

Applied Leadership and Management in the Workplace

Module Assignment Submission

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1. Introduction

1.1. Overview

The case study tells us the story of Dr. Parker, she worked in the company for five years as an engineer, she was born and raised in Prague and studied engineering and moved to London to complete her Doctorate and she remained in the U.K. At work, her engineering team had three females, there was three female engineers one was her wife and four male engineers. They both joined the company the same time. This has caused people to stop talking and they whispered when they were passing by in the corridors. Dr. Parker was leading the project she designed crucial components for the electric car. Her two-year research in November 2022, and the deadline was December 2022 and thought they would miss the deadline. There was a lot of reasons why they were behind which happened regularly, because the senior management made promised resources, the other reasons was because a female was running the important project and the continue of gossip about her all the time. The team conflict happened all the time and there was no trust together with the bias attitudes of the senior management. It all had impact on the company together with the work-related relationship within the team which split them into two teams which made them very uncomfortable. In the end Dr. Parker had no other option but to resign although she thought she had a lot to offer the company and her excellent results in designing and engineering in a high environment with excellent results and she was successful in the last thirty years. Her wife decided to also leave the company.

1.2. Purpose of the assignment

It teaches us everything about work ethics, how to be confident and skilful in the workplace. It makes us realise, when we make mistakes, we learn from it and that's how we will succeed. Our growth is a reflection at what we are good at, what we struggle with, and how that affects others. By developing our professional practice, we can adapt to changes and help us for future in our career.

1.3. Topic To Be Reviewed

They will review our skills and if it meets the professional standard set, they view our improvement over the duration and our knowledge. There is also how we reflect on various experiences and what our strengths are on our reflective approaches; how our professional theories and frameworks influence our practice. Additionally, our growth in

training, our feedback and mistakes together with all the challenges. Lastly, the behaviours of teamwork, the feedback and how we communicate. These ought to align with ethical values and policy, for the future development of our weaknesses and skills that require development.

1.4. Introduction to professional practice and why it matters

It refers to our knowledge, skills, behaviours and our ethical standards we have. When standards of the professional environment changes, we as practitioners must regularly update our knowledge to ensure that the workplace is being managed with good practice. Communication in the workplace is very important, it will help the teamwork to have respect for others and make good decisions, we will have stronger work relationships, and it will demonstrate work competence.

1.5. Outline of the structure of the assignment

The assignment is structured to critically develop our growth and teaches us the role of reflection in the professional development and to analyse how the reflective models and critical thinking influences professional development and decision making. With this information and knowledge, I will learn how to continuously develop my practice.

2. Overview of the Case Study: What happened?

2.1. Summary of the key events in the case study

Dr. Parker completed her Doctorate in London and met her wife. At her work there are three female and four male engineers. She leads the project designing crucial components for the electric car. They are behind schedule due to senior management making promises for the resources and forgetting them. Due to Dr Parker's identity as a female, her competence to lead such a significant project was questioned by members of the team who spoke about her behind her. During the team meetings, the female engineers were ignored and was not asked for their input. Dr. Parker believed she had a lot to offer the company, but they did not give her the opportunity to contribute. She was an engineer and did designing for thirty years and she decided to resign and her wife also left the company.

2.2. Identification of the main individuals and their roles

Dr. Parker was leading the project; she was designing crucial components for the electric car. There was a team leader, James Parker, who held meetings with the chairs.

2.3. Description of the organisational or professional context

There were four male and three female engineers one was Dr. Parker, the senior management and team leader James Parker, there were designers and marketing specialists. There was conflict with the team members who had bias attitudes and talking behind Dr. Parkers back, because she was a female running the project she was ignored by senior managers and in meetings, they did not ask her for her opinion.

3. Analysis of Why It Happened

3.1. Exploration of underlying causes

Dr Parker was running the project and there was conflict in the team because she was a female and therefore had bias attitudes and whispered behind her back as the project was about to miss the deadline. They did not trust her and there was a lack of communication in the team that made her feel uncomfortable.

