

Applied Leadership and Management in the Workplace

Module Assignment Submission

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Module No:	BMSK5011
Module Title:	Developing Workplace Critical Thinking

Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.

Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

Table of Contents

Introduction	3
Beliefs, Attitudes and Values: How do they influence the workplace?	3
Beliefs	3
Values	4
Attitudes	5
Exploration of Management Theories	7
Management within the workplace, and how this impacts the employee's Beliefs, Attitudes and Values	9
Conclusion	12
References	14
Appendices	17

Introduction

The purpose of the assignment is to explore beliefs, attitude and values and how they can impact the workplace culture. It will explore the significance of the values and their link to how they impact the workplace culture and employees experience. Additionally, it will explore and evaluate models and theories who concur or disagree with these particular traits.

The author will assess and evaluate their own beliefs, attitude and values and how these contribute to the success or failure of their workplace.

It will identify leadership style models, theories and techniques and explore the significance of developing critical thinking and how it can contribute to personal and professional development. Key components of critical thinking will be explored.

They will explore management and leadership styles and through academic research evidence the benefits of such practices within the workplace and how they contribute to the employees beliefs, attitudes and values.

Beliefs, Attitudes and Values: How do they influence the workplace?

Beliefs, attitudes and values are three distinct yet interconnected principles that are crucial when it comes to the workplace. As values, attitudes, and beliefs collaborate to shape an individual's ideas, actions and behaviour, there is a substantial connection between them (Stokes et al., 2016). Everyone is entitled to their own values, attitudes and beliefs. These values would have been shaped by lived experiences such as, upbringing, family values and cultural beliefs.

Understanding the connection which exists between values, attitudes, and beliefs is essential in determining how people behave and make decisions.

Beliefs

"Man is what he believes" Anton Chekhov (1972)

Beliefs are the acceptance of the existence of something or truth, frequently in absence of hard evidence. These can be personal or group-based, and they are impacted by a variety of factors such as education, cultural background, and personal experiences. When exploring the biochemistry of beliefs they are described as "guiding principles in life that provide direction and meaning in life" (Sathyanarayana Rao, Asha, Jagannatha Rao & Vasudevaraju 2009) in the medical field.

In cognitive psychology, beliefs are propositional attitudes in which the world is portrayed as being in one form or another (Schwitzgebel, 2021).

Cognitive neuroscience study investigated the mental mechanisms that determine what a belief and believing are. Recent research demonstrates that believing includes

fundamental neurological processes that produce meaningful probabilistic projections known as beliefs. When these beliefs are generally solid, they can guide individual behaviour. However, they are also changeable and may be influenced by new information, interaction with others, social pressure, and environmental needs. Believing is thought to be a mental activity composed of neural circuits in the brain (Boyer, 2003). The establishment and upkeep of productive professional relationships depend heavily on trust.

Costa, Roe & Taillieu (2010), after acknowledging the importance of trust within a workplace, conducted studies to show how the importance was reflected within the behaviours of the team. Workplace trust can be difficult to establish but the benefits when trust is established is detrimental to the team success. Trust is the critical factor that enables successful communication, collaboration, and belief in the organisation's projected vision (Lyman 2003). According to McAlister (1995) trust is based on cognitive and affect-based trust. Cognitive and affect-based trust can be influenced by an individual's character and engagement (McAllister 1995). Whereas Bigley & Pearce (1998) claim affect-based trust is defined as an emotional connection formed by individual mutual worry and concern for one another.

Researching the structure of teams lead the author to a book 'The Five Dysfunctions of a Team', Patrick Lencioni (2002) began his popular book, The Five Dysfunctions of a Team (2002), with this statement. Lencioni (2005) created a model based on team effectiveness. He claims every team has the potential to be dysfunctional. Understanding the kind and extent of dysfunction is crucial for improving a team's performance. He created a hierarchical progression of team development is illustrated via a pyramid (appendix 2). The five stages are similar to Maslow's Hierarchy of Needs Theory (1954) (appendix 3) in that each must be fulfilled in order to progress to the next.

