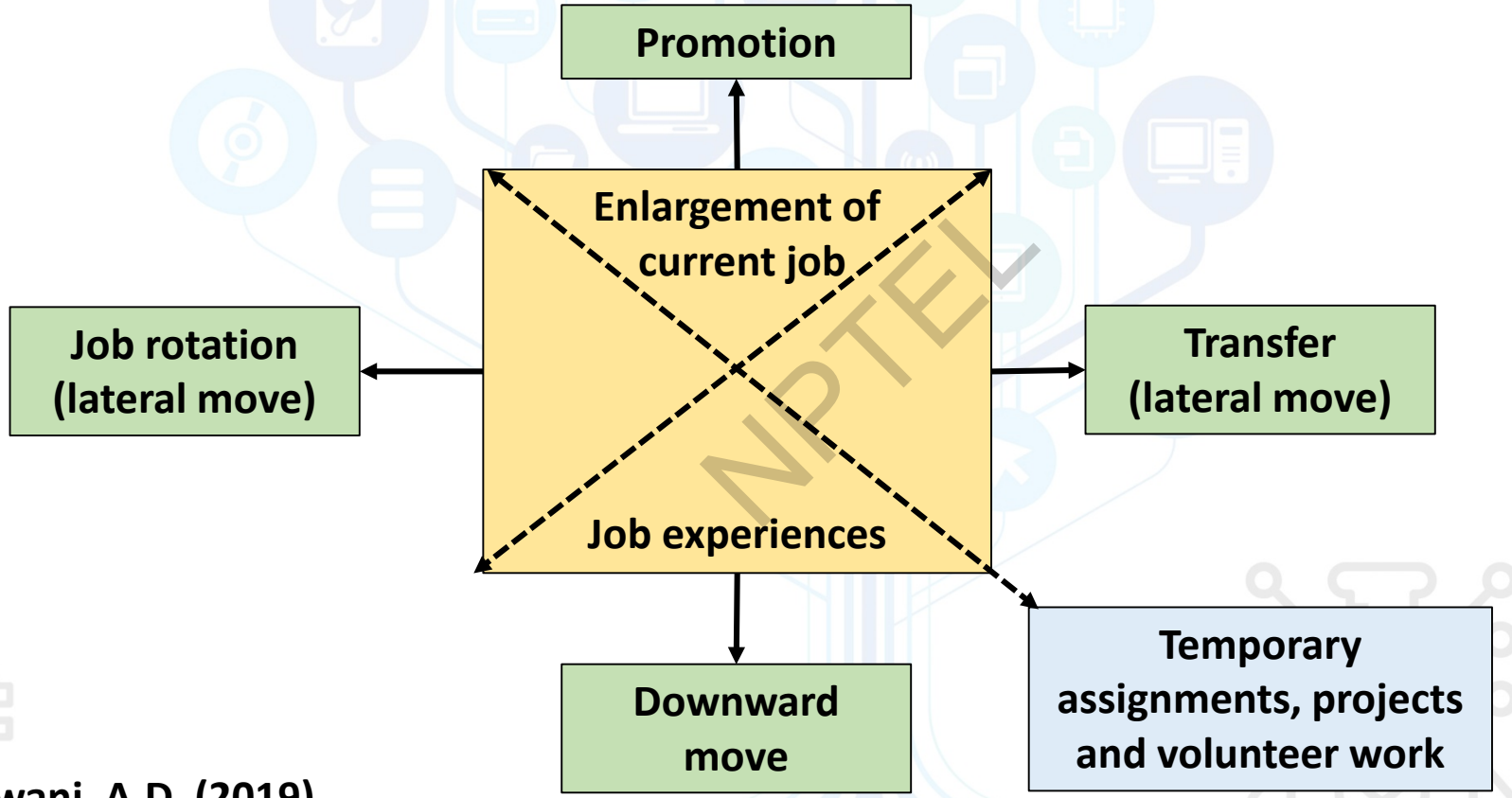
Job Experience and Employee Development



Source:
Noe, R.A & Kodwani, A.D. (2019)

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CONCLUSION

This part of lecture session has given clear picture on the approaches to employee development which may enhance the level of thinking and perception of learners on all these aspects of employee development.

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TRAINING AND DEVELOPMENT

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Module : 9

Lecture 05 : Interpersonal Relationship, Succession Planning

TRAINING AND DEVELOPMENT

This part of lecture session will be held on various issues relating to interpersonal relationship and succession planning in employee development

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Introduction

Healthy employee relationship help employees to understand the mission and goals of the company through transparent practices .

Interpersonal relationships require good effort from the employees to nurture and maintain it. A healthy interpersonal relationship gives an employee the most job satisfaction and loyalty for the organization.

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Concept of Interpersonal Relationship

An interpersonal relationship is an association between two or more people that may range from fleeting to enduring. This association may be based on inference, love, solidarity, regular business interactions, or some other type of social commitment.

