

Developing workplace critical thinking

DWC

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Executive summary

This work will unpin institutional beliefs, attitudes and value that influence behaviour in workplaces. Setting of organisational adaptation to the post-pandemic way of thinking to solve the problems arise in present and making more flexible organisations in future by applying theories such as Scanlon plan, Elton Mayo management theory and system theory to finding organisational gaps.

Introduction

The aim of this work is how organisational beliefs, attitudes and value systems affect workplace behaviours and how will tailoring workplace changes for the post-COVID mindset tackle the challenges we face now and create more resilient businesses in the future. It will be introducing key management theories that will underpin the work. These key theories what will be discuss are Scanlon plan, Elton Mayo management theory and System theory. To be able to implement these requirements the writer has choose First port limited trading estate property management as organisation what he is joined more than two years. This organisation is the largest residency property management with more than 196.000 units in more than 3.900 developments and with around 3.200 employees. Taking in consideration the average service charge in London is £1.900 with the number of 196.000 units the yearly revenue of the organisation is around £372m. First port has five core values such as respectful, inventive, trustworthy, skilled and friendly and its ranked tier level is 4th among the top 10 organisations regarding revenue. The writer will reflect to his workplace team named Hendon lakeview to observe the implementing of these theories. In the first part of the work will see the theories and models used by the writer, in the second part will see the implementation of these theories reflected to the writher chosen organisation and in the last part of the work will see the conclusion. The importance of critical thinking in organisation is significant if is taken in consideration the actual circumstances. Each time when it happens any changes in circumstances the organisation must be ready to adapt as quick as it can to be able to achieve the dictates of the new or changed competitive market. This is the point when an organisation need deep critical thinking otherwise will fail. Even a small mistake or misunderstanding it can crash even a well runner organisation. Example during the pandemic if an organisation cannot adapt to these new circumstances and to the new government rules has failed and it will fail. Both common salubrity and worldwide connections ranging from the multiplication of mutilate health counsel such as swallowing bleach, to politically influenced cabal about where the virus come from the false information about COVID-19, is a massive threat (Roozenbeek et al. 2020, p. 2).

1.0 Theories and models

As it was mentioned above the writer will take in consideration three models what will help to identify attitudes, beliefs and value systems what affecting behaviours at workplace and how will reface the organisations when COVID will over and mindset solutions and the occur problems are experiencing in present and establish more flexible organisations in the future. The first tool is Scanlon plan which is stand for leadership through education in organisation, to extend the employees involvement with a recompensing system associated to performance of organisation. The second tool is Elton Mayo management theory what stand for motivational management or the employees are motivated better by attention and likelihood rather than financial premium or environmental aspects such as lighting, humidity and so on.

1.1 Scanlon plan

The plan it was named after Joseph N. Scanlon a steelworker and around the great depression time his company had barely survived but thanks to his clear mindset was able to help and to fine the talents in his organisation and by setting a union management what solved the company's problem. According to (Goldsmith and Stitt, 2020) today while the tasks about COVID-19 disease are jump in the sky, while the incomes fall, obviously is requisite the support of governments however, it is obvious too that the requisites are not able to extenuate the tension on communities. As it was mentioned above the Scanlon plan has couple of factors what must be stand otherwise the plan will not work. The first important factor is that takes time the process to implement and the plan must be maintain constantly. Another factor is the leadership, it is good to nailed in advance that if the management is not willing for this system it cannot even born. The management must have a strong determination taking in consideration if they start the plan and, in the meantime, they just stop, through this the employees involved will be broke down and is complicated to bring them back again in plan. Is kind of good motivator but if is failed it could be catastrophic to the organisation. The claim to integrate individual and institutional progression became gradually comprehensible, as students and practitioners been perceived more about essence of human motivation and human advancement (Nicotera, 2019). Another important aspect is that the whole management must be involved and the whole management must keep his determination along the plan. However, it is important the employee's behaviour through this plan. First is good to find employee's to be involved the organisation must have many tangible or intellectual capital to start the plan and the willingness of the employee's too, to learn and share the information back and forth. For a Scalon organisation is hard to join forces with a non Scalon organisation. Another curse could be when the management thinking more about themselves than before regarding compensation. After the disadvantages can identify many advantages too. It seems that the Scanlon plan produce a more significant number of employee involvement, mitigate usage of sick leave, cost savings, increment job

satisfaction, loyalty, moral and satisfaction improvement, monetary performance and quality. If is used the Scalon plan properly could give an organisation a huge competitive market advantage. As it seems the Scalon plan it could be a huge potential for those organisations who are ready to gainsharing. Due that in the Hendon lakeview team the new ideas are welcomed the management still not achieved the level to honour financially these efforts. Of course, regarding the highest levels in organisation, it is more than possible that this system would working well.

