

developing Workplace Critical Thinking Business Report

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“How do organizational beliefs, attitudes, and value systems affect workplace behavior? How will workplace changes for the post lockdown business environment tackle the new business challenges, and create more resilient businesses in the future?

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Executive Summary

The purpose of this report is to identify and describe Leon Restaurant's organization structure by explaining its beliefs, attitudes and value systems in the workplace. It will also subsume the importance of critical thinking within the organization in regards to covid, the lockdown and how it can be useful. It will also mention how the organization has been affected by covid, in addition to how they have efficiently been able to tackle the difficulties that have been presented to them, whilst taking into account how it will affect employers and their employees. Furthermore, it will explain how management models, methods, theories, and critical thinking models are going to create a more resilient and effective organization in the future, if and when a major world crisis arises. Finally, there will be recommendations on how to tackle challenges, such as the global pandemic and issue an organizational structure that employers and their employees can both utilize in the workplace.

Introduction

Leon Restaurant was founded in 2004 in Carnaby Street by John Vincent, Henry Dimbleby, and chef Allegra McEvedy. According to their website there are over 70 restaurants in the Uk, Ireland and across Europe with an average of about 501 to 1000 staff members. Their food is inspired by the Mediterranean diet, which has a lot of benefits for the body as it contains plenty of fruits, vegetables and nuts. Their mission is for people to eat a more balanced and healthy meal whilst also providing great flavours, encouraging a healthy lifestyle and more kindness towards the wellbeing of our planet. Leon Restaurant is a company that involves its customers in everything they do, such as creating a club and community online where they can leave feedback, be informed of any discounts, cookbooks, recipes and the tableware line collaboration with John Lewis.

Critical thinking

Critical thinking is crucial in a workplace because it helps the organization to detect, analyse and evaluate a problem that they may currently have, hence allowing them to provide an effective solution that will eradicate the issue and bring forth growth to the company; whilst also being made aware of potential issues and using that to their advantage as it gives them time to eliminate whatever may cause the advancement towards that potential issue. Many organizations were impacted negatively due to the global pandemic, so they were impelled to critically think about how they could still operate during the pandemic and reevaluate how they will continue to run the business, making sure that all safety standards are being followed and met to a high degree.

Impact of Covid and pandemic has on the organisation

In the middle of 2020 Leon Restaurant had to make some changes as new and stricter regulations were introduced worldwide in response to the way covid had affected many things. So, the first action they took was to shut down, which consequently meant that many of their staff members had been made redundant and the remaining staff members were put on furlough. When they were able to open back up some of their branches, they would close earlier than usual and also reduce the number of dishes available on their menu as their food supply was limited and some of their ingredients was imported from abroad, which further contributed to the hardships that were already being faced. Health and safety standards were greatly being enforced, prioritising the safety of both the employees and customers. The actions being taken were that lateral flow tests were to be completed before employees started their shift, washing of hands after receiving money, and

constantly wearing a face mask that covers both the nose and mouth, for the duration of the employee's shift.

Belief, values and attitude

Beliefs, values, and attitudes are three key elements to have in a workplace as it acts as an aid in the analyzation of both the employer's and employee's performance. Beliefs in a workplace are things that both employers and employees view as important or should be taken into consideration, values are something that is put in place by the company for employees to be made aware of, as to where the company stands and things that both the employers and employees can hold themselves accountable to, acting as a moral compass (which remains the same over time, unless those that are members of the executive team decide to make some changes) and attitudes are about people's approach towards how the work set needs to be completed by each member of team (which can change depending on how the individual is feeling).

Leon Restaurant is an organization that stands firm on putting their customers first and making sure that they have an amazing experience during and before leaving the restaurant; as well as, the well-being of their staff members being just as important, hence why there is such emphasis on their values. Leon's values are being kind, respectful, working together in harmony and showing love to others. Their values show that being selfless and self-aware are held to a high regard, which creates an environment which encourages people to always be true to themselves and feel as both a consumer and employee. Their beliefs are to go the extra mile, be a leader, and be yourself. These beliefs show that self-development and growth is something that the organization hold to a high importance and trusts that it can be embodied and put into practice by all members of staff. Their attitude is to be enthusiastic, committed and innovative. These attitudes shows that they truly care and it surpasses the interest in just having many customers but also promoting healthy living and motivating them to always strive for the best.

