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Assignment 2: Selection of Written Reflective Tasks

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Table of Contents

Task 1: Identifying Job Advertisements Comparison	3
Task 2: Self-Assessment and Evidence of Readiness.....	5
Task 3: Career Objectives and Individual Development Plan	8
Strategic Roadmap	8
References	10
Appendix: Job Advertisement Screenshots	11
Advert A – Manufacturing Shift Manager, Greencore, Boston, Lincolnshire	11
Advert B – Shift Manager, GXO Logistics, Peterborough, Cambridgeshire	12
Appendix B – Personal Development Plan	13

Task 1: Identifying Job Advertisements Comparison

In this assignment, I will compare two job postings for manufacturing management positions posted on Reed.co.uk from April 2026. The two advertisements can be found as screenshots in the Appendix of the document attached to this document. The two positions would represent a significant upgrade over my current position as Production Operative and Team Lead Assistant for EnduraMaxx Ltd in Peterborough.

The first advertisement (A) covers the Manufacturing Shift Manager for Greencore located in Boston, Lincolnshire (Reed, 2026a). Greencore is one of the UK's top food manufacturers, employing over 26,000 people through a network of 38 production facilities. Its main duties are managing all shift operations to achieve operational productivity targets and efficiency levels and adhere to established safety standards such as food production quality. This also includes developing and maintaining a strong health and safety culture on site, clear communication with operational teams, and evaluating team performance capabilities.

Qualifications needed for work with Greencore include previous leadership in high-volume production teams or in the high-demand manufacturing/FMCG space, knowledge of how to take insights from production metrics, and a formal qualification in HACCP and Level Three Health and Safety and IOSH.

In contrast, Advert B details the current position of a Shift Manager in GXO Logistics Peterborough, Cambridgeshire for an annual salary of £38,000 plus additional shift allowances (Reed, 2026b). The list of responsibilities includes working with First Line Managers related to operational volumes and forecasts, inspecting stock to ensure integrity, coordinating preventative activities and corrections, and managing contractual headcounts.

Skills needed here are not just leadership in large, high-speed warehouses and related manufacturing environments; candidates should have excellent verbal/written communication skills and a good understanding of health and safety legislation.

Comparing the two adverts uncovers the common skills required for each role are described as: effective leadership and coordination skills, total commitment to Health & Safety, good production/operational analysis - and not the least, effective communication skills at multiple levels within the organisation.

I have decided to focus in particular on the communication between these positions as a shared entity. Advert A emphasizes that continuous communication should occur from operations personnel, however, Advert B explicitly requires a strong oral/writing skill set. As Robbins and Judge (2019) assert, effective management is dependent on effective

communication that allows leaders to manage the activities of the personnel and work within shared goals as well as resolving issues effectively.

In every industrial context, those managerial figures have to dictate to shop floor staff what to do, communicate performance information to upper management, and coordinate inter-departmental work encompassing quality control, engineering, and logistics. Simply being technically adept is not enough without lucid dialogue. It is pertinent particularly as I have a personal objective to strengthen written formalities which is a focus point of the section later in Task 3.

Task 2: Self-Assessment and Evidence of Readiness

To assess my employability status and reveal developmental needs I shall utilise the SWOT analysis framework by Helms and Nixon (2010), which is a highly recognised self-assessment tool for professionals to measure strengths, weaknesses, opportunities, and threats to career aspirations.

