

DEVELOPMENT TALK AS A TOOL FOR EVALUATION

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Summary: The goal of this paper is to describe how companies evaluate their workers. The development talk as a tool used for evaluation of workers inside the company is widely executed. Development talk itself is used throughout companies making business in all industries. I have looked closer to development itself with regard to people working in great international companies. Goal of this paper is to show common areas for development talks itself and areas where people working in logistic area of companies are evaluated.

Key words: Development talk, evaluation, 360 degree feedback.

INTRODUCTION

The ultimate purpose of a Development Talk is to develop both business and people together. It is all about communication and about reaching the organizational and individual goals. The Development Talk is an opportunity for one to one talk, prepared in advance, where both sides meet to discuss development possibilities for a coworker, in his current position and future opportunities in company. In the development talk both sides discuss around work and life and also gives feedback to each other on performance, competence and expectations. Each company work with development talks in conformity with its internal philosophy. Development process can vary from each company but main points can be mentioned.

1. DEVELOPMENT TALK

1.1 Development talk - preparation

Evaluation of co-workers should be crucial skill of each manager same as giving feedback, managing conflict situation and reaching of consensus. It is crucial to prepare for development talk for both sides. We can investigate that there are general areas to be discussed.

Here are some questions for coworker to think before the development talk:

- Am I satisfied with the job results? What am I not satisfied with? What can be done to improve my results?
- Which tasks are most difficult? Which tasks are most/ less interesting in my job?
- What motivates me the most? What gives me satisfaction?
- How do I feel in my team?

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- How is the balance between my work and private life?
- Is there any feedback I would like to give to my manager?

There are other sources for information to use for evaluation of development situation:

- Personality profile (Predictive index, Garuda, MBTI, learning styles)
- Feedback from colleagues, project members, co-workers
- Leadership profile voice
- Assessment centre results

1.2 Development talk - Execution

Second phase for managing development talk process is its execution. Without perfect preparation it can't be done in right way. Therefore both sides have to make time for each other to execute and think about points to discuss. During Development Talk it is necessary:

Manager should:

- Create a positive atmosphere;
- Give honest feedback and also coach the coworker to have realistic expectations and goals;
- Challenge or support depending on the needs of co worker;
- Ask open questions that allow the coworker to fully express his or her ideas without losing track on the topics to be addressed;
- Show gratitude to the co-worker for any progress made;
- Encourage further progress towards goals;
- Discuss what development steps and learning activities will manager support
- Use this opportunity to seek feedback from coworker on manager leadership

Coworker expected to:

- Honestly share how do coworker feel and if is motivated in his/her current position and in his/her team;
- Discuss his/her future goals, mobility and Learning contract;
- Express clearly what support he/she need from his/her Manager;
- Give his/her feedback to manager on his/her leadership and areas of improvement

1.3 Development talk - Results

As a final stage of Development Talk coworker and manager should sign Development Talk Form and must hand it to the Human Resources Department. The Development talk should result in a learning contract agreed by both sides. This contract should give a firm base for successful implementation of development as a coworker.

2. COMMON AREAS USED FOR DEVELOPMENT TALKS

I have done research between companies throughout trade industry focusing and found out common areas which are stated bellow in table. There are certain areas common for all of them. Companies are in development talk process concentrating on single development goals (it has to meet SMART criterias), development needs, activities that has to be done to fulfill goals, support from other sides (such as company, personal life), timeframe for evaluation and work itself and review of done activities.

Tab.1 - Proposal for development talk scenario

Development Goal	Development Needs/Objectives	Activities	Support	Timeframe	Review
<i>(What do I want to reach?)</i>	<i>(What do I need to develop to reach my goal?)</i>	<i>(What activities will I do to fulfil my development needs?)</i>	<i>(What support will I need (mentor, budget, ...))</i>	<i>(When will I start/finish?)</i>	<i>(How will I realize, that I reached my goal?)</i>
Improve...	Professional skills...	Learning on the job	Network	When to complete?	Dialogue with...
Learn more about..	Knowledge in...	Get job experience	Family	Before...	Results such as...
Increase my understanding of...	Capabilities need... I Personality...	Job rotation Experience	Friends Boss	During the period.. Start in week number	Measurement/ gap analysis
Change...		Development group	Colleagues		Dare to do...
Prepare myself for..		Network	Mentor		Have taken the
Be able to do...		Reading programme	Coach		initiative of...
Widen my scope of..		Training course	Specialists		Realised...
Develop my...		Education			Changed...
Specialise into...		Formal studies			

Source: Author

The goals have to always accomplish SMART criteria:

Specific	The objectives must be specific –knowing exactly which action to take
Measurable	The objectives must be able to be measured in some way
Aligned	The objectives must be aligned with those of the whole company
Realistic	The objectives must be reachable
Time-specific	The objectives must be defined within a particular well-defined timeframe

3. CLASICAL VERSUS 360 DEGREE FEEDBACK METHOD

Classical feedback is done inside company between co-worker and manager face to face.

360 Degree Feedback is a process where coworkers receive confidential, anonymous feedback from the people who work around them. It includes the coworker's manager, colleagues, and direct reports. A mixture of about eight to twelve people have to fill out an anonymous feedback form that asks questions covering a wide range of workplace competencies. The person receiving feedback also fills out a self-rating survey that includes the same survey questions that others receive in their forms. Managers and leaders within organizations use 360 feedback surveys to get a better understanding of their strengths and weaknesses. The 360 feedback system automatically tabulates the results and presents them in a format that helps the feedback recipient create a development plan. 360 Feedback can be a useful development tool for people who are not in a management role. Strictly speaking, a "non-manager" 360 assessment is not measuring feedback from 360 degrees since there are no direct reports, but the same principles still apply. 360 Feedback for non-managers is useful to help people be more effective in their current roles, and also to help them understand what areas they should focus on if they want to move into a management role.



Source: http://www.gettingbetterallthetime.com/consulting_details

Fig. 1 - 360 Degree Feedback

Complex evaluation from „all possible sides“ is the crucial princip of this method. Therefore right preparation and execution must be done at all sides.

4. DEVELOPMENT AREAS FOR PEOPLE RESPONSIBLE FOR LOGISTIC

There are certain areas where people working as logistic specialists are involved. From those areas we can get on with tasks that are crucial for well functioning of logistics. I have made research at international companies making their logistic tasks on their own and outlined the most important ones. As you can see bellow the investigation of them would be for other article.

- Orders / Forecast
- News / Outgoing articles (FB / LB quantities)
- Stock
- Capacity
- Delivery performance
- Logistic Performance Indicators (KPI)
- Maintain system supporting
- Supplier Handbook
- Payments

CONCLUSION

Co-worker evaluation is done throught all business. Before the development talk have to be done evaluation of current performance, competence and the assessment of co-worker potential. Development talk is not only about evaluation of co-worker but is a chance to discuss mutual relation and situation at company. Co-worker is expected to share his/her feelings and ideas for future and together with manager create learning contract which can outline future development for both sides. In this paper was showed concrete areas for evaluation such as goals, need and objectives and its timeframe for meeting them and its execution step by step. There are different approaches to development talks and each company have to choose the right one along with their company philosophy. At the end of this paper I have outlined areas for evaluation in logistic field. This would be for next investigation.

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