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Executive Summary

Managers and organisations are always looking at ways to make working with others more efficient and this is key to success in every job. Management skills are essential in structuring how people and organisations are run with minimum issues. People management is a broad subject which include development and growth while performance management is an ongoing process which relies on evaluating employee progress.

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1.0 Terms of Reference

On the 3rd of October 2022, the author has been requested by the managing director of Assurance Consultancy LTD to compile a report. The purpose of the report is to investigate the roles, skills and issues related to an effective manager. The name of the person who compiled the report is Masuk Ali and the role is Business Relations Analyst. The report is to be submitted by the 11th of November 2022 and is to include the issues facing managers and organisations and how they can explore ways to continuously develop skills and training to keep in alignment with employee's needs.

2.0 Procedure

The author will compile the report by researching from several articles, journals, websites, and textbooks.

3.0 Findings

3.1 Introduction

Roles and Skills of Managers

Management is defined as a process, a system of authority and a group of people. These attributes play a part in an organisation's employee relations. The process of management includes the delivery of people in the organisation. Management can be operated individually or as a team of employees who hold responsibilities in facilitating in the smooth operation of the business (Taylor and Woodhams, 2016).

Managers play a vital role in managing operations and by adopting a suitable management style can achieve both individual and organisational growth and development (CIPD, 2022). Heatley (2018) states that managers need to give positive performance feedback as this will prevent the teams from losing morale. By spreading motivation via positive feedback can aid in a sense of value and direction. A line manager can benefit from mentoring the teams to achieve goals. The AMO model (Boxall and Purcell, 2016) (see appendix 1) is defined as individual's performance based on the ability (A) to perform sufficiently in the job role from the required knowledge and skills possessed. The motivation (M) to want to engage and work as the individual feel that they want or should achieve the goal. The opportunity (O) to want to perform as the individual has received adequate support and resources.

3.1.1 Teams

A team is described as a group of people all jointly working together for a common purpose. The individuals who are to be part of the team should ideally have common objectives and think on the same wavelength such as thought processes and perception (Management Study Guide, 2015). To create a well-structured team within the organisation (Belbin, 2021), it is important to select team roles to strengths and weakness of each member by using the nine team roles in the Belbin model (see appendix 2) to be successful in the work environment. To put together a successful team it is about forming a team with a blend of roles that will be most productive to have a high standard of

results (Team Technology, 2021). A small number of people with complementary skills who are focused on a common goal will achieve the best outcome.

3.1.2 Leadership

Leadership is defined as a facilitator who gives the opportunity to the team to achieve their goals, without directing them but placing focus into initiating and maintaining the relationship, The main task of leadership is to prioritise the defining of structure and goal to best complete task in hand (Barker, 2000).

Leaders' footprints are everywhere but usually nowhere to be seen; people rarely see a leader. This is known as the Snowman Leadership:

> leadership is the most studied and least understood topic of any in the social sciences…Leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen (Your Leadership Footprint, 2022).

3.1.3 Motivation

Motivation is described as needs alongside external factors which contribute to the form of effort. The idea to improve signifies the importance of an individual's environment while taking into factor how behaviour is shaped. The behaviour is signified by the individual’s needs, values, and attitudes. For work motivation to be fully appreciated, one must identify the goal and focus energy towards it. A demonstration of motivation will be visible by ones’ persistence (Latham, 2007). Maslow states a team working under stressful circumstances can under perform. With the threat of redundancy, relocation, and lack of respect for individuals makes them lack motivation (Barker, 2000). Goals are recognised as a major factor in motivating employees to perform. Maslow's Hierarchy states that individuals are motivated by achieving goals which allows humans to meet their individual needs as needs are prioritised in order of importance (Maslow, 1943).

The fast-food chain McDonald’s has a success in implementing schemes to make its workforce feel motivated using its reward and benefit provision. The rewards programme has boosted productivity and engagement and in doing so had been recognised in 2012 and won an Employee Benefits Award. In 2014 one project saw the top 5% of restaurants based on customer feedback being

drawn into a prize draw where a trip to World Cup Brazil was up for grabs. Other motivational incentives include:

- All employees from the top 10% performing outlets receive a bonus of 50p for each hour worked over a two-week period
- Restaurant managers are eligible for a quarterly bonus based on sales growth, profitability, and mystery shoppers.

(Crawford, 2015).