1.2 Elton Mayo

Elton Mayo management theory tells that the employees are less motivated financial and are more motivated by friendship or likelihood and by attention by the team and management and these factors are not deviate even in a poor environmental circumstance. Based on this experience Elton Mayo been developed a matrix that shows that the likelihood is enough for a specific team to be successful moreover shows the role that varying terms 'norms and teams' convergence play in group efficiency. The first team is low norms and low convergence. This pairing team is inefficient due that no one motivates the team or each other. The second team is with low norms and high convergence has negative influence, due that the team members exhort negative attitude. The third team is with high norms and low convergence where is visible some positive influence in some individuals' performance. The fourth team is with high norms and high convergence have huge positive influence due that they motivate each other. These factors can be used to determine if a team can be successful or not. Of course, leaders or managers must be sure how their teams are performed in the interest to be effective. As it seems three out of one team in Elton Mayo's matrix been failed due of the relationship between norms and team. According to Elton Mayo's theory many organisations fails too regarding motivation of the team and most of the time only the management receives rewards. Mayo supported a specific standpoint about human nature found on this perspective and pointed his focus to the inner, personal, spiritual state of the human soul (O'Connor, 2016, p. 224). According with this it would be more successful if the organisations may pay more attention to the success of a team and they would adequately acknowledge it, not just monetary but emotional. To quantify the employee's amount who quit their workplace because it was not balanced the connection between employee and manager is an amount of 75%. Managers must support the convergence for giving to each member of team opportunity to succeed. To reduce the trend mentioned above it would be great to create premium for efficiency about how convergence is established within a group or team. According to (Connolly, 2019) there are far less managers who are not apply left brain, right brain theory what observe that each person attitude, idea and nature what identify and prevailing one side brain of that individual. At First port limited the Hendon lakeview team is proud because is able to work together in team and even they faced many challenging times and jobs despite the motivation or recognition, the team is happy, determined and successful with all what they achieved.

1.3 System theory

System theory is a well applicable tool to identify structure of complex systems with the significance about how elements relate to each other and to the entire system or environment. This theory helps to understand how can shape an individual to a large social context such as workplace. It is good to see that this theory it could be applied through organisations and individuals by socialising themselves with each other. In another hand many organisations cannot apply this system in special those who are apply bureaucratic system. Overall, the system itself it could be a whole organisation, a department or a team. Due that an institution is an open system what constant improving, adjust and associate with the environment. Organisations are affected and affect them own environment and of course, must pay attention to the external factors to adapt themselves to these changes to remain appropriate. If one part of the system is affected the whole organisation is affected. Example First port is in constant moving regarding market it must adapt itself to the environmental changing such as political, technological, social and so on. According to (Cordon, 2013, p.14) the facility to modify and adjust is one of the main characteristics of the system. If an organisation has a specific movement regarding the market this movement has affect (positive or negative) the organisation itself and the environment too. Example if an organisation expanding it affecting direct the organisation and the environment. If the system is reduced to a team size the team is affected if an individual leaves the team or arrive in team and through this is affected the environment and the effectiveness of the team. In another hand when someone join the system or team and is mixing the previous team it can have a positive impact taking in consideration the new intangible value and is an opportunity to forming another system or group. However, this depends the variety of the team regarding ethnicity. It is obvious that a team individual from the same background can adapt quicker to these changes. Turning back to the environment today all organisations are affected by COVID-19 and thus they must adapt themselves to these negative changes. Example when the Hendon lakeview team been expand with the writer two years ago the new team did not have any struggles because all the team is from the same background and regarding the duties, they follow the old working system what been proved good. The team also has opportunity to know the management system too due that many duties has been assessed during the meetings. It is good to know what the team can expect from the management but also vice versa. Finally, to review these theories is remarkable to see how they are used successful in the Hendon lakeview team. The Scanlon plan how is implemented in higher level of the organisation. Finally, the system theory is implemented well because despite the changes in team they were able to insist to the old and well proven system which let the team to be successful. To be reinstate by a further tailored oncoming that takes in consideration the correlation of particular organisation it is recommend that the strait view of eventuality that count on answers to commonly applicable examination needs (Otley, 2016, p. 45).

2.0 Applying critical thinking models

Below will be applied or implemented the theories discuss above regarding First port limited company and through this Hendon lakeview management and team. Will see the challenges of pandemic in context of management and team and the eventually gaps.