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Formation of Interpersonal Relationship

- **An interpersonal relationship can be developed between any of the following:**

  - **Individuals working together in the same organization.**
  - **People working in the same team.**
  - **Relationship between a man and a woman (Love, Marriage).**
  - **Relationship with immediate family members and relatives.**
  - **Relationship of a child with his parents.**
  - **Relationship between friends.**

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Features of Interpersonal Relationship

- **The relationship should have features -**
  - Individuals in an interpersonal relationship must share common goals and objectives.
  - They should have more or less similar interests and think on the same lines.
  - They must respect each other's views and opinions.
  - A sense of trust between them is important.
  - Transparency plays a pivotal role in interpersonal relationship.
  - It is important for an individual to be honest and transparent.

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Factors Leading to Interpersonal Relationship

- **Factors include the following:**
  - **Rapport** – Rapport is good when an employee feel comfortable or at ease with the other employee.
  - **Empathy** – It refers to the ability to see the environment through the eyes of co-employee, understanding his feelings and actions.
  - **Trust** – It means that an employee can depend on his co-employee. When the employee trust co-employee then he expects acceptance and support from him.

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Factors Leading to Interpersonal Relationship

- **Factors include the following:**
  - **Compatibility – Two employees to have a healthy interpersonal relationship must be compatible with each other.**
  - **Communication – Communication plays a pivotal role in a healthy and effective interpersonal relationship. Feelings must be expressed and reciprocated in relationships.**
  - **Mutual respect – It involves accepting and appreciating the co employee.**
  - **Flexibility – Good interpersonal relationships are flexible and can adapt to change.**

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Types of Interpersonal Relationship

- **There are two types of interpersonal relationship:**

Mentoring and Coaching

- **Mentoring**

A mentor is an experienced , productive senior employee who helps developing a less experienced employee. Some companies have initiated and supported group and peer mentoring due to lack of potential mentors.

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Examples of Mentoring Programs

Types of Interpersonal Relationship

Companies	Mentoring
SCC Soft Computer	Every new hire is assigned a mentor who creates a personalized learning passport.
Microsoft	Mentoring includes peer mentoring and career development mentoring.
Sodexo	Peer to peer mentoring is a program managed directly by the company
Agilent Technologies	The next generation leadership program accelerates development for top talent by matching senior executive with high potential junior ones.
McDonalds	Offers a virtual online mentoring program

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Types of Interpersonal Relationship

➢ Coaching

- A coach is a peer or manager who works with employees to motivate them, help them to develop skills, provide reinforcement and feedback. Main reasons that coaches are used include:
  - Developing high potential managers
  - Acting a sounding board for managers
  - Trying to change behaviours that are making managers ineffective.
- The best coaches should be emphatic, supportive, practical and self-confident but not appear as someone who knows all.

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Phases of Interpersonal Relationship

- There are three main phases for inter-personal development:
  - Coming together phase: Initiating, experiencing and intensifying
  - Relational maintenance phase: bonding, integrating, differentiating and circumscribing.
  - Coming apart phase: avoiding, stagnating and terminating

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Succession Planning in Employee Development

It is considered as a function of workforce planning, is about replacing leaders and managers with high-potential, internal (sometimes external) replacements. Essentially, it is about identifying, evaluating, developing, tracking and replacing high potential employee to make a shift in responsibilities as smooth as possible.

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Why Succession Planning in Employee Development?

It helps in several different ways:

- Identifying and preparing future company leaders.
- Ensuring that the company runs smoothly when key managers and employee leave.
- Provides a set of development experiences that managers must complete to be considered for top management position.
- Avoids the premature promotion of managers.
- Attracting and retaining managerial employees by providing them with development opportunities.
- Focuses on high potential employees.

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Process of Developing a Succession Plan for Employee Development

Process involved the following:

- Identify what positions are included in the plan.
- Identify the employees who are included in the plan.
- Develop standards to evaluate positions.
- Determine how employee potential will be measured.

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Process of Developing a Succession Plan for Employee Development

Process involved the following:

- Develop the succession planning review
- Link the succession planning system with other human resource systems.
- Determine what feedback is provided to employees
- Measure the effectiveness of the succession plan.

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Examples of Nine Box Grid for Making Development Plan

High	7. Technical/ Subject Expert	8. Agile Nonperformer	9. Star
Performance	4. Strong Contributor	5. Core Employee	6. Rising Star
Low	1. Poor Employee	2. Inconsistent Employee	3. Potential Man Be Misplaced

Potential or Promotability: ← Potential or Promotability → High

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Nine Box Grid for Development Plan

It shows that:

- Employees with low potential and low performance emphasize performance improvement.
- Employees in the top left corner of grid are outstanding performers but low potential.
- Employees who are low performers with high potential may have jus taken a new position and have not had time to demonstrate high performance.
- Employees in the middle of the grid , core employees, are solid but not outstanding performers who have moderate potentials.

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Concept of Onboarding

Onboarding is a human resources industry term referring to the process of introducing a newly hired employee into an organization. Also known as organizational socialization, onboarding is an important part of helping employees understand their new position and job requirements.

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Steps of Onboarding

There are four steps including-

- **Compliance:** understanding basic legal and policy or company related rules and regulations.
- **Clarifications:** Understanding job and performance expectations.
- **Culture:** Understanding company history, traditions, values and norms.
- **Connections:** Understanding and developing formal and informal relations

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CONCLUSION

This part of lecture session has given clear picture on interpersonal relationship, succession planning and onboards of employee development with an aim to make all learners aware about it and enhance their level of thinking and perception on all these aspects.

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THANK YOU !