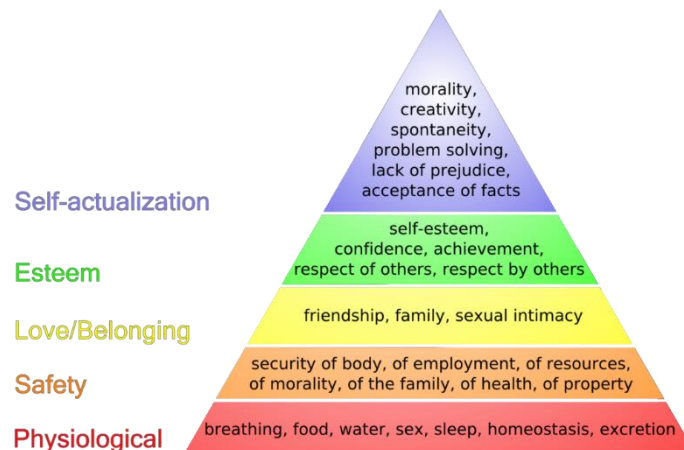
Management models and theories

Management models and theories are important as it helps the management team to identify issues in the workplace. On the other hand, it provides practical solutions to help the company achieve all its ultimate objectives. In this section I will be mentioning a couple of workplace theories and models such as Elton Mayo, Maslow's Hierarchy, and Contingency Theory along with a few others.

The Elton Mayo theory focuses on productivity and social factors. It talks about how employees feel in their workplace as it has everything to do with how they're being treated or heard in that environment, which will reflect on their performance. Also, how employees should be treated just as important to the managers as their other responsibilities. Leon Restaurant has provided an open space for employees to be heard by their managers from complaints to feedback. They do this by having weekly updates, group chats, and posts around the staff room that is accessible to everyone. Research shows "the Hawthorne study is the fact that when employees are treated well, they may turn out to be more productive for the said organization". This tells us that the well-being of the employees is paramount because it reflects on their performance and how feeling as if they are being heard and understood by their managers can naturally stimulate productivity. Productivity in the organization is pivotal because if it just starts off with one person it will naturally pass down. For example, a productive attitude can be passed down from the employers to the employees thus creating an amazing environment for the customers, just like a domino effect.

Critical thinking theories

Maslow's Hierarchy focuses on motivation and helping managers to understand their employees better, starting off by fulfilling their human needs. This method is shown on the below pyramid diagram that has five different sections:



The Maslow Hierarchy theory is an amazing way for a manager to get to know their employees well by learning and understanding their needs, strengths, weaknesses, thoughts, goals and things that contribute and take away from their well-being, mentally and emotionally. This is an imperative theory to have because it gives the manager an insight of their team members and how to make sure that each employee is satisfied, reaching their goals, looking after themselves and feel secured at all times in the workplace. Leon Restaurant has set documents that employees have to sit down and review with their manager and provide a termly update on how they are feeling in the workplace, the goals they have achieved and want to set moving forward, and how the company can contribute to them reaching their maximum potential.

The Contingency theory focuses on leadership and how not everybody can be a leader. Steve Harvey once said in his podcast “you can be a leader, but a leader is a developed set of skills”, he is saying that to be a leader you have to constantly learn and know how to adapt to situations or environments as changes can occur at any time. To be a leader can be challenging as you are not looking after yourself but others too. To lead a team, you need to have a positive trait because as a leader you are there to reassure your team, make them feel safe, be patient, and have a great level of focus in order to solve problems. Leon Restaurant is very big on their employees being leaders, accountability and decisiveness especially when it comes to their own life. What choices they decide to make will have either a positive or a negative impact on their life. Being a leader by doing the right thing for the community, the team, and customers but also taking ownership, accountability, and willing to analyse themselves and make changes where they see fit.

The Taylor of Scientific theory explores the idea that there is only one specific way that a job should be done, which can come across as a very close-minded way of thinking for someone who has different beliefs, value and attitudes. Just having one way to do things can prove difficult in making someone adapt to only that one way because it creates a limited environment that inhibits the ability for growth or development within the employees or organization as a whole. Sometimes it can also be very hard to manipulate an adult's mind into thinking only in one way, in comparison to a

child's mind that is easy to mold as it's still fresh and able to constantly absorb various amounts of new information as an adult already has their own views and stance on certain things. It is also a theory that encourages managers to micro-manage their employees and come across as controlling, not allowing room for the employees to use their own initiative to complete their work to a high and professional standard.

The Max Weber Theory is all about how everyone should be treated equally in regards to the responsibilities that are allocated to each individual. However, it can be seen as unfair to someone who has different beliefs and values because they may believe that they are able to do and produce more than others and wish to be rewarded accordingly. It is also a theory that believes that the only way someone can be hired or promoted is if they have qualifications and skills which shows that only specific types of people can get the job and that there isn't much diversity as there are some people who don't have certain qualifications and the skill set required which can be very off-putting and making someone feel less than.