The model is built up of 5 main 'dysfunctions' that a team should overcome to enable success. Lencioni recognised the importance of trust within the team and noted this his first stage or foundation for overcoming. He noted that without the trust it would cause conflict withing the team and members would no longer work collectively they would only work towards their own goals. An establishment of trust is found when team members show their vulnerability and weaknesses, without this trust will be absent. If trust is not achieved the model is unable complete its potential and the pyramid/team success breaks down (Lencioni 2002, cited in Hackman 2006)

Values

Values are the principles, beliefs, and goals that influence individuals and organisations behaviour and decision making. They are the fundamental principles that guide an individual's attitudes, behaviours, and priorities. Individuals' values are often described as a person's moral compass guiding them through both their personal and professional life. Values are significant in the workplace because they define the culture and

influence how employees interact with one another and with the firm as a whole (Green, 1997)

Values act as a foundation for attitudes and opinions. Concepts like honesty, integrity, equality, and compassion are examples of values (Somanathan, 2004). These standards establish a framework for assessing choices and actions. Values are important because they impact decision-making, help define life objectives, and build human identities.

Morsing (2006) warn an employee's personal values should align with the organisation value in order promote the brand, failure to meet values between employees and organisation can lead to employees feeling unmotivated and disengaged. This would be detrimental to the organisation as it will have a negative impact on their productivity and morale. Careful consideration should also be given to value alignment amongst team members in the workplace. It plays a vital role in the shaping of the workplace culture and can be detrimental to the success of the organisation when values do not align as it can lead to conflict amongst the team (Schreurs et al, 2014).

For employees to find their work life contentment there must be a core relationship between employee and organisation. That is a connection of personal and corporate values. Achieving this alignment has huge advantages for both the individual and the company. The advantages that companies have for achieving this can be assessed by people working well in sync with other team members, resulting in them feeling driven to achieve their own objectives as well as the goals of the company (Rubino 1998).

Rokeach (2008) defines values as an individual's morals and ideals. Values may influence people's reasoning and behaviour, and personal values can be heavily influenced by outside factors such as life experiences and the social environment. Values may frequently be learned and transformed.

Employees' values are the main factor influencing their professional decisions and actions. They impact moral behaviour, have an impact on judgment calls, and influence relationships. An employee's commitment to the company and level of job satisfaction can increase when their values and those of the company are in line (Edwards & Cable, 2009).

Attitudes

An individual's attitudes are their general beliefs or feelings about a situation, person or group. These evaluations, which can range from favourable, unfavourable, or neutral, can influence decisions and behaviours. For employees to have a positive attitude in work their needs must be met. When employees embrace good attitudes it can enhance their own performance and contribute to the overall success of the organisation (Turitt,

2011). However negative attitudes, might result in negative behaviours such as disengagement, withdrawal, and even unproductive procedures (Colquitt et al., 2019).

Frederick Winslow Taylor (Taylor, 1947) created a motivational theory, also known as a scientific management theory. According to Taylor, improving the way work is carried out and structured may boost enthusiasm among team members. This theory concentrates on enhancing efficiency and productivity at work through the implementation of scientific principles to management procedures. Taylor thought that by improving the way work is performed and organized motivation could be increased. The concept has been criticised given that it places too much emphasis on job productivity whilst ignoring other motivators including personal drive and employee satisfaction. Taylors work influenced other theorists of the time, such as Frank and Lillian Gilbreth and Henry Gantt, they also supported the application of scientific approaches to identify the most effective methods.

Taylor is recognized as one of the most significant individuals in terms of their influence on management service practice and management theory to date (Kwok, 2014).

Understanding generational beliefs and attitudes in the workplace may be significantly beneficial to the company, recognising this connection enables us to understand how people perceive the world, make decisions, and interact with one another. Research demonstrates that each generation has distinct qualities, values, and attitudes. (Schroth, 2019). Gibson, Greenwood & Murphy (2009) research supports distinctive features that characterize Baby Boomers, Gen X, and Generation Y using the Rokeach Value Survey. The Rokeach Values Survey (RVS) is a well-known tool in the field of social psychology, developed by Milton Rokeach. The value system was incorporated into the Rokeach Value Survey in his 1973 book *The Nature of Human Values*. Rokeach argues that there are two types of values: "terminal values" and "instrumental values." Terminal values indicate "what" you believe are the ultimate aims in your life. Instrumental values represent "how" you feel you should achieve your goals. For transparency the author completed the RVS on her own values and beliefs (appendix 1). The findings show a mixture of national issues such as 'world peace' whilst also ranking her 'family security'.

Burke (2005) study for the Society for Human Resource Management found that 58% of professionals working for companies with 500 or more workers encountered conflict between employees of different ages, mostly due to varying conceptions of work ethics and work-life balance needs (cited in Cogin 2012).

