

Management and Organisational Behaviour

Assignment Title: Craig Poole - Hotel Manager

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Task 1

Management can greatly differ from one person to another because it is more about practices rather than theoretical instances. As people's views differ from one to another, managerial styles differ significantly, as well. Some managers prefer using their workforce as nothing but performance gaining team of robots whereas some prefer to put emphasis on the feasibility of having a human nature to the managerial style so that the employees can get enough opportunities to showcase themselves. In determining what kind of managerial style a manager prefers, Blake and Mouton Managerial Grid can be a great tool. As there always have been two orientations to management styles- one is task and second is people- all the preferred leadership styles usually fall in either of these two categories with a good mixture. The major two concerns in any managerial style are concern for people and another is concern for production. The Blake and Mouton Managerial Grid depicts just that to show what kind of managerial style does a manager follows in order to get his job done. Through this grid, five different leadership styles can be derived which are impoverished management, task management, middle-of-the-road, country club and lastly, team management (Blake et al., 1962).

Impoverished management is where the managers don't put any emphasis on either of the dimensions and for which there gets created chaos and anarchy within the organizational structure. Task management is where managers align their managerial preferences to the X theory of McGregor which simply means, the managers are only concerned about the tasks getting accomplished (Micritic, 2019). Then, middle-of-the-road is where the managers try to strike a balance between the two orientations in order to stabilize the whole situation. Country club is the leadership style where the managers are concerned more about the people rather than the tasks. Finally, team management shows a leadership style pertaining to high emphasis on both the orientations. Of all these, any can be used under given circumstances. Because not all the business organisations face the same level of issues, not every business manager can be expected to implement only the best one to be considered by many (Cai et al., 2019). However, under any given situation, the major concentration always needs to be on the high gaining while maintaining high motivation for the people, at the same time. With this managerial grid, the major advantages gained are helping managers analyze the leadership they follow all by themselves and then contribute to the changing of the style (Garg and Jain, 2013). But, the limitations are also there

with the major one being the ignorance of internal and external limits, matters and scenario for which it can easily distort the actual scenario.

As for the preferred leadership style of Craig Poole of Doubletree by Hilton, firstly his traits need to be analysed alongside his view of the people who work under him. The major thing about Craig Poole's managerial style has been that he has always emphasized on fulfilling the needs of his people first in order to gain the best from them so that the company can reach where it needs to be in due time. Moreover, Craig Poole has undertaken some peculiar methods while hiring the people for his company. In most instances, the employees of his company can be found to be ex-cons. The reasoning behind this from Craig Poole has been that these ex-cons are happy people who now want to contribute to the betterment of the society. And for this, he didn't do much but ask questions while hiring which contributed directly to the advancement for his company. In order to gain the best of the workforce, Craig Poole has always given focus on fulfilling the needs of his workforce so that their concentration doesn't get distorted at any given point (Adele Gutman Milne, 2021). Again, Craig Poole is known to shower his employees and all the stakeholders related to the company with love and affection and all the necessities they require so that all these people can contribute greatly towards the achievement of the company's goals and objectives when required. Craig Poole, as a manager, has always emphasized on the betterment of the people who work under them rather than focusing on the tasks they need to accomplish. This doesn't necessarily mean that Craig didn't care for the tasks to get completed, rather he positioned all of his employees in such a manner where the employees became self-motivated to reap the benefits for Craig's company. In many instances, Craig has given people education who have worked under him and even provided all the basic necessities for the marginal people who have worked for him. In the managerial style of his, Craig Poole has decisively emphasized upon the greater benefits of the people living and rather than the tasks being overly emphasized, he let the workforce be aware of its own duties and responsibilities through the astonishments Craig has offered to them for a better life (BerksCountyLiving, 2020). In the words of Craig himself, the way he has cared for the application of the company's management style and the way he wants to have the community accompanied in the ongoing scenario, it is safe to say the major emphasis of Craig Poole always has been the people.

From the above discussion, it can be surmised that under the Blake and Mouton Managerial Grid, the preferred management style of Craig Poole is Country Club or the style where the manager focuses more on the people so that they can become self-aware and provide for the company's needs all by themselves. This gives indications that Craig Poole, as a manager, prefers to help the employees become motivated by themselves and get them working hard on their own so that they don't feel pressurized. Although such a leadership style can backfire as without proper emphasis on tasks, it can always get quite hard for the achievement of desired results.

