

BA (Hons) Leadership and Management Skills for the Workplace

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Executive Summary

In this project, the discussion has been delivered on part wise basis. The report part is carried out in terms of the case study of The Chilworth Paddington Company. The organisational background of the company informs of the drawbacks being suffered by the firm in the UK market in the post-covid19 period. The review has been deployed in terms of impact on workplace behaviour. The economic recession has been observed to be one of the potential factors for the poor performance of The Chilworth Paddington in the UK. Lastly, Weber's Bureaucracy theory has been deployed along with its five managerial characteristics to recommend the firm with possible measures that could successfully resolve the internal and external issues of the firm in the post-pandemic period.

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Part 1- Report

1. Introduction

According to Tetzlaff *et al.*, (2021, p. 206), in the tourism and hospitality industry in the UK, it has been observed that tremendous changes have taken place and much of the safety norms have been transformed to proportionate the new business prospects. Covid19 period has affected business entirely in the UK and thus people demanded cheap and conceivable packages to afford as well as to fulfil their hospitality needs. It has been observed that materialistic fluctuation has also affected cultural deliverance in the hospitality business. The belief system, value proposition and attitude level among the stakeholders have also changed due to the economic recession and financial crisis. People changed their preferences to reliable services more than being in favour of lavishness. Moreover, hoteliers have transformed their premium services into more competitive strategies to achieve market competencies.

1.1 Organisational background

The Chilworth Paddington is one UK-based hospitality service and hotelier business based in London. The business is placed in the historical background of The Chilworth and provides an elegant experience of white stucco for travellers. The firm adds value to the customers by providing them with dark wood, luxurious touch and complete attentive service for relaxation and the home experience. The Chilworth Paddington believes in historical relevance and connects travellers to conventional, old and classic beliefs (thechilworth.co.uk. 2022). The venue is a complete choice for customers to visit and release their Covid19 pandemic stress and tension. Presently, the net worth of the firm is accounted as £1500k whereas the firm has a total of 150 employees. During the Covid19 period, the company suffered a loss of nearly £800k due to poor market conditions and a higher employee turnover rate.

2. Briefly introduce the key management theory or theories that will underpin your report

In this case, Max Weber's *bureaucracy theory* applies to this particular case. This is because the bureaucracy theory refers to the hierarchical control over business management. It refers to the structural control over the business through a secure and strong source and does not allow any flexibility through external business aspects. As per Max Weber's bureaucracy theory, five characteristics are introduced in business management and these are *authorial hierarchy* which

means the management must create its own culture and belief system that must require internal and external stakeholders to follow and respect (Saputra *et al.*, 2021, p. 6680). Secondly, *salaried careers* are required to be drawn into practice to ensure employees a promotional service and growth through the business platform. Another characteristic which draws attention to management achievement is the *specialisation and qualifications* in the business field. For example, an hotelier stakeholder must acknowledge the key skills and cultural practices that could serve best in customer service. Lastly, Weber's bureaucracy theory enlightens the *regulations and policies* which are either addressed by the UK government, local bodies in the industry or the business administration itself.

3. Answer the question with the application of applicable theory/theories

3.1 How do organisational beliefs, attitudes, and value systems affect workplace behaviour?

Organisational beliefs in affecting workplace behaviour

As observed by Odor, (2018), Organisational culture refers to a set of norms, values and beliefs practised within a workplace which is responsible to bring about workplace stability and proper control of the management within the firm. This organisational culture is responsible to assist the group of company workers to deal with their differences and overcome barriers while helping them to manage all the risks. There are several factors involved in the case of organisational culture which can be further segmented into several classes which are - Mechanistic and Organic culture, Authoritarian and participative culture, Subculture and Dominant culture, Entrepreneurial and Market culture etc.

The Chilworth Paddington is one of the leading 5-star hotels in London providing luxury tourism and lodging services. To manage the proper workplace culture within the hotel the company has to focus on the importance of improving workplace culture by applying correct norms, values and beliefs. This 5-star hotel The Chilworth Paddington follows Mechanistic and Organic culture and it also relates to Max Weber's *bureaucracy theory* as an example of rationalisation where the *hotel authority* makes strong decisions regarding the reputation of the hotel. The organic culture emphasises the social values in an organisation which helps the company to implement the essence of social values in their workplace culture.

Organisational attitudes affecting workplace behaviour

According to Arieli, et al., (2020, p. 240), Organisational attitudes are composed of highly interrelated components which are job satisfaction, job engagement and finally organisational

commitment. The Chilworth Paddington to maintain Organisational attitudes that highly affect workplace behaviour observes Max Weber's *bureaucracy theory* according to which all the business tasks and responsibilities must be divided among all employees. In terms of maintaining a proper system within the organisation, the hotel authority emphasises the point that starting from the duties of the management to the task of room service and cleaning must be properly divided among all the employees which will automatically improve the workplace behaviour.

