

## EMPLOYEE NEEDS MODEL

A possible model of employee / organisation alignment will appear as follows:

	<i>Entry Needs</i>	<i>Changing Environment</i>
<i>Employee Needs</i>	<p><b><u>Q1- COMPETENCIES</u></b></p> <p>Readiness through job skill training</p>	<p><b><u>Q4- POTENTIAL</u></b></p> <p>Managing change and adapting to new circumstances</p>
<i>Organisation Needs</i>	<p><b><u>Q2- PERFORMANCE</u></b></p> <p>Managing performance through counseling</p>	<p><b><u>Q3- CAPABILITY</u></b></p> <p>Managing career, longevity and growth through directed learning</p>

Q1 – Addresses immediate needs of establishing job fit. A knowledge management system to capture and institutionalise learning, an ongoing effort.

Q2 – Senior management engaging with employees and teams through regular workouts.

- Coaching
- Training for job skills
- Creating and nurturing learning communities

Q3 – An ongoing effort to take stock of emerging business challenges and arising out of that, the new learning needs by creating a capability framework.

An ongoing mechanism to communicate this to employees and help them know where they stand against this through development centres.

- Encouraging self-directed learning
- Encouraging mentoring

Q4 – Organisations encouraged to help employees keep abreast and enhance marketability. As there is a shift from security to employability

it is required to look at learning and education as insurance to employability.

Classical interventions will encourage looking at the quadrants interdependently and this I believe is correct, as the interplay between competence, performance, capability and potential leads to wholesome enhancement.

However, each quadrant must be attended to independently and carefully. While 1 and 2 will look at current needs and expression 3 and 4 will direct us to the future. Thus a continuous engagement is imperative.