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DEVELOPING WORKPLACE CRITICAL THINKING

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1. INTRODUCTION

This report is about critical thinking of an organisational beliefs, attitudes and value system that affect the working behaviour and changes for the post-lockdown.

The report is related to Compass-Group United Kingdom and Ireland (PLC) Public Limited Company which is the chosen organisation where I am currently employed

2. EXECUTIVE SUMMARY

Part one of this report on critical thinking on organisational beliefs, attitudes and value systems shall follow sequences of topics which shall be blended to the main point, in addition, relevant Models and Theories shall be defined and their importance shall be outlined and utilised within and including SWOT analysis which examines Compass-Group's Strengths, Weaknesses, Opportunities and Threats followed by references to support any relevant arguments.

Part two shall consist Reflective Journal containing teaching and learning outcome on the Module, "Developing workplace critical thinking" for nine weeks, which are splits weekly.

The Watson Glaser critical thinking RED Model and Edward De Bono's six (6) thinking Hats Model (1985) has been used for supporting this report and their brief definitions.

Recognise assumptions, identifying the assumptions correctly and being able to critically consider the validity of these assumptions.

Evaluate arguments, is a systematic analysis of the evidence and arguments provided.

Draw conclusions, is the ability to pull together a range of information and arrive at a logical conclusion based on the evidence.

The six (6) Critical Thinking Hat Model (1985) designed by Edward De Bono



(debonogroup.com,1985)

The above coloured hats symbolises the thinking role mentally when worn about the problem thinking task by workers or individual group and later switch hats to give different thoughts or conversation.

The White Hat - just say the facts.

Red - signifies emotion/feelings, intuition and hunches.

Black - most powerful in management for problems, difficulties and risks

Yellow - symbolises optimism and brightness.

Green- focuses mainly on creativity.

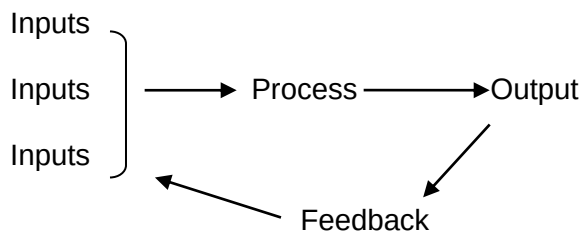
Blue- this is used in managing the thinking process.

Critical thinking Management Theories such as Contingency, Systems and Human Relations Approach theories will be examine.

A. Contingency theory, managing actions based on aspects important to that current situation.

B. Systems Theory described as set of interrelated parts puts together that turn inputs into outputs through processing to get functional output. (Bartalanffy,1964).

Simple systems theory diagram below explains:



(Self diagram based on class lecture slide, 2022)

In addition, super-systems such as Political, Economical, Sociological, Technological, Legal and Environmental (PESTLE) are other systems in the external environment that affect the organisation,

A. Political, deals with government regulations and political stability.

B. Economical, deals with economical growth/decline..

C. Sociological, refers to cultural norms and expectations; health consciousness, population and growth rates

D. Technological, especially new technologies are continually emerging (for example, robotics and artificial intelligence), affecting the organisation's products or services.

E. Legal, it is the changes to legislation impacting on organisations and businesses.

F. Environmental, example global warming and the need to switch to sustainable resources; ethical sourcing, pandemics and other emergencies. (CIPD, 2021).

C. Human Relations Approach theory Hawthorne (1932)

Which talks about management paying attention to interaction socially and individual achievement of worker, productivity will increase greatly.

3. BACKGROUND OF COMPASS-GROUP

Compass-Group United Kingdom and Ireland Limited founded in 1941 by Jack Bateman and is a global leader in providing foods and services to millions of people across 45 countries. A very large catering and hospitality business oriented, having branches nationally in the United Kingdom and international and employed five hundred thousand (500,000) staff of different diversity, the turnover of this company is huge.