Indeed (2022) state that be implementing incentives and competitions are appropriate motivators which can lead employees feeling excited and valued. Sales and productivity contest amongst employees can encourage high achievement. Easterlin (1980) states that money is a powerful but simple motivator. Extra money incentives motivate people to work harder and by rewarding through money encourages more productivity as it is regarded as a reinforcer.

3.1.4 Equality and Diversity

Equality is referred to providing an equal opportunity to all by protecting people from discrimination. Diversity is defined as the recognition of respecting and valuing differences in people. According to Sunderland University (2022) equality is about fairness and ensuring that everyone has the best possible chance in success regardless of background and identity.

Taylor and Woodhams (2016) state that The Equality act 2010 was introduced to offer protection to employees from unfair discrimination against the following attributes:

- Sexual orientation
- Religion or belief
- Marital status
- Disability
- Age
- Gender reassignment
- Race, ethnicity, and national origin
- Sex
- Pregnancy or maternity.

3.1.5 Training

Training Cycle

The Training Cycle (The Peak Performance Center, 2022) (see appendix 3) is a systematic developmental approach, which involves delivery and continuous improvement of the given training program, The exercise consists of a series of stages in which the training results are in accordance with what was the intended outcome. The Training Cycle starts long before the program begins and continues long after. The Training Cycle places emphasis on the planning, development and reviewing stages and not the training event itself. The four stages are:

- Identify training needs
- Design the training
- Deliver the training
- Evaluate the training.

On-The- Job-Training

Barker (2000) states that On-The Job training is the most common type of training. It is most practiced without even being called training. This type of training allows the trainee employee to learn within the real working environment while being supported by a trained colleague. The trainee will not need external trainers or equipment to provide resources. The advantages are:

- Easier to check usefulness and relevance
- Budget and time friendly
- Low cost and easy to control
- Immediate feedback

The disadvantages are:

- Potential interruptions
- Limited scope of the training
- Lack of skills in the trainer (not trained in training).

Off-The-Job-Training

Off-The-Job training consists of organisations offering facilities and learning events to support development such as courses, lectures, audio visual training, distance learning and online work. This type of training is usually more skilled and professional. It is obtained by contacts beyond the organisation (Barker, 2000). Advantages include:

- Allowing trainees to learn away from the workplace bringing innovative ideas
- Greater concentration on the task as trainer is a skilled expert in the specific area
- More options available
- Employees will feel more valued as organisations have spent money on training them hence feel motivated to learn.

The disadvantages include:

- It can be expensive
- The newly trained employee may leave the company so deemed risky
- Training may not suit the company
- The employee is away from the organisation it works in (lost productivity).

(BBC, 2022).

3.1.6 Flexi Working

Gov.UK (2022) define flexible working as a way of working in relation to suit an employee's needs such as the start/finish time of work or working remotely. The Atkinson's flexible firm model (1984) (see appendix 4) identifies three types of flexibility which are:

- Functional- employees capable of carrying out more than one job role
- Numerical- the ability of organisations to change the number of employees or the number hours worked
- Financial- the ability of the organisation to adjust employment costs in relation to the changes in the employment market.

The permanent employees are the multi skilled core group who carry out the core activities using skills that cannot be bought in. A 'first peripheral group' who carry out more repetitive mundane tasks also work full time which require little skills or training. A 'second peripheral group' supplement work which is carried by the core group at peak times of demand. This group however have different work and employment structure such as subcontracting, agency temporary workers and short-term contracts. DVLA (2017) state the

understanding of importance of flexible working and so offer different options to allow employees to work flexibly. The jobs on offer are part time roles, job sharing, long-term working as well as staggered working hours allowing the workforce to pursue interests outside of work. According to CIPD (2022) benefits to flexible working include savings on office space. This can be mastered by technological advances that allow remote working. Another benefit is the demand for serving customers 24/7 basis. Research suggests that flexible workers have higher levels of commitment and job satisfaction compared to those who do not work flexibly. Flexible working is more attractive to recruits as employee expectation regarding work life balance is ever changing.

Covid-19 and Flexi Working

During the pandemic people were advised to work from home where possible. Information and communication technologies allowed people to work from home in some job roles. In April 2020 46.6% of employees worked remotely. Data collected suggested that most people adapted quickly to the situation, however initial impacts included mental health decrease and productivity was adversely affected due to pressures from home as work/home boundaries had collapsed (UK Parliament, 2021).