The Red Model is a critical thinking method that extracts facts from opinions and makes conclusions based on the information provided but there is no concrete evidence provided, which can come across as misleading and inaccurate, as information with no evidence doesn't hold much value and brings about confusion as there is no proof to back up what has been said. Someone who values being reassured will have a hard time with comprehension and belief, thus bringing about a doubtful attitude which can cause confusion within the workplace.

De Bono's Six Thinking Hats is another critical thinking method that includes different perspectives from various members of a group. Multiple people come up with fresh ideas, thinking outside of their box in order to come to a common conclusion. But it can be seen as a more complex way to resolve an issue to someone who doesn't have the same belief, values, or attitudes due to the fact that there are multiple people involved, which causes an issue as there is no stable solution that the organization can all agree on as one.

Recommendations

Leon Restaurant faced a lot during the pandemic, so it was inevitable that there would need to be changes made to the operational policy. Certain steps needed to be taken so that they could have an ongoing and successful business in the future. They had to find out what will be significant in their growth and development in the workplace and apply them; these are the following:

Belief: having belief is key as it can contribute to motivation and self-drive but it can also be very difficult for various people to adapt to one type of belief as we have all been brought up with different beliefs and views due to our difference in upbringing. It's essential that you also have your own morals and beliefs.

Value: having your own core values in a workplace helps you to make decisions as you know what you want due to your values acting a moral guide. It allows you to bring out the best quality in your work and you will also be seen as trustworthy by your employers as they know you are self-driven, dependable and stand for something.

Attitude: your attitude in the workplace will determine your approach towards your tasks that have been set which directly affect your performance and how you treat others around you.

Critical thinking: when having an issue at your workplace you should first analyse and then observe the situation so that you can come to a reasonable conclusion by using data, facts and research.

Management theories: it's an effectiveness method that should be implemented in various workplaces because it aids managers in being able to operate well and make necessary decisions in the best interest of their employees, making sure that they are satisfied and create a healthy work relationship. An employee that feels appreciated, valued and understood drives forward great performance, great performance drives forward profitability, appeased managers, and a smooth business operation.

Conclusion

This report has reviewed, highlighted, analysed, and explored various management theories that the organisation, Leon Restaurant uses, such as the Elton Mayo, Maslow hierarchy, and Contingency theories, which also goes into detail about why their company has amazing reviews and continues going on strong even though the pandemic made such an impact on the way the restaurant had to proceed in regards to their operational policies. They had some losses and complaints but due to being attentive, vigilant and decisive, they were able to devise a plan that assisted them in pushing through such an unpredictable and difficult time. There were a few other theories which contributed to them making some improvements on their feedback system, by getting inspiration from Patricia Benner's 'From Novice to Experts'. They came to find that it doesn't take a great amount of effort but simply just an observation of the situation in order to ascertain the cause of the issue, evaluate and to come up with a solution for the problem rather than just logical thinking. By just them being considerate and empathising with the customer's feedback whether good or bad, it can make their customers feel heard, valued which will build a great relationship with the customer, making them want to continue to spend their money there, as well as also promote the restaurant to others.

Overall, the purpose of this report was to give an insight into how problems can be solved by using different types of management theories, but not all of them are suitable for every difficulty that a business may face; so, it is crucial to be able to analyse the situation and weigh out the best method to incorporate in order to achieve the desired outcome.

Part 2- Reflective Journal Reflective journal on each of nine weekly learning and teaching sessions

Introduction

In this journal, I will be reflecting on what I have learned during the nine weeks of my lectures. I will be breaking it down weekly on what I have understood, and what I've used in my own work and need improving on. I will do this by using management theories, an activity that was given in class that will relate to the topic that I will be discussing, and also research that I have done in on own time.

Week 1-9 reflective journal

In the first week, we learned about management theories which a method and guidance that is used in modern organizations to bring sustainability and productivity within the company. Management theories are put in place for managers to have a guideline on how to focus on and guide their employees. There are different types of management theories such as hierarchy, scientific, human relations, and bureaucratic. Then we focused on talking about logic. Logic is the way we think and examine before making a reasonable and valid judgment but in a scientific form. To come out with a logical outcome you first have to observe what is good so that you can spot things immediately before it gets worse than you analyze as it allows you to detect where the issue is coming from. Then next important step is how you react to the situation, do you freak out or you stay calm and think about your next move. Feedback is a good step to have because you will have more than one point of view about the situation and that will help you to come up with your best conclusion.

