

Training and Development
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Module - 09
Lecture - 45
Interpersonal Relationship, Succession Planning

Welcome to module 9 of the course on Training and Development. We are discussing on employee development and in lecture 5, we are going to discuss on Interpersonal Relationship and Succession Planning. As when we started discussing with this module you remember like we discussed about like, how the employee and employer has developed a bond with each other has a major role to play in understanding about employee's engagement and their contribution to the purpose of the organization.

Their abilities or their willingness to go for the development activities, which are like guided by the organization, the trust that they have in the organization for their career progression. So, it is the bonding between the employer and employee which is very important whenever we are talking of the employee development and also the bond between the employee and the organization along with the bond. Of course, the relationship between which is peer to peer relationship.

So, in today's lecture session we are like going to focus on interpersonal relationship and succession planning, which is the relationship between the employer and the employee and whenever we are talking of succession planning, how the organization has thought of like who is going to be the next leader and what are the qualities that needs to be present in that leader.

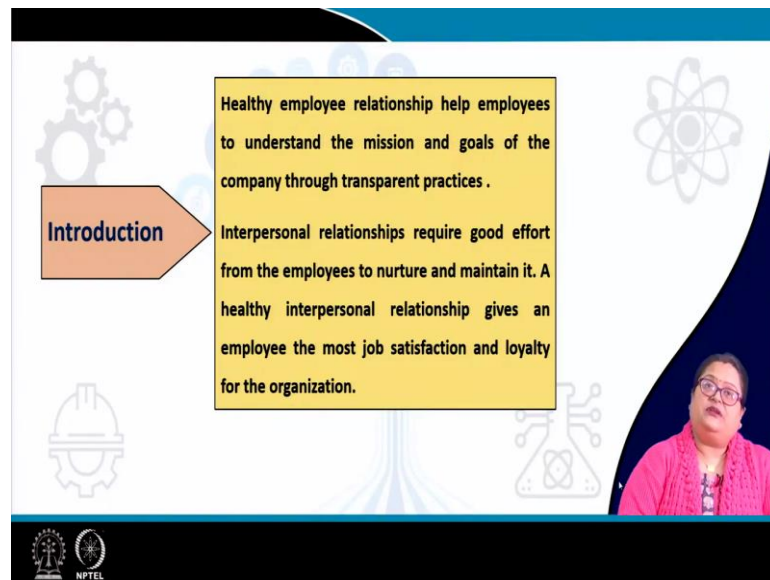
So, that a person who can show the way lead the organization, towards its future state of being like what the organization wants to be in the next few years to come. So, let us begin.

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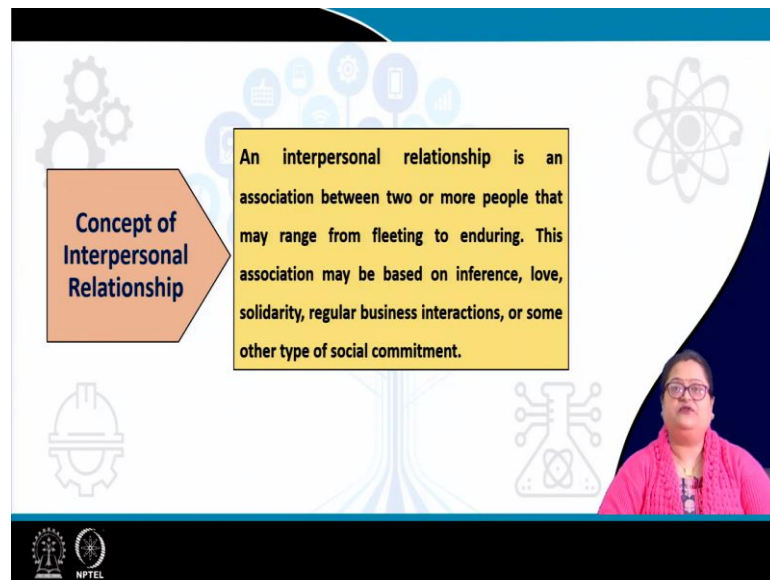
So, this part of the lecture session will be held on various issues relating to interpersonal relationship and succession planning in employee development.