2.1 Scanlon plan

To be apply the Scanlon plan to the First port organisation it must determine that couple of factors are present into organisation. The first factor is the willingness of the management to apply the Scanlon plan into organisation. This is an important factor due that is lead into the second segment which is a consistent management of the plan. The available information about the organisation shows that this plan is not implemented at First port. Each intangible contribution is welcomed to the Hendon lakeview but without any further monetary benefit. Bonus are given to retainers about some quantifiable premise such as mitigate processing expenditures as phase of gainsharing what depict a division of institutional progression interference (Farrell, 2017). Another aspect what is different from the Scanlon plan that the ideas are not in form of written suggestions, it is more about to share it verbal. If an idea seems to be good is used without the necessity of a committee or union. To not imply other classes or departments, expense in surplus of an indubitable sum, the processing union has the power of attorney to disclaim any proposition what is in absence of worth and to fulfil recommendations (Murrmann, 1980, p. 301). The approval reason for the new ideas is that the team can be more effective. Otherwise probably it will be a good idea because it would give free way to developing many intangible sources that would contribute to a dynamic expand of the organisation but COVID-19 pandemic this will be a huge risk. In another hand it would need to set up a special team or management to supervise and monitor both the entire plan as any major movement in it together with the restrictions what will be needed to implement about pandemic. Many interesting questions will arise such as, what will be the base and the extent of the benefit, it would be worth for the employees, how will be determined the return and in which category will be placed regarding taxation, how can avoid the collective infection, how will be keeping the union meetings? The answer to these questions will give the time if the organisation will decide to use Scanlon plan during the pandemic. Regarding higher level in the organisation there are proof that is not in use this plan. One of the proofs is that each year First port starts a course for new possible managers to train them according with the organisation objectives. If will apply Scanlon plan in organisation it would be useless any classes because the new managers could be chosen from those ones who are contribute outstandingly along the plan to form union. More than sixty years is used to perceive the circumstances to support or to obstruct the Scanlon plan by assaying more than 115 studies (Wren, 2009, p. 20). Those organisations who choose to apply Scanlon plan will must be determined because

once it is started it must monitor continuously so is necessary an ongoing effort but is more than sure that during the pandemic will be extremely hard to implement it. Of course, the whole organisation must be willing to contribute to the plan, so from this point of view the management must be in a good relationship and trust in team. Regarding First port there is two obstructions about Scanlon plan namely it must be forming a union through which the plan will be implemented but during the pandemic the management will not allow the union meetings. Due that the organisation is a private limited company, and the shareholders has huge enough influence over the organisation this is more than impossible. Overall, the Scanlon plan is a good and helpful tool to improve the organisation efficiency if the conditions are favourable and can help to increase the productivity and stable employment.

2.2 Elton Mayo

To determine if Elton Mayo management theory at First port Hendon lakeview site is applicable it is good to know the background of the team. The management is more than satisfied and happy with the daily achievement. The teammates have reach them maximum capacity in the site. The team is confident and determined enough to motivate himself. From another point of view the management is too busy to motivate the team in the way how Elton Mayo been visioned however, regarding pandemic they ordered masks, gloves and disinfectants. At the same time, the question is how long they will be able to motivate each other in this way? Taking in consideration that the management and team are overwhelmed with the daily tasks is not easy to predict how applicable is the theory. It is obvious that the team is in stage four of Elton Mayo theory namely they have high norms with high convergence. Due that the members of team are from high-context culture they trend to draw close to each other and to help each other even when they are overwhelmed but the pandemic has many times interrupt the team daily routine. From this point of view everything is perfect, but from another point of view it seems clear that the management has a huge responsibility with many tasks, coordinate around 850 flats, while the other part of the site is still under construction and the number of flats will raise to 2200 in the not so far future. It is obvious that the responsibility and tasks will raise too not just for management but for team too. At the same time is good to mention that is not about that the management do not give opportunity, because the team each day can develop the needs. Is about that the management do not motivate the team proper and here proper means sometimes to sit down and encourage not just the team but themselves too. The only motivation is a "well done" sent in message, what is unpersonal and unemotional. According to (Cinar et al. 2011, p. 690) great motivated personnel is significant to a company positive result because it is evident that inspiration is one of the main elements that assess the achievement of retainer. The colleagues many times spoke about motivation but not monetary, because it could give the feeling that through this the management appreciate, encourage the team in more direct manner. It could give the feeling of warm human appreciation and it can lift the employee more effective than just money. Through this it can stabilized the employee for long time