Task 2

Leadership can be of different concentrations and action-centred leadership is one of the variations that are available to the leaders or managers to choose from and apply into practices. The action-centred leadership model from John Adair provides for a simple yet effective blueprint that a leader or a team of any kind of organization can look up to and gain the benefits from. In this model, there are three identified areas that the leadership of the organization is expected to excel at. These areas are achieving the task, managing the team or group and lastly managing individuals, forming a three circles diagram. According to Adair, there are only these three core management responsibilities that the leader of the organization must be able to coordinate properly (Ackah,, 2019). In the modern context of business environment where all the constituents are ever-changing, Adair's model is best suited for the fulfillment of these demands.

Managing or achieving the task includes identifying aims and visions for the group where the task is properly defined as to what is expected to be done in the given situation or period. Here, the identification of resources, people, processes, systems and tools is done in order to outline all the necessities (Braun et al., 2012). Then, according to the roles, all the responsibilities and other aspects are established. In addition to that, standards, quality, time etc. are also set and determined while being in the managing the task segment. Then, while managing the team, few criteria are set such as standard of performance and behavior, style, culture and the overall approach of the team upon which the work will be accomplished (Male and Palaiologou, 2012). As it's about managing a team, anticipating group conflicts and taking pre-occupied measures to help resolve the issues are another aspects that need to be emphasized upon in this particular segment. Again, here, in order to enhance team coordination, training can also be offered up and properly planned. Lastly, providing feedback to the team on overall progress is another important area to consider. At the

last of the three circle diagram comes managing the individuals. Here, the individuals constituting a team are assessed thoroughly in order to identify each and everyone's personality, skills, strengths, needs etc (Adair, 2006). In light of their personal traits, helping them with the tailored plans and solutions is another aspect of managing the individuals. Then, again, it also involves developing and utilizing each individual's capabilities and strengths to get them on track. Training can also be tailored in order to help the individual's performance.

Now, to the question of whether Craig Poole has been successful at implementing and executing all these three activities, his overall work strategy needs to be dissected. As for the accomplishment of the first activity which is to manage the task, Craig Poole has been doing it quite effectively as he has been able to instate the major theme of the company he works at. The main emphasis of his company has been to provide the people with proper guideline which he has done through pacesetting. According to Craig Poole, the managing of task has been done properly with the outlining of who gets what. Again, as per the task management activities, Craig Poole has successfully divided the resources and allocated resources to the workforce he bears for which he has been succeeding at leading the company properly (Pannozzo, 2017).

Secondly, in relation to the management of team, Craig Poole has been very successful at it, too. It is apparent at the results derived by his company as the hotel and service industry can be hugely attributed to the better collaboration skills rather than individual efforts. In this, Craig Poole has done exceptionally well in this area. The major steps taken by Craig have been to incorporate the resources properly to the teams of people in order to get their needs fulfilled first. Through this, the teams have got all their required needs fulfilled and subsequently, the teams have achieved just what Craig Poole has wanted to achieve with his company and team of individuals working together for the betterment of all the lives. In this, the leadership style of Craig has done exceptionally well because the teams have been provided with all what they require in order to execute the tasks. Again, with the leadership style, the teams have been motivated properly right from the beginning because the way Craig has managed individually also reflects upon the team work put out by the individuals working together.

Thirdly and lastly, the management of individuals is another feat that Craig Poole has achieved extraordinarily. The major achievement for Craig has been in the department of managing the individuals. From catering to the needs of the individuals to getting them settled down with

everything they need, Craig Poole has provided the individual employees with all the required hopes and motivation that they required in order to put out the best possible performance for the company. Through self-motivation and as such stuffs, individuals have been the best area that Craig has managed with all his adroitness. Through the management of the individuals, Craig Poole has enabled the workforce to work as a better unit than to only work at fits and starts. This is even more so apparent at the performance of the individuals at the company that Craig is the general manager (Staff, 2022). With every needs fulfilled, the individuals have been managed quite effectively and well by Craig.

From all of the above discussion, it can be surmised that Craig Poole, the general manager at Doubletree by Hilton, has been very effective within each of the three functions of managerial leadership as per the Adair's Model of Action Centred Leadership. In every step, Craig Poole has shown his excellence and through excellence only, Craig Poole has expanded his hotel business so exponentially.

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