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Healthy employee relationship helps employees to understand the mission and goals of the company through transparent practices. Interpersonal relationship requires a 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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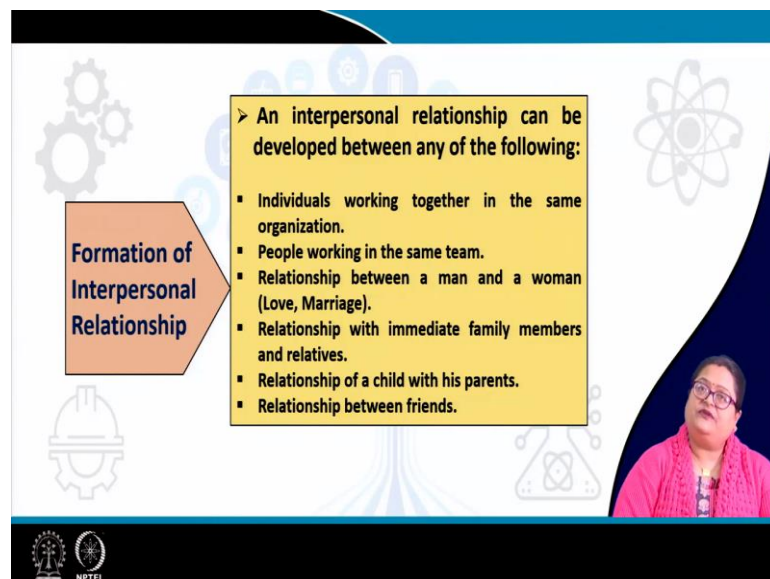
Concept of Interpersonal Relationship

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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So, what is an interpersonal relationship? It is an association between two or more people that may range from fleeting to be enduring in nature. 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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Now, what is the way of formation of interpersonal relationship? An interpersonal relationship can be developed between any of the following. Individuals working together in the same organization. People who are working on the same team, definitely

they are about to foment a personal relationship. Relationship between a man and a woman, relationship with immediate family members and relatives, relationship of a child with his parents, relationship between friends. These are different kinds of interpersonal relationship that are possible.

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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.

Now what are the features of interpersonal relationship? The some of the important features of this interpersonal relationship are, individuals in an interpersonal relationship must share common goals and objectives. They should have more or less similar interest and think on the same lines.

They must respect each other's views and opinions, this is very important for any interpersonal relation to form and to continue. Along with the sense of trust between them is important. Transparency plays a pivotal role in interpersonal relationship and it is very important for the individuals, who are the entering into interpersonal relationship to be honest and transparent with each other.

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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.

What are the factors which may lead to interpersonal relationship? First is of course, a good rapport building. Rapport is good when an employee feels comfortable or at ease with the other employee. Empathy it refers to the ability to see the environment through the eyes of the co-employee understanding his feelings and actions. Trust it means that an employee can depend on his co-employee. When the employee trusts co-employee then he expects acceptance and support from him.

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The slide features a blue header and footer with the NPTEL logo. The main content area is white with a blue decorative border on the right. On the left, an orange arrow-shaped box contains the title 'Factors Leading to Interpersonal Relationship'. To its right, a yellow box lists four factors: Compatibility, Communication, Mutual respect, and Flexibility, each with a brief definition. A small inset video of a woman in a pink top is visible in the bottom right corner of the slide.

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.

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 the relationships. Mutual respect it involves accepting and appreciating the co-employee. Flexibility good interpersonal relationships are flexible and can adapt to the changes.

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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.