The main headquarters in Washington, the United States of America and regional office is in England the United Kingdom, employers and employees working to deliver the company's objectives.

Financial report for the year ended 2021 showed a net global profit of £18 billion and 2020 was £20 billion a decrease of 10.2% "due to the effect of Covid-19 crisis. The organisation is registered on the stock exchange and share price (LON) at present is at 1,733.00 GBX

-16.00 (-0.91%) (Compass-Group, 2022).

4. MAIN BODY

In December 2020, Compass-Group experienced one of the most difficult periods in its history due to the pandemic continuance of sweeping around the world, and with a large proportion of the business closed. However, the world was unprepared in this modern era to experience such an effective epidemic for the first time on a global scale which has threatens our health, modern lifestyle and our living spaces. Management has been critically thinking in getting full understanding how to get about such and what are the essential requirements while reviewing all possibilities what should be care about after their employees. Science has critically revealed that our existence in the world is very fragile and has called for a change to our daily and usual personal routine including the workplace.

Compass' cultural strategy is to focus on food services, and model for creating value remains never change. During the pandemic, their strategic pillars of people, performance and purpose became more relevant than ever. The Covid-19 pandemic has highlighted social inequalities and the organisation believe that balancing financial with social and environmental performance is the right approach for Compass and remain committed to enhancing the wellbeing of their employees, clients, consumers and the communities they serve.

However, due to the ongoing Covid-19 crisis the United Kingdom government by using the RED Model, (Recognise assumptions, Evaluate arguments and Draw conclusion) of critical thinking and intervene in making critical decision in imposing a lockdown restrictions which they believed will slow down or eliminate the virus such decision was seriously challenged by the general public on the other hand argued of the lost of businesses. However the government persistently believed such valuable decision will help greatly in curtailing the spread of the virus and the fact that government has intervene, thus brought in one of the effects of external factors (PESTLE), causing the organisation to critically followed by implementing the government's advice as management, managers and frontline teams across the group acted swiftly in changing their behaviour from normal operations to prioritise the health and safety of their employees, clients and consumers.

In relating it to Compass-group as an organism made up of several or numerous parts which are the subsystems that must work together in unison for the larger system to function effectively in collaboration with communicational mechanisms which is most vital for organisational systems in exchanging relevant information among the subsystems and with its environment in order to be equifinality, according to (Beven, 2006) refers to the principle by which a system reaching the same goal from various different departments or routes such as, work groups, business units, facilities, and individual employees they are viewed as subsystems of the organisation, in other words, same inputs resulting the same outputs by different processes. The organisation's management have now adopted not only one but two theories of participative leadership on one hand subordinates managers adopted using a human relations approach aiming at improving morale and to reduce resistance to formal authority and on the other hand the organisation itself however prefer using a human resources approach, whereby wanting their superiors to recognise and also make full use of their own talents from being wasted. In contrast, managers are in fear of management's manipulation and misusing such.

5. DEFINING BELIEFS, ATTITUDES AND VALUES

5.1 Belief according to (Anderson & De Silva, 2009) is said to be an internal feeling within someone that something is true, even though that particular belief may not be proven or irrational. e.g. I believe that there is life after death.

5.2 An attitude refers to the way a person expresses or applies their beliefs and values and then express them through words and behaviour. Example, being cruelty to animals is very upsetting when heard about it, (Anderson & De Silva, 2009).

5.3 Value can be said according to (Anderson & De Silva, 2009). a measure of the importance that a person attaches to something and also are often reflected in the way people live lives e.g. someone value their freedom of speech, or morals.

6. ANALYSING THE DIFFERENCE BETWEEN BELIEFS, ATTITUDES AND VALUES

When analysing the nature of beliefs it is realised that beliefs are different from the view point in relation with the object of believing process, for example encountering beliefs about something and that may encounter also another type of beliefs.