Table presentation of findings found herein:

STRENGTHS • Over twenty-five years' background encompassing sectors namely logistics and manufacturing • Holder of Level 2 Certificate covering principles surrounding teamwork dynamics (Team Leading) • Certification in conflict resolution methodologies • Certified Fire Marshal and First Aider • Licensed Forklift and Boomlift operator • Proficient in MS Excel and ERP systems • Strong practical knowledge of Health & Safety and Lean Manufacturing • Currently studying CertHE Business Skills at UWTSD London • Proven ability to manage and lead large multicultural teams of over 60 employees across multiple shifts • Multilingual communicator: fluent in Polish and English, enabling effective liaison across diverse workforce	WEAKNESSES • English being secondary language imposes challenges pertaining to academic writing proficiency • Absence of recognised UK higher education qualification presently (CertHE in progress) • Limited exposure conducting presentations formally to designated senior executives • Limited knowledge of advanced digital analytics tools (e.g. Power BI, advanced ERP reporting) • No formal IOSH or HACCP certification currently held, both of which are specified as requirements in targeted job adverts • Limited professional networking within the UK manufacturing sector, reducing visibility to senior recruiters and industry contacts • Budget management and financial planning skills not yet formally developed at departmental management level
OPPORTUNITIES • Prospects advancing into Level 5 Business programme at UWTSD	THREATS • Competitors vying for management posts holding undergraduate degrees

• Potential upward mobility transitioning to Shift Manager or Production Manager at EnduraMaxx • Growing UK manufacturing sector with strong demand for experienced managers • Free online development courses via LinkedIn Learning and British Council	• Automation and AI may change future skill requirements in manufacturing • Language barrier may affect confidence in formal written reports and senior presentations • Economic uncertainty affecting manufacturing investment and job security
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In addition to the SWOT analysis, I find an exploration of my learning style to further articulate my professional development profile. According to the model of learning by Honey and Mumford (1986), discussed in Neugebauer and Evans-Brain (2016), people's study through four different types of method: Activist, Reflector, Theorist, and Pragmatist. As a result of self-assessment activities carried out during Week 2 of this module, I realised that my preferred learning style is Pragmatist, who indicates that I learn best by doing things for and through experiences. This fits with my manufacturing background, where primary competencies such as forklift operation, production scheduling with MS Excel, health and safety management, and various others have all been learned through work. Neugebauer and Evans-Brain (2016) warn that pragmatic learners often give preference to immediate practical outcomes, to the exclusion of broader strategic or policy considerations. I believe this is an effective restriction in terms of where I will end up becoming as I move to management where formal reporting, data analysis, and strategic planning are needed more than ever.

One of my strengths is communication. For a manufacturing role, communication is not an option; it is essential. As EnduraMaxx Team Lead Assistant, I am responsible for managing and co-ordinating over 60 colleagues of various shifts, with a representative majority of them from different countries and having varying first languages. Each day to get the job done, I have to communicate technical information in the most accurate way I can, update teams on production targets, and clearly define health and safety requirements. Any misunderstanding in this environment not only impacts productivity but can result in accidents and serious safety incidents. The ability to articulate clear guidance under these circumstances is therefore a major professional asset. Moreover, my practical display of this strength came during the mock interview that I held in this module assessment for which I scored more than eighty percent. Using the STAR technique, I was able to present structured, professional answers around leadership experience and problem solving, reinforcing the fact that I am capable of doing most of the work that is required from someone in management positions.

A second major strength, and it is one which I could find in my experiences in logistics and manufacturing for more than twenty-five years, is my practical experience and technical knowledge. Being a Warehouse Manager at Lynka Ltd in Poland, where I oversaw over 60 employees on three shifts, allowed me to gain a solid grasp of production planning, scheduling, control of quality, and operational compliance. In Peterborough I have gained more experience in these areas by working for EnduraMaxx Ltd and undertaking duties not only within the job title I hold, such as managing production dates using MS Excel, performing daily Health and Safety walkarounds as a Fire Marshal and First Aider, and implementing induction training for new team members. As Armstrong and Taylor (2020) note, formal training combined with hands-on working experience is one of the strongest predictors of managerial effectiveness, and this combination is of particular relevance for both roles identified in Task 1, which require experience to manage large teams in fast-paced manufacturing environments.