Now when we are discussing interpersonal relationship with respect to employee development. There are two types of interpersonal relationships which are possible, one is mentoring and the other is that of coaching. In mentoring a mentoring 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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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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Example of some of the mentoring programs like SCC soft computers, 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 which is 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

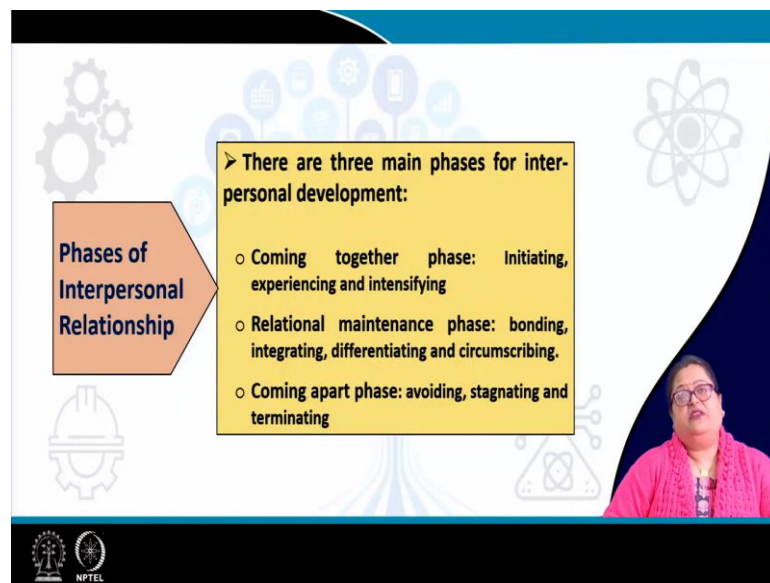
➤ **Coaching**

- 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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Coaching, a coach is a peer or manager who works with their employees to motivate them help them to develop skills, provide reinforcement and feedback. The 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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The slide features a central yellow box with a list of three phases. To the left, an orange arrow points to the title 'Phases of Interpersonal Relationship'. The background is white with faint icons of gears, a lightbulb, and a network diagram. A small inset video of a woman in a pink top is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Phases of Interpersonal Relationship

➤ There are three main phases for interpersonal development:

- Coming together phase: Initiating, experiencing and intensifying
- Relational maintenance phase: bonding, integrating, differentiating and circumscribing.
- Coming apart phase: avoiding, stagnating and terminating

There are three main phases for interpersonal development. Coming together phase: which is initiating experiencing and intensifying. Relational maintenance phase: which is bonding integrating differentiating and circumscribing. Coming apart phase: which is 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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Succession planning in employee development. It is a part of workforce planning. It is the function of workforce planning, is about to replacing leaders and managers with high potential internal, also 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:

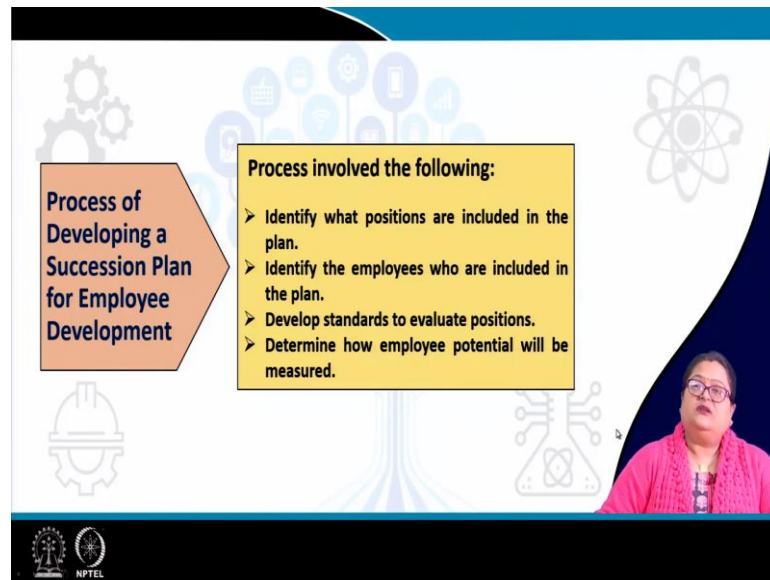
- Identifying and preparing future company leaders.
- Ensuring that the company runs smoothly when key managers and employee leave.
- Provides a set of development experiences that managers must complete to be considered for top management position.
- Avoids the premature promotion of managers.
- Attracting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

The slide features a blue header and footer with the NPTEL logo. The background is white with faint icons of gears, a hard hat, and a network diagram. A woman in a pink top is visible in the bottom right corner.