Values express those attributes of reality that surrounded us, regarding them as essential qualities such as integrity, honesty, openness seeing as top most values. It can be objective which refers to be physiologically determined and subjective ones are the different from culture to culture and from individual to other individual.

Our beliefs and values can also have an impact towards our attitude and can adjust our behaviour in some situations. According to some specialists attitudes in most cases is the outcome of a learning process (Doob, L. W., 1947).

The difference between values and beliefs is the fact that values changes in long run, because individuals evolve thus having a broader experience and beliefs on the opposite side remains more constant, the changing of beliefs is that the probabilities are very unlikely especially when dealing with the aged.

7. CRITICAL ASSESSMENT OF BELIEFS, ATTITUDES, AND VALUE

The Edward De Bono's (1985) six (6) critical thinking hats model is been implemented here which when used for each group or workers by mentally wearing and switching hats of thinking role is identified with a coloured symbolic thinking hat about their different beliefs,

attitudes and value system they can easily focus or redirect the conversation, thoughts or staff meeting discussion the hats will then be rotated to perform roles so that teams think from different perspectives.

8. IMPACT OF BELIEFS, ATTITUDES AND VALUE SYSTEMS AFFECTS THE WORKPLACE

Compass-Group inculcates values in its employees which are aligned with the values of the organisation and has developed certain passion among the individuals thus lead them to achieve better results. Attitude, when shaped in the right way, can influence behaviour to achieve a favourable outcome.

Values influence individual behaviour, negative behaviour is also the result of negative values. Mitchell and Scott (1990) stated that increase in unethical business practices are usually attributed to change of values. Compass-Group embarks heavily on the values of their employees because they contribute in achieving the successful goal of the business, and this shows how important and relevant values are to the organisation.

Covid-19 pandemic affected every aspect of lives and businesses the world and had to adjust massively in bringing about major transformation especially in the workplace where management had to implement the advice of the United Kingdom government by creating extra spaces between or amongst workers and this will automatically affect the behaviour of the organisation, in practicing the usage of these extra spaces during the pandemic processes need to be adopted. However the use and transformation of workplace and its surrounding spaces created by management must be utilised in order for workers to reduce or to stop the spread of the virus which they thought will help this crisis. Thus, now equipped with technological tools that has been critically considered in helping and to be implemented by management in the workplace for their employees but yet unclear because the virus is living with us now.

The importance of compass' business to continue through the pandemic makes it incumbent upon management to critically think (Cottrel, 2018) 'Is an activity which entails more than the skills of logic analysis' in reshaping the workplace and to make the workers feel comfortable, supported and also be able to do their jobs safely and effectively without the threats of the pandemic. This is a clear challenge that workplaces must seriously adapt for business continuity. the using of system theory however will help in designing a workplace that responds not just to fear and anxiety, or the invisible threat of the virus, but also the full range of learned attitude and behaviours expected from management for their employees

that have evolved through the Covid-19 crisis whereby every systems and subsystem must operate to get an equifinality.

However designing or redesigning a workplace can bring in features which can be supportive in reinforcing a sense of safety and empowering employees in making good decisions for their personal needs in a positive way. Workplace will need to adopt these valuable systems clearly with very highest regards and communication protocols consistently at this time of needs in helping disseminating information quickly and keeping policies changing or other critical information to be accessible constantly, the need of incorporating display space for office communications throughout the floor plan must be implemented

The organisation's management has highly raised priorities for their employees well-being and values including mental health which was the focus during the implementation of lockdown by the government thus systems and subsystems are now working relentlessly on their workplace assessments in order to identify where more physical changes can help to slow down the spread or mitigating the virus. The unique culture of openness, collaboration and passion for quality, and including 'can do' attitude of Compass Group has made the business successful

However, science has proposed couple of the many solutions as the most effective method of combating this epidemic and are social isolation and the creation of spacing within colleagues at workplaces thus will reduce the threat of the outbreak both for ourselves and society in general. It has been argued that social isolation will caused ineffective facial or live communication amongst colleagues and societies including neighbours and communities.