3.1.7 Performance Management

Performance management is defined as a management tool which aids managers to evaluate and monitor the workforce. Performance managements end goal is to achieve an environment where individuals can perform at their best and produce high quality results (Investopedia, 2022). Similarly, CIPD (2022) explains that management development is all developmental activities undertaken by managers to enhance their competencies and knowledge to benefit themselves and the organisation including its people. Effective management requires planning, organising, and implementing strategies in respect of workforce, operations, finance, and resources so a successful manager should therefore be able to cover all areas and level of the management role.

Communication Skills

Management communication can refer to information exchanged between managers to others involved within the organisation. Communcation can be interpersonal or organisational and take forms of verbal, written and

nonverbal which involves facial expressions and body language (Indeed, 2022). A manager possessing a proficient level of communication skills will aid in supporting people more effectively. A competent leader will evaluate and process the information (Henson,2020). There are many benefits to possessing effective communication. Managers who do so can:

- Improve workplace morale – honest and direct communication regarding expectations can encourage clarity and direction
- Motivate employees through inclusion – when the whole team are included in communication, everyone feels part of a team thus creating a valuable member of the workforce
- Develop trust – open communication will promote trust between managers and employees
- Encourage Collaboration – Teams who feel comfortable to share ideas will collaborate more leading to innovative ideas.

(Indeed, 2022).

4.0 Conclusion

The author can conclude that managers can benefit from adopting a management style that would suit organisational development and growth. A well-structured blend of team roles put together will be the most productive in achieving the goal. The best leader is who defines structure, places autonomy on relationships leading to the team to achieve the task in hand. A leader is not seen but leaves footprints everywhere. Motivation is demonstrated through persistence and willingness to engage and complete activities through effort. Incentives such as money, awards and prize draws are all great motivators. On-The-Job training is an effective tool to share skills and knowledge with colleagues as this be low cost and easy to monitor progress whereas Off-The-Job training allows the opportunity to learn more expertise in the field including innovative ideas. Flexible working is ideal for a vast amount of people as it allows the freedom to choose working conditions such as hours and location. Modern technology allows for such flexibility. Managers who possess effective communication skills will build trust amongst employees with open dialogue which is clear.

5.0 Recommendations

- Senior management should continuously review strategical processes within the organisation to ensure employee performance is met at individual, team, and service levels
- Managers should be offered the most up to date training so they can adequately support and direct trainees
- The organisation should implement a written policy which promotes equality and diversity. An action plan can aid employees understand the policies.

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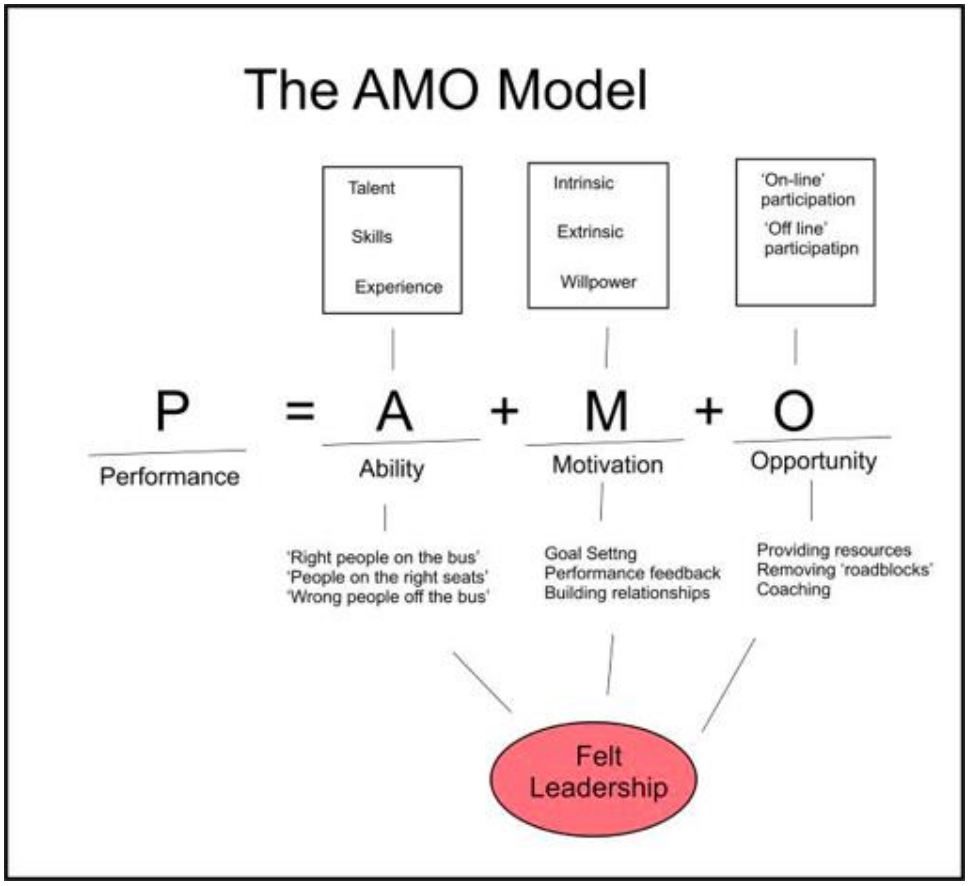
7.0 Appendices