3.2. Organisational, Cultural, and Leadership Factors

Dr. Parker was born and raised in Prague and moved to London. There were different backgrounds in the company. The senior management and team members did not set a good example with their attitudes towards Dr. Parker because she was a female.

3.3. Links to professional practice concepts

Key concept of Continuing Professional Practice (CPD) includes effective decision making at work, reflection to improve your actions, consideration of the ethical guidelines and ensuring professional accountability. Structured learning and making sure the team's skills and knowledge are up to date and understanding the functions and responsibilities of their role.

The management must keep record of daily activities, hold meetings with staff to check their progress in the company, always to communicate with team members; if a problem arises, it should be aimed to resolve it on the day and help staff implement preventative actions where appropriate. It's important to praise the team when they achieved their targets and effectively solve problems. Other responsibilities include maintaining morals, freedom of belief, healthy values, positive behaviour, discipline and continued commitment to key tasks and goals. Management staff should always aim to be truthful and show respect to colleagues and lead by example. These characteristics will help you develop a strong character and to foster success.

4. Impact and Consequences: Who Was Affected and How?

4.1. Identification of stakeholders affected

The whole team will be affected because it makes the workplace and the team unhappy, if they reduce the negativity and are supported from the stakeholders. If they can find out what the problems are they can take the necessary actions to resolve it, long term and short term.

4.2. Impact on individuals, teams, and organisation

The impact was unprofessional and there were no communication only whispering and bias attitudes. Because of that the deadline was affected and the senior managers that promised recourses and forgot, When James Parker held the meeting with the chair Dr. Parker was ignored which was very unprofessional because she was a female. There was an impact on the organisation with additional costs and the company's general reputation. Dr. Parker mentioned that the male colleagues felt bad, but they never did anything to help them, and it caused the women and men to be in two different teams. The workplace is not a good environment with the women to feel uncomfortable.

4.3. Professional, ethical and reputational consequences

There may be high staff turnover. They will lose their trust with low morale, and the reputation will cause damage to the company's turnover. Ethical considerations influence stakeholders, employees and customers, affecting professional reputation and trust. An example is taking undue credit, potentially damaging morale and trust. Another such example is institutional failures to deal with harassment which can damage their reputation and incur legal action.

5. Critical Evaluation of Professional Practice

5.1. Self-management

To identify strengths and weaknesses. Prioritize tasks and manage deadlines to reduce stress, complete training and develop knowledge. Analyse your previous actions and what impact it had on colleagues. Monitor well-being and stress at work.

SMART Goals:

1. Accountability – take ownership of thoughts or actions
2. Time management - control
3. Self-motivation - motivation, and achieve tasks
4. Stress management - Approach work clearly
5. Adaptability - Pivot, changes in strategy
6. Decision making - problem solving
7. Goal alignment - team effort
8. Personal development - ability to proceed in the company

5.1.1. Evaluation of how individuals manage themselves

Working out how to deal with stress and to remain calm. Making clear decisions, they must manage their behaviours, and thoughts to achieve goals. They will add reflection, a process of reviewing an experience of practice to describe, analyse, evaluate, and developing knowledge. Self-management is to be aware of your emotions and actions, what triggers you and your strengths and weaknesses.

5.1.2. Time management

To set a goal using **S.M.A.R.T** (Swaidi and Jumaan 2023):

Specific – is how you feedback to your team speaking in clear language.

Measurable – is to attend meetings and get feedback.

Achievable – is to train on leadership.

Relevant – is to improve your confidence in presentations.

Time-bound – is to set a date for the deadline.

5.1.3. Strengths and weaknesses

SWOT (Karadzhov 2025):

Strengths: Find out what your strengths are and act to maximise their benefit; if you are good at communicating volunteer to lead meetings or presentations. In my case, I have good organisation skills or empathy, which I adapt to my practice as an employee.