In week two I was made to understand beliefs, values, attitudes, and the importance of critical thinking. Critical thinking is a method that is great for problem-solving and communicating as it allows you to assess the problem and find the solution by questioning and using facts and data. Margret Heffernan mentions in her Ted Talk that “sleeping is very important for critical thinking” because your brain is more alert. I also learned two types of critical thinking civically which are political which includes law, democracy, and government. Then there’s economics which focuses on issues related to scarcity problems.

In week three I understood the human relations approach which is a management theory that brings a new set of talents, aspirations, and knowledge to the workplace. The disadvantage of the human relation approach theory is that it’s really difficult to analyze, there’s no productivity or road map of the workplace. When it comes to the human relations approach theory is appropriate in a workplace where the manager must make a judge due to their employee’s human needs such as their beliefs, value, emotion, and attitude instead of their physical work. Then we looked at critical components that is used with critical thinking to solve a problem. Components for critical thinking is used to identify, challenge, explore and reflect the problem before coming up with a solution.



For week four we looked at 21st century business, creative thinking strategies and wildebeest critical thinking skills but I will be talking about stages in problem solving and decision-making. Many times when we have a problem we want to automatically find a solution but sometimes that solution can put us in a worse situation. I learnt that the first step to take is to recognize that you have a problem then identify alternative meanings to find different types of the solution then evaluate them by putting them to the test and see which one fits best then you're able to make your decision.

In week 5 I learned about bureaucracy which is a group of non-elected governing officials that made important decisions. This theory had a lot of benefits such as transparency, and limitation of power, it has a positive view of hierarchy which means that everyone will be able to play a role. On the other hand, bureaucracy can affect a company due to them being cocky to their customers. They are also harsh with their rules so it doesn't allow customers to give much involvement so which can be a drawback for them. Bureaucracy has changed over the years as in the past things were much slower than today for example before just making a decision used to take a long time as for now it's much quicker.

In week 6 I learned about contingency theory organization structure has everything to do with the size, technology, environment of the organization, and also the contingency factors because it will probably need more formality and resources depending on where it is.

In week 7 I learned about systems theory which is a combination of things working together to achieve a specific goal. There are different types of systems subsystems which is a larger part of the system that has to work in sync for it to work effectively. Social theory is connected with human activity and society which focus on the actions and behavior that is happening in today's society. The elements of a system are software, data, material such as operator instructions, and hardware this is important because some business system fails them because it is not documented in any hard or software. One of its characteristics is communication has important information that needs to get passed effectively around the organization. The boundary is another characteristic as it helps us to maintain our energy as much as possible and it also improves our well-being.

In week 8 I learned that the characteristics of a successful innovating company are employees being creative, a group of people that work really well together, and also about to evaluate ideas. Another characteristic is being a risk-taker, coming out of your comfort zone, and being willing to try new things that may feel uncomfortable. For every company, it's important for them to know their potential or you will never grow or know your company's worth, that is why is good to do a swot analysis that will help you get a good understanding of where your company stands how you can improve it. strategy and planning are also another way to break down where you can write your vision, plan, and ideas as a whole. It's also good to constantly lookout for the quality of your product and monitor the company's process at all times so that you can see what you should continue doing and what you should stop and change so that next time you have better results. Logistics and financial control are necessary to keep an eye on because it helps the company to calculate sales, and profits in a systemic and objective manner. When having a business it's good to focus on specific gems that will bring growth and attention to your company such as amazing quality products, and knowledge of what your customers like and want. If something goes wrong in your company to make take the right steps to solve them such as models, try out samples and analyze the issue carefully. In the last, I learned about environmental sustainability and if the products that companies sell nowadays benefit our environment but its come to a point where people don't care about the environment anymore but how looked something looks for them or how they can benefit from the

product without thinking about how it can affect the planet. They are resources available to try and keep the environment healthy by reducing things that are harmful and re-using what you have at home and recycling what you don't want anymore. Or another option can be using or creating eco-friendly products that will benefit the environment and yourself. I believe that this can start happening if people were to change their beliefs values and attitudes when it comes to looking after the environment because it will help them to see other important issues that are happening around like people being homeless or unable to offer basic necessities. A company that sells products should consider if their products are beneficial for their customers, are eco-friendly, and how the disposal of their product will help the environment.

Conclusion

In conclusion over this past week, I have learned a lot about management theory because at the beginning of the term I didn't have a clue what it was about, and what made my learning experience more effective was the videos and takes that were given in lesson because it made my understanding more clear as getting involved in the task. The knowledge that I have gathered It will help me in my day-to-day life especially when it comes to critical thinking as I can apply this theory in my own place when an issue accurse. Now I am very good at making decisions at work because of what I have learnt in lecture when we was discussing about what's the best way to make decision. Finally learning about problem solving going to help me in my career project managing as I know what steps are crucial when solving a problem.

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