It helps in several different ways. Identifying and preparing future company leaders, ensuring that the company runs smoothly when key managers and employees 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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The slide features a blue header and footer. The main content area has a white background with various icons: gears, a lightbulb, a smartphone, a bar chart, a network diagram, a hard hat, and a chemical structure. A yellow box on the left contains the title, and a larger yellow box on the right contains the process steps. A small video inset of a woman in a pink top is visible in the bottom right corner of the slide.

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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Now, what is the process of developing a succession plan for employee development? It involves identifying what positions are included in the plan, identifying 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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To continue it also includes developing the succession planning review. Link the succession planning system with the other human resource systems it is very important as we know in strategic HR all the processes are interlinked with each other horizontally and vertically. Determine what feedback is provided to employees and measure the effectiveness of the succession plan.

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Examples of Nine Box Grid for Making Development Plan

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

The slide features a blue header and footer with the NPTEL logo. The background is white with faint icons of gears, a hard hat, and a network diagram. A woman in a pink top is visible in the bottom right corner.

Now, we will be discussing on a 9 box grid for making a development plan. Like we can see like if you are seeing on the left hand side there is a continuum of performance which

is from high to low. And here is the potential or promoting ability which is from again low to high.

So, what we have and the lowermost is a poor employee, who is low in potential and who is low in performance. Then we have the inconsistent employee who is somewhat maybe showing performance, sometimes better sometimes worse and then maybe he is like inconsistent in his performance.

Then 1, who is high in potential, but low in performance we can classify that person as a potential man who may be misplaced, who is not the not placed in the right kind of job in which he can grow or show his potential. In 4, we have a strong contributor who is high in performance, but may be having a low potential or promoting ability.

5 is a core employee who is has average level of performance and also average level of potential or promoting ability. In 6, we have a rising star who is maybe average in performance and high in potential. In grid 7, we have a technical or subject expert who is low in potential, but high in performance.

In 8, we have an agile nonperformer who is again flexibility to like performer to adjustable, but again who is like potential who is in the medium level. And in 9, we have a star who is high in potential and who is also high in like performance. So, if we like see how this development can be done we can see like if we are able to tap on the potential of the man to be understand, what is the potential and place the person in the correct two men. So, the potential man who could be misplaced can become a rising star.

If we are able to place the person in the correct job and with the support for development the person can also become a star. So, we see like a for each of these boxes where employees are pleased maybe this is a model for understanding the development plan in a very lucid way, but again we will find each of these boxes we understand where the person needs the improvement.

And we can work on that part to make the employee shift to the next better level, where the employees can move on to the next higher grid or the next related grid either horizontally or vertically.

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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 just 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.

The slide features a blue header and footer with the NPTEL logo. The background is white with faint icons of gears, a hard hat, and a molecular structure. A yellow text box contains the main content, and a video feed of a woman in a pink top is in the bottom right corner.

The 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 the grid are outstanding performers, but low potential. Employees who are low performers with high potential may have just 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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Now, what is the concept of on boarding? On boarding is a human resources industry term referring to the process of introducing a newly hired employee into an organization. Also known as organizational socialization on boarding is an important part of helping employees understand their newer positions and job requirements.