The organisation value themselves on the quality of their customer service, their exceptional operational execution, culinary and digital innovation. The scale in procurement means they can lead on price and quality and also their strategic focus on employees, performance and purpose continues to underpin all that they do in the ambition to deliver value to all stakeholders.

Organisations are expected to value themselves in reference to an individual and should be reflected in corresponding behaviour and attitudes. However If an organisation stated that it valued workforce diversity, they should follow from that statement and if no behaviour, it be would question whether that value was really so important to the organisation. However it

must back up its value statements with concrete policies and actions to show support for its values this will have some strong values make for a better workplace.

9. POST-LOCKDOWN BUSINESS ENVIRONMENT CHALLENGES AND FUTURE RESILIENT AND SUSTAINABILITY

Sustainability strategies of Compass-Group on three key pillars:

- A. Health and Wellbeing in helping people making better choices and supporting their mental health and follow healthier lifestyles
- B. Environmental Game Changers in reducing food waste and single-use plastics, reuse and promoting plant-forward meals.
- C. Better for the World thus sourcing responsibly, enriching local communities and collaborating for big change for generation in the future.

It is incumbent on Compass-Group to manage the use of natural and physical resources and also protecting them in a way that enables people and communities thus providing for their cultural well-being, economic, social and health and safety to meet the foreseeable needs of future generations, including safeguarding the life-supporting capacity of water, soil, and air. The organisation must develop some strategies and recognise the need for changes in human values, attitudes, and behaviours in achieving a sustainability transition that will meet human needs and reduce hunger and poverty and at the same time maintaining the life supporting systems of the planet for future generation also in avoiding, remedying or mitigating any adverse activities that will have effects on the environment by recycling, reducing and reusing of products.



Diagram taken from (Compass-Group.com 2022)

10. CRITICAL EVALUATION

In thinking critically about Compass- Group's business challenges and creating more resilient, the SWOT analysis has been used to evaluate.

Strengths (Internal factors)

- a. Strategy in acquiring inferior company by adding them to the growth of the company
- b. Strongly maintaining as the world leading food and support services over others in the industry such as: Sodexo and Aramark catering companies.
- c. superb in new markets performance by building expertise with professional market strategies which has helped in expanding and making them successful. Thus the expansion has helped them to build new revenue stream and diversify the economic cycle risk in the market of operation.

Weaknesses (Internal factors)

- a. Lost small market share in the niche categories due to the constant pressure by new entrants in the segment has not being able to tackle the challenges presented. Countering these challenges the need build internal feedback mechanism directly from the sales team.
- b. Group Plc has a higher attrition rate and have to spend a lot more on training and developing their employees at a higher attrition rate compare to its competitors in the industry, example, Sodexo and Aramark catering companies.

Opportunities (External factors)

- a. They involve in corporate social activities and promotional campaigning
- b. Innovation constantly in business models
- c. Development of the markets will lead to dilution of other competitor's advantage thus will enable Compass Group to increase its competitiveness compare its arch rivals.

Threats (External factors)

- a. Shortage of skilled workforce in certain global market represents a threat to steady growth of profits for Compass Group Plc in those markets.
- b. Stable profitability in this industry has increased the number of similar smaller players in the industry few years which has push down pressure on profitability also on sales .because of the intense competition
- c. As the strengths of local distributors are growing it has presents a threat in some markets because the competition is paying higher margins to the local distributors.

The public health experts has warned to expect future outbreaks will occur until finding a reasonably sustainable treatment or vaccine for this Covid-19 virus. This has show how fragile our economy and systems can be, and yet still the flexibility of company employers to accommodate remote working since the spread of the virus has created a lifeline for businesses across the world and a lot of lessons to learned yet.