regarding work relationship and can deepens the human relationship between manager and team. Overall, the Elton Mayo management theory is a great tool in the leaders' hand to motivate the employees especial during the pandemic and to determine by the likelihood matrix the norms of a team and the successfulness of it. It is identifiable that at First port Hendon lakeview the team are hungry for a more human appreciation, motivation, encouragement. Otherwise, the organisation is risking the opportunity to lose many valued employees. Is less important to keep skilful retainers from getting poached than the necessity of keeping employees (Sandhya and Kumar, 2011, p. 1778). Regarding COVID-19 pandemic the team was in trouble taking in consideration the high-context background. Before the pandemic, the team been have taken the break together but during the pandemic this been changed. The social distancing too was challenged in those situations when the team was consulted to each other. The management has tried to supervise these restrictions but not always were able. When the team goes to the office the mask, social distancing, hand shake it was prohibited. However, the team remain positive, happy and successful because they were able to grow together to the level of achieving outstandingly in their workplace and they are looking forward to the end of pandemic. The management looking forward to understanding better the team and try to make more direct opportunities to appreciate them. From the last year the managers are congratulating the team after achieving a bigger goal and at the end of the year.

2.3 System theory

System theory model will be applying in two stages, first First port estate management and the second Hendon lakeview management and team. Regarding management system at First port estate management during the pandemic the meetings are online and any other inquiry it is solved through email, phone or online. As much systematized teams became into huge, the workload of leaders has been increasing outstandingly and problem occurs, each community all the time are based on teamwork (Ferdous, 2017, p. 1). So, in these circumstances the technology system seems that have the maximum benefit. To another hand the organisation system if hierarchic and through this the lower departments do not have access to the higher ones directly just through many safety procedures. In this way the organisation can run smoothly during the pandemic taking in consideration the technology. On the other hand, the system theory at Hendon lakeview between the management and team especial the maintenance, estate operative and cleaners it not run so smooth. The difficulty it was that much information were changed by what's up group but when it was necessary to meet with the management to discuss some complex issue than started the difficulties. From one side was the team, when enter to the office with mask they must to speak louder than normal, they cannot get closer to each other to explain the issue, they must keep the social distancing which it was not easy taking in consideration the team high-context culture composition, the team cannot get in the

office together to eat just one by one. At the other side was the management when they need to explain something to one of the specific team such as maintenance or estate operative and the communication group via what's up was not effective, they must go to find them because sometime these teams been worked underground. In these circumstances the management was exposed to direct contact or with customers or with other team members. From this example it seems clearly that the what's up system used by managers and team is not the best. Another gap was that the management composition is low-context culture therefore sometimes they cannot understand the team behaviour. Regressive insecurity concerning the nature of the method's structure and the individual functions which are accompanying to it, many institutions expand persistence in human relationships (Onday, 2016, p. 17). Finally, due to the team pressure the management was invest in walkie talkie and each team member has got one for a better and effective communication. All the factors above will help First port to adapt more quickly to the future changes will help to implement those measures that will be able to keep the organisation in the competitive market.

Conclusion

Regarding conclusion about First port limited trading management, it was identified gaps during applying models and theories. The first theory used was Scanlon plan where it was identified that the organisation welcomes the good ideas, inspirations but without any further movement example to honour these ideas by financial rewards. From this point of view, it seems that the good ideas are used by teams to be more effective regarding a duty or task. Another gap regarding Scanlon plan is the necessity of a union through which the plan would implement, unfortunately the management would not allow about the pandemic and about the nature of the organisation which is private limited and the influence of shareholders for quick return. It seems that is another gap or challenge when it was applied Elton Mayo management theory namely that even the Hendon lakeview team can be classified in high norms and high convergence the team would like to be motivated and recognized warmer by management in a more human way. The challenge of the team it was during the pandemic due that they are from high-context culture (what relies on implicit communication and nonverbal cues) they cannot draw next to each other when they must to communicate an issue, cannot be together at lunch, and finally the social distancing made them frustrate. The last method was the System theory and when the Hendon lakeview team been expand with the writer they were able to continue to work as the previous system was implemented by the old team because of the high-context culture. It is another question what could happen when the team would be a mixture of cultures context. At the same time, the management is from low-context culture and were not able to understand the team attitude. Furthermore, the management has contributed to the team satisfaction and for their own good through change the communication channel by investing in walkie talkies. All the factors above show that different models and theories can be applied to an organisation and the

outcomes can be positive or negative. The main positivity is that a team to be able to learn from negative aspects of the theories and to turn it for their own benefit.

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