Exploration of Management Theories

In the ever changing management world management theories have evolved to offer various viewpoints on the best ways to organise and supervise teams. These ideas influence managers' dealings with team members and the culture of the company as a whole, in addition to reflecting the managers' evolving views and values. The following important management theories highlight different perspectives and principles connected to various managerial concepts.

Scientific Management School This theory of management evaluates operations by scientific means. Experimentation, analysis, and observation are the three phases of this process. Frederick Winslow Taylor (Taylor 1911), an engineer of the 20th century, is recognized for pioneering scientific management theory. Whilst employed as a steel manufacturer, Taylor recognized a number of problems with productivity.

He used time and motion methods to breakdown processes and remove unnecessary actions. Applying Taylorism theory workers were viewed as machines (Helfgott 1987).

Lilian Gilbreth (1914) was especially interested in identifying a way to cut down on the pointless motions that arise from bricklaying; he was able to do so, bringing the total number of motions down from 18 to 4. He later went on to suggest that each employee should be responsible for completing their own task, preparing themselves for the next level, and mentoring their successors.

Classical Management School During the industrial revolution, the classical management philosophy was established to boost production in organisations. Even if it is less common in today's society, this management style may remain beneficial to some organisations. It is based on the principles of scientific management and focuses on improving efficiency and productivity in organisations.

Max Weber (1947) is best known for his theory of social action, bureaucracy theory and the concept of the 'ideal type'. He analysed bureaucracy as a formal organisational framework that is essential to modern society. Weber argues that bureaucracy contains a number of essential characteristics (Appendix 5) including: hierarchical management structures and management of a given organisation follows stable, knowable rules.

Whereas Henri Fayol (1916), commonly known as the father of administrative management (Edwards, 2018), believed that management had five principle roles, to forecast and plan, organise, command, co-ordinate and to control. He developed fourteen principles of administration (Appendix 6) to go along with management's five primary roles. Examples of these are principles are applying authority with responsibility, enforcing discipline, unity of command.

Behavioural Management School The Behavioural Management School, also known as the Human Relations School, is a management theory that focuses on understanding

and shaping human behaviour within organisations. This school of thinking was born out of the limitations of classical management theories, which primarily focussed on the mechanical and structural components of organisations.

Elton Mayo recognized that in addition to their physical requirements, employees also have social needs, and leaders require a mix of managerial skills that include human relations skills.

Known for his involvement in The Hawthorne Studies the experiments conducted aimed to investigate the relationship between working conditions and employee productivity. Although the initial focus of the experiment was based on the lighting conditions within a factory and how these affected the employee productivity, however the researchers discovered worker productivity increased whether the lighting conditions improved or reduced. The 'Hawthorne Effect' was created, it refers to the idea that individuals modify their behaviour or performance when they know they are being observed.

Modern School Management According to this hypothesis, modern businesses face tremendous complications and uncertainties. Employee motivation is a current example of organisational complexity. Modern management theories argue that employees are motivated by several factors.

The book "In Search of Excellence" was written by Tom Peters and Robert Waterman (1982). They explore the characteristics and practices of thriving companies, seeking to identify the key elements that lead to their success.

Peters and Waterman performed extensive study and examined data from a variety of businesses to identify common patterns and principles that set exceptional firms apart from their competition. They identified eight principles which they believed were critical to the success of these thriving organisations, such as, a bias for action where employees are encouraged to be pro-active, take risks and make decisions. These behaviours are fulfilling and enjoyable (Unsworth & Wood, 2001). Such enjoyment is likely to lead to a more motivated and more productive workforce.

Proactivity and innovation can enhance organisational effectiveness by influencing employee outcomes, including career success, team commitment, and performance (Seibert, Crant & Kramer, 1999; Kirkman & Rosen, 1999). These actions are rewarding and enjoyable (Unsworth & Wood, 2001). This fulfilment is expected to result in a more motivated and productive team members (Unsworth & Parker 2003).

Management within the workplace, and how this impacts the employee's Beliefs, Attitudes and Values

The management set-up within my current role is relaxed, we have an elected representative who acts as the official office manager, we have 3 members of employed team members who each have assigned their individual roles and responsibilities. Our office manager is responsible for overseeing our work. Our office manager is required to be based out of the office on political business 2-3 days a week. This absence has positives and negatives impacts on the team. The absence brings trust to the team, we have sole responsibility and ownership of the delegated task but when issues occur where we require 'sign off' or approval from the Member his absence from the office becomes an issue causing unnecessary delays and causes the employee to lose motivation when completing such tasks.