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Steps of Onboarding

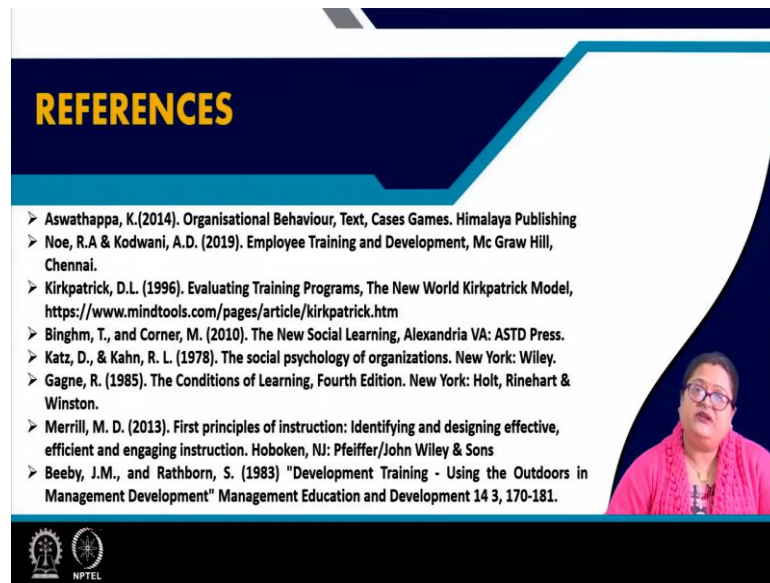
There are four steps including-

- **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

The slide includes a small inset video of a woman in a pink top in the bottom right corner. The background features various icons like gears, a hard hat, and a network diagram. The NPTEL logo is visible in the bottom left corner.


Now what are the steps of on boarding? There are four steps which includes, compliance: understanding the basic legal and policy or company related rules and regulations. Clarifications: understanding job and performance expectations. Culture: understanding company history tradition values and norms. And connections: understanding and developing formal and informal relations.

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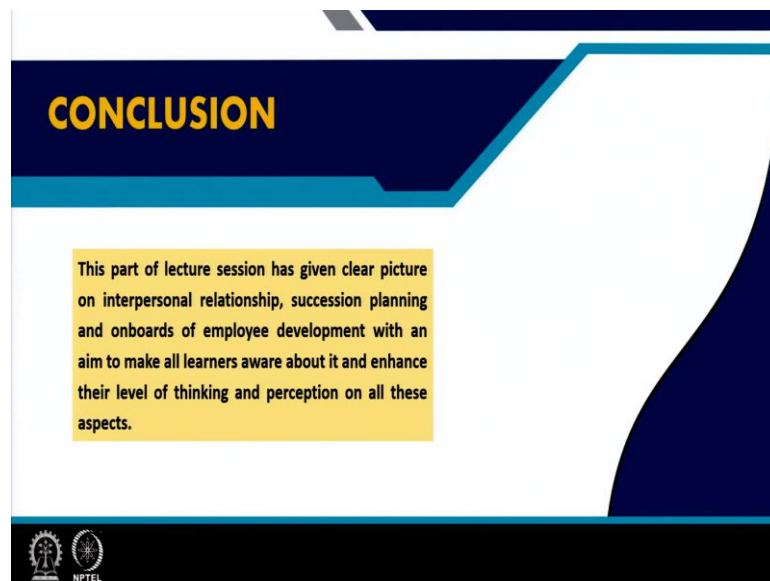
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These are some of the references that we have used for preparing this lecture.

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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.



And we hope that this part of the lecture session has given a clear picture on interpersonal relationship, succession planning and on boards of employee development with an aim to make all learners aware about it. And enhance their level of thinking and perception and all these aspects.

So, in this limited time frame we should see like, it is not possible to go on like detailed discussion on each and every topic. Here we have tried to introduce the topic to you like

we have tried to generate an awareness about the topic with you. And we have given the detailed references from where we have prepared the slides also, it contains books it contains research papers.

So, you can refer to those references for you if you are interested for detailed discussions and understanding of the topic. Anywhere any handholding support required for understanding it further we will take up those discussions in the discussion forum, that we are awaiting ahead. Thank you and meet you again in the next module.

Thank you.