Weaknesses: In my case, I am not confident, self-critical and lack computer literacy. I fear public speaking and am too shy.

5.2 Personal, Cognitive, and Unconscious Bias

According to Zhu (2016), personal bias is how our upbringing and life experiences affect judgement. Unconscious biases are those which affect us in ways we aren't aware of. How a person thinks is connected to their life experiences and their beliefs and views about other people that could be negatively affected by bias.

Cognitive Biases: HALO Affect (Nisbett and Wilson 1977) – one significant trait of a person or brand produces the perception that there are other good traits. Or, the HORNS effect (Noor *et al.* 2023) – one significant negative trait produces a disproportionately negative opinion.

Confirmation Bias, to find information to justify existing beliefs.

Conformity Bias, to avoid conflict and fit in.

Gender Bias, judgement on a person's person's ability based on gender.

Affinity Bias, when people connect with similar experiences, backgrounds or interests to the extent they don't consider other perspectives.

Anchoring Bias, when people make decisions on what they hear most.

Name Bias, where opinion or action is influenced by wider perception of ethnicity, a person's gender, and their background based on their name.

5.2.1. Identification of bias in decision-making or behaviour

To review your previous decisions by making a list and make sure you analyse your date correctly before you decide, and to find people that have different mind sets, and from different backgrounds that you do not make bias decisions (Zhu 2016).

5.2.2. Impact of bias on outcomes

The bias outcome is when you judged a decision you made at the time, and it will have negative outcomes that can lead to discrimination. Base the decisions on fact and information rather than feelings.

5.2.3. Links to theory and professional standards

It links to reflection and to research to gain knowledge to a professional standard and it is essential for growth in the work practice and to understand of personal beliefs and values. It promotes self-awareness.

5.3 Accountability and Authentic Behaviour

Accountability is when you are accountable for your actions and behaviours, grief, happiness or sadness. When you on time and complete the task, you promised to do and take ownership.

There are five components of personal accountability:

Obligation, to understand your duties and to understand the consequences.

Ownership is to accept your responsibilities and the outcomes.

Willingness is you want to achieve results not just because you must.

Commitment is when you are committed to a task given to you and complete it.

Intent is to act on what you planned and deliver it.

5.3.1. Assessment of responsibility and ownership

When a person takes initiative and accountability for one's outcomes and consequences it may have. To be clear about what you are responsible for and what your own tasks you own. Using a responsible and accountable mindset. Finding a solution if you made a mistake and make sure action is taken. Give feedback to the team for everyone to learn and not for the mistake to be repeated. Take responsibility for your mistakes and apologise but make sure you're authentic. Do not make excuses and blaming others. When you make a mistake reflect on what happened and learn from it. Take responsibility for finding a solution to correct it.

5.3.2. Ethical decision-making

Making a decision that shows respect. Which option will treat people fair and not to harm anyone. What facts a person knows before they decide. Demonstrate fairness and responsibility and it will help individuals

5.3.3. Authentic leadership or lack thereof

To be genuine and clear about your feelings. Having emotions can cause fear, stress and panic. When tasks were not done you can leave a note for the next person to read. Team members dislike managers that raise their voice, explain calmly and respect is shown. Openly express your feelings and be your true self. Authentic people are true to themselves, and it enables them to live a fulfilling life and to develop deep meaningful relationships. When people act in ways that violate their concept, they may experience negative and mild discomfort to heavy guilts. Consistently being truest version of themselves. Authentic people are deeply connected to their purpose, and it shows in their thoughts, words and actions. Reflect on your values and what changes do you make to live with the values. Which actions and choices feel authentic, and which do not (Luthans and Avolio 2003).

5.4 Interpersonal Relationships

Bonds between one or more people like family, friends, and professional at work, romantic – intimate, and acquaintances that share the same experiences.

5.4.1. Communication and collaboration

Communication is sharing ideas either verbal or written methods which is shared with all team members and collaboration is listening, feedback with team members.