One pay structure is set to one band 1 employee and two band 2 employees, although the pay gap isn't deemed too big it is the concept which impacts the harmony within the team. The higher paid role isn't a specialised role and the employee has similar, possibly even less responsibility within the team than the lower paid employees. The discrepancy in pay causes a lot of resentment and there is a general feeling of unfairness amongst the lower banded staff, myself included. It created a divide which can sometimes cause a negative impact on my own work. Team members feel undervalued and unappreciated, and this negatively impacts on our own personal self-esteem as we can become extremely demotivated by the situation.

Organisations must encourage pay equity by adopting honest and fair salary policies, performing frequent pay audits, and resolving any identified discrepancies. Additionally, promoting diversity and inclusion, giving equal opportunities for professional development, and cultivating a culture of fairness and equality are critical in eliminating pay gaps in the workplace. Studies conducted by Ryan & Sagas (2009) found a direct link to high turnover of staff and unsatisfactory pay.

A widely recognised theory called Belbin Team Roles lists nine distinct roles individuals can adopt within a team environment. Developed by Dr Meredith Belbin (1981, 1993), this concept aims to enhance team performance by identifying each member's individual strengths and weaknesses and assigning responsibilities appropriately. Belbin recognized nine team roles, as follows:

Plant, resource investigator, co-ordinator, shaper, monitor evaluator, team worker, implementer, completer finisher & specialist (Appendix 4)

Belbin reports each team member is likely to fill a variety of these roles, with some being more influential than others. Understanding the various team responsibilities and assigning them appropriately allows teams to maximize their performance and achieve their goals with greater effectiveness.

In conclusion, Belbin Team Roles offer a useful foundation for comprehending team dynamics. Teams can enhance their performance by recognizing and using each member's skills, which will improve co-operation and problem-solving abilities.

In order to fully understand and utilize Belbin Team Roles I applied the theory to my own team, I noted our strengths and weaknesses.

Name & Job Title	Belbin Role	Strengths	Weaknesses
Kirsty (myself) Communication & Development Officer	Implementer	Very organised Reliable	Struggles with change
	Completer Finisher	Enjoys seeing tasks completed Dedicated	Can overthink tasks
Mike Office Manager	Co-Ordinator	Confident Perfectionist	Known to over delegate tasks
	Specialist	Knowledgeable about topics	Hyper focuses on certain technicalities
Georgina Caseworker	Team worker	Reliable and supportive member of team Peace keeper	Avoids conflict and difficult conversations
Ryland Researcher	Monitor Evaluator	Logical thinking	Lacks confidence and self belief
	Resource investigator	Engages with people	Becomes bored with tasks and lacks motivation

The task above was very useful, when implemented it will enable tasks to be delegated to the most appropriate team member based on their strengths and has highlighted some areas where some positive work can be done on any difficulties and areas identified as weaknesses. Some tasks are currently shared between some colleagues but using the evidence above I believe these would be best suited for sole delegation so team members have full ownership of the task.

Whilst working within a family run LLP solicitors I have experienced the detrimental effects of a breakdown of trust. During my 12 year employment within the medium-sized firm I had encountered many issues with leadership and team members. The set-up of the firm were a number of Partners who each had equal share of the company. Breaches of trust were experienced by 2 of the partners. Their handling of situations were unprofessional. They allowed animosity to affect the day-to-day running of the firm. This later caused further trust issues within the remaining partnership and eventually caused the firm to restructure due to the breakdown of relationships caused

by the absence of trust. They were forced to diminish the partnership, they later became a Limited Company with Directors.

This, in turn, affected the staff, we were witnessing a huge breakdown of the partnership which caused lots of issues within the practice. When restructuring the company set up some departments were also assessed which resulted in redundancy processes being initiated. My department, administration, were looked at for potential job losses. As a whole my role itself was deemed safe, I was the receptionist, it was a very fast paced essential role and I had received fantastic feedback from clients and management. The uncertainty caused colleagues a lot of stress, rumours were started and a colleagues were witnessed back-stabbing each other. None of these concerns were addressed by any management which in turn was detrimental to the success of the team. Thankfully no jobs were lost following the redundancy process but the lost trust and the unprofessional handling of the situation created long term problems within the department. Employees felt unheard, unappreciated and with a lack of trust. This caused a high turnover of staff within the department which was due to the handling of the matter.

