

MANAGING TEAM PERFORMANCE AND EVALUATING FEED BACK

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COURSE

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Qs 1(a).

Planning or fore-casting is an intricate process of formulating future courses of action. It is developing what to do? How to do? , When to do it? An important aspect of planning is linking the organizational mission, goals and objectives and incorporating them to achieve desired outcome such as, Productivity, strategic change etc. Strategic plans are long term goals to be achieved within available resources. Operational plans are specific plans of action, which are meant to be achieved within available resources. Individual plans are plans or objectives targeted by individuals as entities; they are set according to their own needs and demands. Intermediate planning on the other hand, means determining role and contribution of sub-units within allocated time and resources.

The relationship between strategic planning and operational, individual and intermediate levels of planning is that, it is a cyclical process in which supervisors and entrepreneurs strive to achieve their dreams and aspirations, and turn them into an achievable reality. All three levels of planning help and support each other, one unit cannot work in isolation. The supervisors are mostly responsible for operational level of planning, and if they involve employees in the whole process, it will give them a sense of belongingness and re-assurance that this collaborative effort is well worthy than their individual goals (Cassidy et al, Pg.79).

Qs 1. (b).

In the case study under consideration, there is enormous room for a planned change, as a corrective procedure by the manager to rectify procedures, as targets are not being achieved and performance is less than perfect. One important measure is to shift duties and re-allocation of Staff roles. The five important aspects to consider while doing that are: 1) there may be

resilience against the systematic change, so it is to consider that during this whole change process, workforce have been assigned extra work load, as oppose to their daily routine duties.2)before assigning the staff new roles and duties, the current levels of their responsibilities have to be adjusted accordingly.3) Do we have adequate resources required for the achievement of newly developed plans, affectivity is as important as efficiency.4) Although the change phenomenon is perceived and designed by the senior staff who have no prior experience in the jobs they are changing with, but implemented by the front-line staff members, who already have some experience in these jobs and hardly think it should be changed. 5) Everyone should take their jobs seriously, for a collective effort, every individual must believe that no one else could do their jobs better than themselves, this self belief will bring enthusiasm (Nelson, Pg.88).

Qs2.a.The major components of Strategic development for HR are: staffing, development performance and reward (Greene, Pg. 18). For making the staffs understand the importance of their unified efforts, and to extract the best performance from them, it is essential to counsel them and make them realize the gravity of the situation at hand and their role in it. The manager during the team meeting is required to analyze each employee's performance, abilities and their limitations. He must reinforce in them the nobility of the organization's missions, objectives, profitability, goals and performance expectations. He also must use the SMART principles to design objectives that are Specific, Measurable, Attainable, Realistic and Tangible. Some examples include: Membership sales employees must make at least 4 follow-up phone calls to all potential members within a week of their first visit. Front desk employees must address each of the members by their first name. Floor staff will assist all the new and under training employees who are unable to show optimum performance yet (IDEA Health & Fitness, Pg.80).