Furthermore, the module lecturer feedback following the mock interview was positive and stressed communication skills, sector knowledge and the ability to use appropriate professional case studies in a crisis context as apparent benefits. According to Neugebauer and Evans-Brain (2016), being given honest and unbiased feedback from assessors and mentors is one of the most valuable tools for achieving a certain level of self-awareness and assessing readiness for career development, which highlights that for formal management this module is highly relevant.

As English is my second language, fluency has been a barrier to navigate the nuances of writing an intricate narrative that carries professionalism as an element of life rather than a requirement. Therefore, targeting improvement in this domain accounts for a significant section of the weaknesses addressed in the plans presented in Task 3.

Task 3: Career Objectives and Individual Development Plan

Based on weaknesses highlighted by the preceding analysis, short-term goals and long-term targets have been created. As Fahed-Sreih (2020, p.1) defines career development as “the ongoing process of learning, developing and moving towards one’s goals” and emphasises that it leads to decreased employee turnover and increased motivation. Based on this statement, I understand an integral part of any meaningful growth is creating a personal development plan - a structured one.

Over 12 months, the objective is to improve foundational writing composition skills to present well-written, professional reports in the workplace. My short-term goal is closely connected with the criteria in both adverts reviewed in Task 1 where written and verbal communication is required. In the next three years, I aim to have secured a Shift Manager or Production Manager position - at EnduraMaxx or a similar producer, such as GXO or Greencore - with the completion of UWTSD’s Level 5 Business programme and obtain a recognised UK higher education qualification.

Strategic Roadmap

The strategic roadmap also encompasses making use of the British Council’s course ‘Professional Writing in English’, which is set to start in May 2026 and end in June 2026. Advancements will be judged by the comparison of written submissions made prior to and after the completion and feedback from lecturers will be elicited as benchmarks for what progress has been realised. Cottrell (2019) emphasises that independent self-study with specific and well-defined milestones and deadlines significantly supports developing the skills needed for professional work, which in turn develops confidence in presenting thoughts in writing.

According to the CIPD (2024), Continuing Professional Development (CPD) is an investment in oneself that guarantees relevance in the present and prepares the individual for tomorrow. This is evidenced as both advertised roles clearly align with a commitment to the structured development activities outlined in this plan. Neugebauer and Evans-Brain (2016) highlight that workplace learning most effectively occurs through on-the-job training, line manager coaching, and job shadowing or secondments - forms of learning that are inherently relevant and easily accessible in a manufacturing environment.

Citing this guidance, a secondary development strategy includes asking for a proper shadowing arrangement with the Production Manager at EnduraMaxx. This could allow direct observation of how executive-level decisions are made, how budgets are managed, how production is reported, and what is communicated between departments in practice. This activity satisfies the SMART criteria: it is Specific (in the aim of developing management-level

operations skills), Measurable (observed on a monthly basis through a reflection log), Achievable (within current employment), Realistic (line management has expressed an interest in supporting development) and Time-bound (to be accomplished by December 2026).

At the same time, the effort to develop presentation competence for upper-echelon audiences would see me volunteer to lead weekly production performance summaries at EnduraMaxx, starting as soon as possible. I will also use LinkedIn Learning materials, available through the UWTSD student account, to complete a course on 'Presenting to Senior Executives'. This will give me the confidence to develop my verbal fluency and become an even more effective communicator in the workplace. Altogether, these moves develop the engaging skills required to meet the person criteria described in both advertisements and create opportunities to confidently apply for a Shift Manager or Production Manager role by the end of 2026.

References

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Appendix: Job Advertisement Screenshots

Screenshots acquired from Reed.co.uk on 12 April 2026 exhibiting the full content of the two job advertisements referenced throughout Task 1 of this document.