Employee attitudes regarding their positions and the company reflect management's communication, recognition, and feedback procedures (Herzberg, 2003). Positive incentives, constructive feedback, and open communication promote an atmosphere of involvement and commitment (Buckingham & Coffman, 1999). In contrast, a lack of appreciation and poor communication can result in dissatisfaction among team members and can impact negatively on the overall team attitude.

At present as our team is made up of four individuals it has meant it is easier to find alignment in values, at the start of our employment each employee received The Code of Conduct, this is for All Staff and the policy outlines the expectations of behaviour required of all employees. This Code is part of our employment terms and conditions, as well as the legal relationship between myself and your employer. The code states we must work and conduct ourselves in accordance with the following principles - selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

The code of conduct also emphasises the requirement of confidentiality and outlines the repercussions of not adhering to the policy. The aim of the policy is to maintain trust and ensure employees are aware of their obligations within the role. Failure to comply with the organisations values and have a negative impact on the organisation but also lead to legal action particularly the code of confidentiality as this would have GDBR implications. Before joining my current employment I researched their code of conduct and I was able to relate to them as they aligned to my own personal values such as honesty, openness and selflessness. This has encouraged me to take a great deal of pride in my work as when I am working it is a reflection of not just my own character but the organisations. I feel motivated and committed to always provide an honest and non-judgment service to our community as I do not stray from my own personal values during work as they align.

A similar policy was introduced to myself when enrolling to become a student with University of Trinity Saint David. The policy outlines the expectations of the student whilst they are enrolled with the University, the basis of the policy ensures all students are aware of the expectations and we are all aware any breaches will be taken seriously. Having such policies in place sets clear expectations, mitigates risk and enhances trust and credibility.

Research suggests the quality of the code may play a crucial role in the success of codes of conduct and their capacity for transforming business environments (Urwin, 2011). Whilst a code of conduct is typically considered as a useful tool for establishing standards and promoting appropriate conduct in the workplace, there can be some potential negatives associated. If it is too stringent it can restrict creativity within the employee. If a code is poorly written it can cause lack of clarity and difficulties interpreting the principles (Page, 2018).

Conclusion

Although it appears from the above research that for many people their values are instilled at a family or cultural level but previous research has suggested that it has evolved to evidence there are now generational differences which can account for difference evidence suggests companies must consider the impact of generational variations on their workforce (Becton et al., 2014)

The establishment and upkeep of productive professional relationships depend heavily on trust. trust is essential in developing and sustaining productive working relationships. Trust is the basis of every healthy relationship within team members (Turaga, 2013). If trust is not achieved colleagues will avoid interactions to protect themselves (Yang, 2014)..

Trust is certainly an extremely important element of a team, however my study has revealed that trust may not be the sole element of a team. When establishing teams, individuals' personalities and personal views must be align, as well as an unambiguous understanding of individual weaknesses and opportunities to ensure that all members have an equal opportunity to thrive and contribute.

Having motivated staff is highly beneficial to organizations. There are many models based on promoting motivated attitudes in employees by meeting their needs albeit in different ways. It also highlighted the need to recognize an individual's needs in order to maintain a motivated attitude in the workplace.

Employees achieve and improve when aware they are being observed, studies undertaken found that just the awareness of employees being observed impacted positively on their performance. This is now known as 'The Hawthorne Effect'.

Values are fundamental to an organisation and its employees, and while there are several benefits for both the organisation and its employees, it is critical that companies ensure that their values are clearly outlined. Relationships at work often depend on shared values, therefore conflict can occur when values are not aligned (Fitzpatrick, 2007).

Research revealed that excellent leadership is vital, and that there are multiple methods for achieving it. However, although one model may be mutually beneficial for one organisation it may not be appropriate for another. It is important to select a model that is consistent with the organisation's and employees principles.

Classical management theories of leadership established the foundation for modern management techniques, and they continue to impact how companies operate today. Pioneers such as Frederick Taylor, Henri Fayol, and Max Weber have contributed significant ideas on scientific management, administrative management and bureaucratic systems.

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ROKEACH VALUE SURVEY

What Are Your Values?