Appendix 1

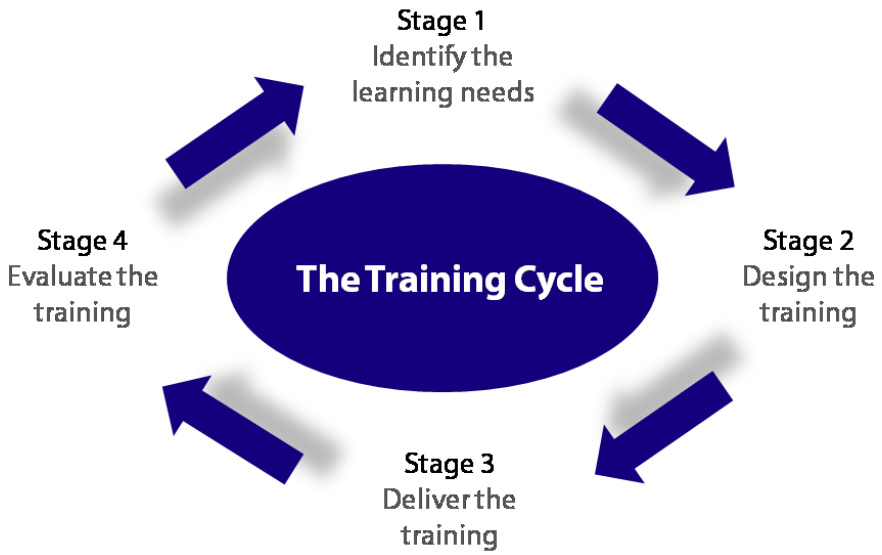


Appendix 2

Belbin's team roles

Roles and descriptions		
	Team-role contribution	Allowable weaknesses
PLANT	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
RESOURCE INVESTIGATOR	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
CO-ORDINATOR	Mature, confident, a good chairperson. Clarifies goals, promotes decision making, delegates well.	Can be seen as manipulative. Offloads personal work.
SHAPER	Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
MONITOR EVALUATOR	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others.
TEAMWORKER	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
IMPLEMENTER	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
COMPLETER FINISHER	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate.
SPECIALIST	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dwells on technicalities.

Appendix 3



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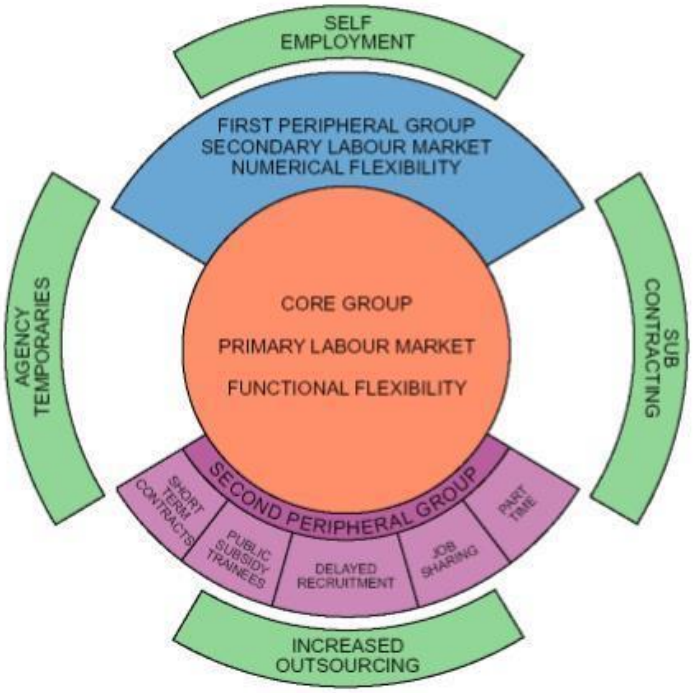
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