Advert A – Manufacturing Shift Manager, Greencore, Boston, Lincolnshire

Source: <https://www.reed.co.uk/jobs/manufacturing-shift-manager/56674462> (Job ID: 56674462)

reed.co.ukSearch results

Manufacturing Shift Manager

Greencore
□ Boston, Lincolnshire
□ Competitive salary
□ Permanent, full-time | Shifts: 3s and 2s – Nights • Posted: 31 March 2026

About Greencore

Following an acquisition with Bakkavor in January 2026, we are one of the UK's leading manufacturers of prepared meals, driven by a simple purpose: to make every day taste better. We are proud to employ over 26,000 talented colleagues across 38 manufacturing units and 20 distribution depots in the UK, helping to deliver delicious food to life.

What you'll be doing

- Lead, co-ordinate and prioritise activity across a shift to deliver productivity and efficiency targets in line with the agreed production plan.
- Ensure the adherence of all food manufacturing safety and quality standards on shift, safeguarding the consistent achievement of all quality food products.
- Lead the ongoing development of the health and safety culture, promoting adherence to health and safety procedures and accident reporting.
- Ensure that communication and information is regularly maintained within the operations team so that immediate issues and trends are shared with the broader operations community.
- Monitor and review team capability, ensuring that clear objectives are developed to maximise their potential.

What we're looking for

- Prior experience of leading a team and problem solving in a people-intensive manufacturing or FMCG environment.
- Demonstrate numeracy skills and the ability to put actionable insight from data.
- Hold key qualifications such as advanced food hygiene accreditation, HACCP level qualification, and Level Three Health and Safety / IOSH.
- Experience of managing large numbers of people in a complex manufacturing environment.

What you'll get in return

- Competitive salary and job-related benefits including holiday entitlement.
- Pension: competitive matched pension contributions.
- Life insurance up to 4x salary.
- Access to a full Wellbeing Centre platform.
- Exclusive Greencore employee discount policies.
- Generous parental leave and menopause policies.
- On-the-job training and career development opportunities.

Source: reed.co.uk | Job ID: 56674462

Advert B – Shift Manager, GXO Logistics, Peterborough, Cambridgeshire

Source: <https://www.reed.co.uk/jobs/shift-manager/56767469> (Job ID: 56767469)

reed.co.uk

Search results

Shift Manager

GXO Logistics

- Peterborough, Cambridgeshire
- £38,000 per annum + shift allowances
- Permanent, full-time or part-time • Posted: 7 April 2026

About GXO

GXO is a leading provider of cutting-edge supply chain solutions to the most successful companies in the world. We help our customers manage their goods most efficiently using our technology and services.

Are you a Team Leader looking for your next step in your career? Perhaps you're a Warehouse Shift Manager looking for a change? If you're ready to give your best shot, this is the role for you.

Pay, benefits and more

- £38,000 per annum plus shift allowances when working the night shift.
- 33 days holiday (inclusive of bank holidays).
- Flexible dental insurance plans.
- Company-sponsored pension scheme and a 24/7 online GP service.
- MyBenefits platform: cashback cards, a saving scheme and more.

What you'll do on a typical day

- Understand the short to medium term plans for each shift by working with First Line Managers to review operational volumes and forecasts for the coming week.
- Close liaison with the sites Inventory and admin quality teams to ensure availability of the right stock in the right place, through routine inspections to ensure stock integrity.
- Organise fast and effective follow-up on preventive and remedial action where investigation identifies faults are attributable to the business.
- Responsible for and aware of the budgeted headcount for the contract, and the breakdown of full and part-time colleagues.

What you need to succeed at GXO

- Experience leading a team of warehouse colleagues within a large, fast-paced warehouse environment.
- Excellent communication skills, both verbal and written.
- Good knowledge around Health & Safety policies and procedures.

Our commitment to diversity

GXO is proud to be an Equal Opportunity Employer. We are an Armed Forces Friendly Employer and a Confident Leader as part of the Disability Confident Scheme (GIS). We actively welcome applications from people with disabilities.