Togetherness in the workplace when social distancing is now a mandate but at the same time impossible and adding to these challenges are reality that many companies may phase out, in other words returning workers or may institute shift policies, splitting up when people are in the office together. However, some of the solutions are to provide centralised spacing that promotes the company's common purpose or allows people to share and contribute in their team or personal stories. This can encourage employees to maintain a sense of community even when they are not all together at once.

11. RECOMMENDATION

In this recommendation, taking into account Covid-19-related attitude and behavioural shifts, company will be more successful in creating a powerful support tool for staff's morale, public health and business' resilient, sustainability and continuity. However in predicting behaviour and attitude shifts will have impact on the corporate workplace along with further recommendations for meeting these challenges such as balancing its financial with social and environmental performance which should be the right approach for Compass-Group and remaining its commitment in enhancing the wellbeing of their employees, clients, consumers and the communities they have been serving.

12. CONCLUSION

The Watson Glaser RED (Recognise assumptions, Evaluate arguments and Draw conclusion) model of critical thinking will be apply here, currently there are no concrete solutions or perfect working environment, the current Covid-19 crisis offers opportunities for companies to reshape the workplace and create spaces that are meaningful to the human experience but have brought bigger changes in designing many workplaces. On the other hand, perhaps this would have never being done before in such an urgent way for organisations to adapt or fallen behind. Organising workplace changes for the Post-Covid mindset will tackle the challenges facing now and creating more resilient for businesses in the future.

Secondly, regarding the valued system, in order for system to survive the environment it must welcomed a change and be able to adapt and maintain a balance or internal state of

stability and engage in regulating and controls as well as the management of its position in the super-system.

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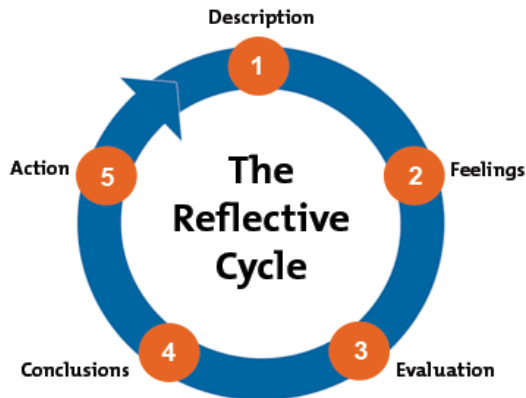
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REFLECTIVE JOURNAL

In reflection the Gibbs Reflective Cycle (1988) will be use in this reflection.



(MindTools, 2022)

It use in helping people making sense of situations, understand what went well and what can be done better in future.

Description

Week 1.1. In class for lectures and the introduction on the module critical thinking sounds very strange and confusing with my little slightest understanding what it was about and within myself belief that it was just a normal way of talking

1.2. Critical thinking skills module was then introduced backed by a book about developing critical thinking abilities, topic: aspects I want to develop further on pages 14 and 15,

1.3. Developing critical thinking in a workplace introduced and general discuss in groups of max 5 on beliefs, attitude, value and emotions

1.4. Deductive and Inductive reasoning and groups were formed to do some class exercises

Week 2.1. Topic: Think for yourself and additional exercise to write answers on Teams chat on beliefs, attitude, value and emotions.

2. 2.The importance of critical thinking, brief answers were given for Civically, this forms of political activity and Economically, this is for economical challenges.

Week 3.1. Personal reflection was given by all students about critical thinking, the good and bad side. there was lots of positive feedback from students and lecturer was amazed how quickly we were able in understanding critical thinking.

3.2. Problem solving by using critical thinking.

Week 4.1. Management Theories: (JIT) Just In Time, Scanlon Plan, The RED Model were taught in full details and how to apply them into report assignments.

4. 2. Assignment debrief and requirements and guidance were also given and additional explanation was given by lecturer, few questions were asked by me (Willie Harding) and some other students about areas to be made more clearer. They were clearly explained by lecturer and was well understood.