Instructions: Read each list of values all the way through. Then pick your TOP FIVE from each list. Give your first choice a 5, your second choice a 4 and so on down to giving your fifth choice a 1.

Terminal Values

3	A world at Peace (free of war and conflict)
5	Family Security (taking care of loved ones)
	Freedom (independence, free choice)
	Equality (brotherhood, equal opportunity for all)
	Self-respect (self esteem)
2	Happiness (contentedness)
	Wisdom (a mature understanding of life)
4	National security (protection from attack)
	Salvation (saved, eternal life)
	True friendship (close companionship)
	A sense of accomplishment (a lasting contribution)
	Inner Harmony (freedom from inner conflict)
1	A comfortable life (a prosperous life)
	Mature love (sexual and spiritual intimacy)
	A world of beauty (beauty of nature and the arts)
	Pleasure (an enjoyable leisurely life)
	Social recognition (respect, admiration)
	An exciting life (a stimulating active life)

Instrumental Values

5	Ambitious (Hard-working, aspiring)
	Broadminded (Open-minded)
	Capable (Competent, effective)
	Cheerful (Lighthearted, joyful)
	Clean (Neat, tidy)
2	Courageous (Standing up for your beliefs)
	Forgiving (Willing to pardon others)
	Helpful (Working for the welfare of others)
4	Honest (Sincere, truthful)
	Imaginative (Daring, creative)
1	Independent (Self-reliant, self sufficient)
	Intellectual (Intelligent, reflective)
	Logical (Consistent, rational)
	Loving (Affectionate, tender)
	Obedient (Dutiful, respectful)
	Polite (Courteous, well-mannered)
3	Responsible (Dependable, reliable)
	Self - controlled (Restrained, self discipline)

Appendix 2



Appendix 3



Maslow's hierarchy of needs

Appendix 4

Belbin Team Roles

Shaper	- Highly motivated with a lot of nervous energy and a great need for achievement. - Like to challenge lead and push others to action, can be headstrong and emotional in response to disappointment or frustration. - Generally make good managers because they generate action and thrive on pressure.
Plant	- Innovators and inventors – can be highly creative. - Often enjoy working on their own away from other members of the team. - Tend to be introvert and react strongly to criticism and praise. - Great for generating new proposals and to solve complex problems.
Co-ordinator	- Ability to pull a group together to work towards a shared goal. - Mature, trusting, and confident they delegate readily. They stay calm under pressure. - Quick to spot an individual's talents and use them to pursue group objectives. - Co-ordinators are useful to have in charge of a team with their diverse skills and personal characteristics.
Monitor Evaluator	- Serious-minded, prudent individuals. - Slow deciders who prefer to think things over – usually highly critical thinking ability. - Usually make shrewd judgements by taking into account all the factors. - Important when analysing problems and evaluating ideas and suggestions.
Resource investigator	- Good communicators both with other members of the group and with external organisations. - Natural negotiators, adept at exploring new opportunities. - Adept at finding out what resources are available and what can be done. - Relaxed personalities with strong inquisitive sense and a readiness to see the possibilities of anything new. - Very good for finding resources and heading negotiations.
Implementer	- Well organised, enjoy routine and have a practical common-sense and self discipline. - Systematic approach to tackling problems - Reliable and hardworking. - Will do what needs to be done whether or not they will enjoy the task.
Team worker	- Supportive members of the team. - Flexible and adaptable to different situations and people. - Perceptive and diplomatic. - Good listeners - Avoid conflict - Good at allowing everyone in the group to contribute.
Completer-Finisher	- Have a great capacity for follow-through and attention to detail, and seldom start what they cannot finish. - Dislike carelessness - Reluctant to delegate, they prefer to tackle tasks themselves. - Good at tasks that involve close concentration and a close degree of accuracy.
Specialist	- Pride themselves on acquiring technical skills and specialist knowledge. - Priorities are to maintain professional standards and advance their own subject. - Very committed. - Important in providing the technical expertise and are usually called upon to make decisions involving in depth experience and expertise.

R Meredith Belbin, *Management Teams: Why They Succeed or Fail* (Butterworth Heinemann, 2nd ed., 2004)
ISBN: 0 7506 5910 6

Appendix 5

Bureaucracy Characteristics (Weber)

1. Hierarchical Management Structure
2. Division of Labor
3. Formal Selection Process
4. Career Orientation
5. Formal Rules
6. Impersonality

Appendix 6

