## AC3.2 Compare different approaches to developing and retaining talent on an individual and group level.

Developing Individuals:

There are several methods that could be utilized to develop and retain talents in an organization. Coaching and mentoring are typical development approach for developing individuals. Although coaching and mentoring are grouped together and dealt with interchangeably, there are many similarities and difference between them.

Both approaches are meant to upskill and develop the talents in the organization, and they give the individuals the responsibility for their own personal and career development.

The mentorship is a longer and more informal relationship between a mentor and a mentee than the coaching relationship that has certain objectives in a limited time frame. As mentorship is a more informal one, it is more likely a voluntarily relationship without any charges included. While coaching has a more formal context in which the coach charge for their service (Cronin, 2022).

Developing teams:

While coaching and mentoring can be utilized in one-to-one basis, other approached like RACI model and situational leadership theory could be used to develop a group.

RACI model is used to determine who should be responsible, accountable, consulted, informed about the progress of a certain project. Giving accountability to a group makes it share knowledge and skills to achieve what is required, and hence develop (Watts and Miranda, 2022).

Situational leadership theory determines the management style based on teams’ maturity: telling, selling, participating, delegating. Manager should choose between those four styles based on the skills and experience. Should the teams’ members show high skill and development, it is time for delegating tasks for them (Cherry, 2023).