Week 5.1. Introduction of The 6 Critical Thinking Hats Model (De Bono,1985) , six groups of three each were formed with different critical thinking scenario as class exercise, the Hats then switched to give different responses.

Week 5.2. Intervention of past student Mr. Vishanu, presented a researched presentation on United Nation's assignment and margined with class lectures of De Bono's 6 critical thinking Hats which was very impressive, additional experience was gained by all students. many questions were asked by all and good responses was given by Mr. Vishanu.

Week 5.3. Class discussion on Fortes magazine on covid-19 Topic: *Lockdown 'nonsense', 'dreadful scientists' and a penchant for clutter*

Watched video: Warning on vaccine efficacy in the UK, (Campbell, 2022)

Week 5.4. Explanation, The Golden Age of 1880's backed by black and white photos, Management determined the product, Foreman supervises, Craft workers they made decision on motions and tools in completing project and decentralised in decision making.

Week 5.5. The Birth of Trade Unions, supporting employers to retained absolute authority.

Week 6.1. Class exercises on my chosen organisation Compass-Group Limited, United Kingdom and Ireland the effect of Brexit and Covid-19 on them, also the most important issues facing the UK, by visiting yougov.co.uk website and (ONS) Office for National Statistics website as well for more information to include in my answers.

Week 7. Very serious discussion regarding bird or egg which came first? pairs of 3, by using of Critical Thinking which lasted for the whole lectures.

Week 8. Lectured on managing innovation and creativity changing work in the business environment.

Week 9.1. Exercises on sustainable development and future proofing debate.

9.2. Defining differences between Contrast and Contradicting, also Signposting alternative points of view (Cottrell, 2017 pp.155-156) chapter 9 including concrete explanation and referencing from critical thinking skills by Stella Cottrell 3rd edition Macmillan press, 2017.

9.3. Watched video clip on TED (2018) and a brief summary by lecturer.

9.4. Lectured on sustainability, try not to rob future generation, also to keep global warming to 1.5 degree Celsius. (2015) checked on climate change global target websites.

9.5. Mr. Mohamed Kalam (programme manager, UWTSD, London campus) introduces all students to A.P.M (Association for Project Management) and encouraged us to join and will receive membership badge which will help us gaining easy access to information and to further additional training in project management course which will be paid by the University of Wales Trinity Saint David, very good gesture. I have already joined and willing to continue with further studies including some other students.

Week 10.1. Revision and some assignments were checked by lecturer Cowan including mine (Willie Harding), then some areas were highlighted to make some corrections.

FEELINGS

The introduction of the module "Critical Thinking" was like normal saying to my understanding until when it was then thought by my lecture, professor Gregory Cowan who lectured us thoroughly through the whole second term and made sure that we compromised with class works, critical thinking conversations, written and watching of video clips on critical thinking scenarios and then explained by using the Six Critical Thinking Hats developed By Edward De Bono (1985). My critical thinking know how has now grown to another higher level ever than before. Example, families, workplace mates and friends unnecessary pointless arguments has stopped.

EVALUATION

In evaluating, critical thinking gives time to make judgments whether good or bad or weighs problem to reach a final judgments.

On the other hand, delays in making final conclusion and sometimes delays may be too bad or slow.

ANALYSIS

According to my critical thinking skills can be applied at my workplace to improve more better working conditions

CONCLUSION

In conclusion if my understanding were still in doubts I would have raised an alarm for more lectures or special one to one tuition to get better and clearer understanding because I attended the University of Wales Trinity Saint David simply to learn and grow in future.

The delivery of the lecture on critical thinking by professor Gregory Cowan was amazing and my beliefs that I will surely gain, attitudes of compromising to learn has made me valued what I have absorbed and retained greatly. (Anderson & De Silva, 2009).

ACTION PLAN

Any arising opportunity for further offer for additional developments I am prepared, ready and willing to participate because it is a continuous process until i get to the highest level.

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