Module 03: Employee development

Worksheet: Developing an Employee Development Plan – Case studies for discussion

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**Project Name:** Bridging the gap between VET and business: Modern talent management and analytics 4.0 for SMEs in Europe  
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# Instructions

# Step 01 – Split into two teams

The learners should be split into two teams, each one given one of the case studies provided below. The two teams should invest 20-25 minutes to discuss the parameters of each of the two cases and then list steps the management and executives should take in each of the two cases in order to support their employees in their professional and personal development.

# Step 02 – Presentation

The two teams should reconvene and each one of them should elect a representative to present the case they examined along with the list of measures and steps they are proposing, in order to assist the employees in question. Individuals from both teams may make interventions for suggestions or ask questions in a bid to collectively improve the proposed employee development plan.

# Step 03 – Discussion

Following the presentations, the group will be given the opportunity to discuss the process, any challenges they perceive in the process as well as things that they feel should be taken into consideration or approaches and steps they believe that can be useful from their personal or professional experience.

**Case 1**

John, aged 50, has been working in the factory since he graduated from college, always showing great commitment to his work and excelling in his responsibilities. His supervisors were always commending him for his work ethic and meaningful contribution to the company, providing positive reviews about him to management. As a result, the management of the firm has decided to explore promoting him to a line manager in charge of a team of 3 other employees. However, they were having some reservations in doing so because they feel that he does not possess the digital skills some of the younger employees have, which he needs to adapt to the continuously changing technical work advances, and has no previous experience in management, supervising and leading a team.

**Case 2**

Helen, aged 23, is a junior officer in a financial consultancy firm where she is responsible for dealing with a wide range of clients providing them with advice and responding to requests in terms of their financial operations. This is Helen’s first job since she graduated from University, and she has been in the firm for 6 months now. Though she is happy with the opportunity she is not certain about the prospects this sector entails for her, and if this is something that she would want to be doing in the long-run. Additionally, she feels that she is lacking the experience and knowledge to expertly deliver her tasks. Being an introvert, she is not yet totally comfortable with dealing and networking with clients and associates on an interpersonal level.

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