5.4.2. Conflict management

It is to identify and resolve disputes fairly. To avoid conflict and for both parties to resolve the issue and have a positive outcome.

5.4.3. Influence on team dynamics

A process of team members thoughts, their feelings, their behaviours, and the goals. Making sure team members can speak up and where they can feel to admit the mistakes made. Communicating with them and to make sure they understand their role.

5.5 Professional Integrity

Being truthful, honest, trustworthy and loyal. Making sure you take actions for your mistakes and learn from it, when you are trustworthy you are reliable and keep your promises. You have morals and standards to treat sensitive data correctly.

5.5.1. Adherence to professional values and codes of conduct

It involves ethical standards, integrity, being honest and accountable for decisions made and your beliefs. Ensure the codes are correctly applied in the work environment.

5.5.2. Trust, honesty, and ethical behaviour

Trust is when someone won't talk about you behind your back, they will keep promises and your secrets. Trust is when you feel secure enough about that person or the situation and you expect good intentions. When you rely on someone or something with confidence and expectations that will be honest, reliable and have good intentions. You will feel safe being open to them and sometimes you find yourself uncertain because you cannot control them. Ethical behaviour is to be fair on your decision making.

5.5.3. Consequences of compromised integrity

When there is loss of trust and the turnover is high, bad reputation of the company, not following ethical procedures and poor work relationships and loss of trust that effect the turnover and employee morale. When there is a toxic workplace, it can lead to guilt and a bad atmosphere.

6. Alternative Approaches: What Could Have Been Done Differently

6.1. Evaluation of better professional practice options

To have structured feedback, to analyse data, and to improve the performance. To check interpersonal skills and communication. When there is a positive attitude in work there will be a better teamwork and productivity is much better.

6.2. How improved decisions could have changed outcomes

Improved decisions change the outcome and the decision and will be accurate for the longer term. Good analysis on data will proceed to better outcomes.

7. Reflection on Own Professional Practice

7.1. How the case study relates to your own professional role

Looking at the case study I realised we had a bias employee that had a bad effect on the team, we were very unhappy and it caused a lack of productivity, and we had a high turn over that affected our company (Hamilton 1994).

7.2. Examples of how you currently act differently or would act differently

Presently I act very different as in the past we had to deal with a bias employee, and it changes your view and outlook.

7.3. Application of learning to real workplace practice

To learn new skills and train on the job modules online. To shadow a senior colleague will teach you how to deal with situations that arise.

8. Personal Development Plan (PDP)

What do I want to learn?	I want to develop my ability to effectively implement business models and literature into my work.
What do I have to do?	Get more experience reading the literature and seeking it out through sites such as google scholar or through the relevant books
Support/Resources	Library Services, My lecturer and my son (who is a PhD scientist) who may be able to advise me on effective research methods for my field and ability.
Measure of Success	When, over time, I find that I am able to naturally include more sources, of a greater quality in my work; and also to be able to criticise their methodology and cross-reference with other author's works. This will be identified by my lecturer as she reads and reviews me work periodically.
Target Date	End of Current Academic Year, aiming for June 10 th 2026. Checking progress with my lecturer by the 1 st of April 2026 as to my progress.

9. Conclusion

9.1. Summary of key findings

My findings were that Dr. Parker was persistently the victim of institutional and workplace bias. Her employers failed to address the workplace culture and in turn lost Dr. Parker and her wife, whose expertise would've been very valuable if well utilised.

9.2. Reinforcement of the importance of professional practice

Had all employees been better trained in professional behaviour and perhaps given modules on ameliorating bias, they may have retained skilled employees and not suffered high turnover.

9.3. Final reflective comments

The lack of fundamental maintenance of a healthy workplace here was key to the loss of valuable team members. Forgoing the individual responsibilities of colleagues, the company lacked internal and anonymised reporting procedures that may have helped Dr. Parker be treated more fairly or aided well meaning (but not confident to stand out) employees in whistleblowing as to the issue.

10. Reference List

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