Source: [reed.co.uk](https://www.reed.co.uk) | Job ID: 56767469

Appendix B – Personal Development Plan

Area	Weakness Identified	Actions to Take	Timeline & Resources	How Progress Will Be Measured
Writing Skills	English as a second language - difficulty with formal academic and professional writing	Enrol on British Council 'Professional Writing in English' course (online, free) Complete one written practice report per month at work Request written feedback from UWTSD lecturer on current assignment quality	May 2026 - Jun 2026 (course) Ongoing monthly practice British Council website (free) UWTSD lecturer feedback Cambridge English online resources	Compare pre- and post-course written submissions Lecturer feedback grade improvement Positive manager feedback on workplace reports
Qualifications	No formal IOSH or HACCP certification - both required by targeted job adverts	Research IOSH Managing Safely courses near Peterborough Discuss employer funding or time off with line manager at EnduraMaxx Book and complete IOSH Managing Safely qualification Research HACCP Level 3 course as a follow-on step	Research: May-Jun 2026 Course: Sep-Dec 2026 IOSH approved training providers EnduraMaxx HR department Gov.uk apprenticeship levy funding	Certificate awarded on course completion Able to list IOSH on CV and job applications
Presentations	Limited experience presenting formally to senior management	Volunteer to present weekly production performance summaries at EnduraMaxx Complete LinkedIn Learning course: 'Presenting to Senior Executives' Record one practice presentation and self-review	Volunteer: May 2026 onwards LinkedIn course: Jun 2026 LinkedIn Learning (via UWTSD student account - free) EnduraMaxx weekly team meetings	Regular delivery of weekly summaries Positive verbal feedback from line manager Self-assessment against LinkedIn Learning checklist
Digital Skills	Limited knowledge of advanced analytics tools (Power BI, advanced ERP reporting)	Complete Microsoft Learn 'Power BI Fundamentals' (free, online) Apply Power BI to create one production dashboard at EnduraMaxx Ask IT/data team for a shadow session on ERP reporting modules	Microsoft Learn: Jul-Sep 2026 Dashboard project: Oct 2026 Microsoft Learn (free) EnduraMaxx IT/data team YouTube Power BI tutorials	Course completion certificate from Microsoft Learn Live production dashboard created and in use Positive feedback from line manager on data reporting

Area	Weakness Identified	Actions to Take	Timeline & Resources	How Progress Will Be Measured
Networking	Limited professional networking in the UK manufacturing sector	Create or update LinkedIn profile with current skills and UWTSD studies Join the Chartered Institute of Logistics and Transport (CILT) as a student member Attend one UK manufacturing/logistics networking event or webinar	LinkedIn: May 2026 CILT membership: Jun 2026 Event: by Dec 2026 LinkedIn (free) CILT student membership (discounted) Eventbrite / industry event listings	Active LinkedIn profile with 50+ connections CILT membership confirmed At least one industry event attended
Budget & Finance	Budget management and financial planning not yet formally developed at management level	Request involvement in departmental budget planning meetings at EnduraMaxx Complete UWTSD Level 5 Business programme (includes financial management modules) Use job shadowing with Production Manager to observe budget reporting	Shadowing: from Sep 2026 Level 5: from Jun 2026 EnduraMaxx Production Manager (shadowing) UWTSD Level 5 Business programme CIPD and CMI online resources	Participated in at least 2 budget planning cycles Level 5 module in finance completed Shadowing log entries recorded monthly
Higher Education	No recognised UK higher education qualification currently held (CertHE in progress)	Complete CertHE Business Skills (Level 4) by June 2026 Enrol onto Level 5 Business programme at UWTSD (September 2026 intake) Maintain attendance and assignment submission deadlines throughout programme	CertHE complete: Jun 2026 Level 5 enrol: Jun 2026 Level 5 complete: 2028 UWTSD London campus Student Finance England Moodle e-learning platform	CertHE certificate awarded Jun 2026 Level 5 enrolment confirmed All assignments submitted on time at Level 5