The organisational value system in affecting workplace behaviour

As observed by Holbeche, (2018), an organisational value system simply refers to the guiding principles and rules that provide an organisation with purpose and direction to help the organisation in managing their interaction with both their clients and their workers. This helps the company to maintain strong ethics within the organisation which manages the organisational culture as well as the workplace behaviour as a whole. In order to maintain its position as one of the leading 5-star hotels in London, The Chilworth Paddington is highly conscious of maintaining its organisational value system that is also affecting workplace behaviour and the organisation is maintaining this by closely making a parallel with Max Weber's *bureaucracy theory*. This theory emphasises that every properly organised organisation must have a well-defined hierarchical structure and a clear set of rules, regulations, and lines prescribed by the authority that governs it.

3.2 How will tailoring workplace changes for the post-COVID mindset tackle the challenges we face now, and create more resilient businesses in the future?

According to Max Weber's *bureaucracy theory*, the characteristics which have been entailed in the above discussion could be learned to identify the challenges which are presently being accounted for at *The Chilworth Paddington business*. The authorial hierarchy could be applied to monitor the *belief system* at *The Chilworth Paddington*. For example, it has been observed during the post Covid19 period that The Chilworth Paddington failed to retain its business stakeholders including employees and customers who were especially to the premium criteria of the hotelier business (Awotunde and Ojo, 2022, p. 65). In that case, the company must be suggested to tailor its business through hierarchical authority and must deploy a strict sense of concern to the needs of the business and to that of the stakeholders with proper alignment. However, flexibility could be maintained in order to align the needs and the business

perspectives in order to satisfy the stakeholders as well as deploy a belief in the next business approach.

Another area of concern in the workplace of The Chilworth Paddington is the *attitudes* of the workforce with which they are conducting business to the consumer market. At The Chilworth Paddington, it has been observed that employee turnover is at the height of immense economic suffering for the firm. Since the pandemic, the company workforce has fallen to approximately 25% as the company had to pay all the debts and expenses of the stakeholders from their pockets. In the last year, the hotelier service has gained only 50 bookings and suffered around 23 cancellations due to high charges which showed unaffordability to the customers (Sadik-Zada *et al.*, 2022, P. 15). This signifies that the company had a total disruption in its business operations due to weaker financial and operational resources.

For The Chilworth Paddington, it has been observed that the company tends to add value to people's lives healthily and socially. The company through its policy criteria promises to develop the living quality for travellers and serves as an opportunity for hospitality stakeholders to serve through its premium business format. However, the business in the post-pandemic period has failed to meet customer demands. Moreover, the classic system of hospitality services during the pandemic lacked to serve remote customers and clients (Slope, 2022). This is because the company fails to meet competitiveness through technological implementations. Therefore, it has been observed that The Chilworth Paddington stood among those hospitality firms in the UK which came under 75% business dilution during the pandemic. Hence, it could be concluded to the firm that AI-powered technology and machine learning course must be engaged individually or through any IT service in the UK that could support Chilworth Paddington to develop its workforce and bring in employees with smart and high potential productivity.

4. Critically evaluate theory/theories to assess how someone with different beliefs, attitudes and values might interpret the theory differently

Max Weber's bureaucracy theory is a supportive concept for those who show less interest in professional responsibility and tends to function under regulatory bodies and policies confined through organisational administration or governmental panels. However, some views oppose this or investigate this management concept in a partial or completely different aspect. For example, bureaucracy theory entails The Chilworth Paddington to perform holding the authorial control into their own hands but the other view claims that if the company performs

hierarchically then it could provoke a selfish and major business concern to highly powered stakeholders (Wu, 2022). Often, it is noticed through experience that many firms who practise bureaucratic management fail to deploy to the stakeholder's needs and thus authorial management could not satisfy the stakeholders to an extent. This entails that the modern hospitality business especially in the post Covid19 period prefers to deploy *beliefs* through *HR theory*. However, the authorial hierarchy could be deployed in terms of maintaining a universal belief among all stakeholders, but it needs to understand the situation through which the company and its employees are suffering. This acknowledgement would help in maintaining a belief system which could be afforded by all segments.

Another concept of bureaucracy that is being analysed in the The Chilworth Paddington case is the attitudes system being perceived by the employees. It has been acknowledged that The Chilworth Paddington maintains an employee base of highly cultured and classic employees who know how to deliver classic treatment and lavish resourcing to frequent and premium travellers. At The Chilworth Paddington, the essence of European culture is effectively sensed through its product and services being presented through the white stucco lavishness. However, the hierarchical administration tends to maintain the ethnicity and origin factor, but the present condition of the business does not support a reliable deliverance in the present financial situation (Du and Hu, 2022, p. 880). In terms of attitudes, it could be justified that stakeholders especially employees at The Chilworth Paddington expect growth in business promotion, care for their families and accommodation allowance, all these could be accounted for, under a salaried career characteristic of bureaucracy theory. Despite experiencing lower revenue in the London market, the company has to find an area through which they could raise investment in nourishing their stakeholders' affordability. On the other hand, one drawback being reviewed through different points of view is that the stakeholder's attitude could never be resolved through bureaucracy concept because they entail a high projection of skill intuition, and this could not possibly be conducted with a small payment in the post-pandemic period.

Another factor being reviewed under bureaucracy theory is the *value development method*. It has been observed that the bureaucratic mind-set appeals to the observer to focus on technical qualification and policy appreciation factors. This is because the value that The Chilworth Paddington could deploy to its stakeholders including employees is not possible without strict policy implementation. However, HR theoretical concepts favour the deployment of policies directly through what is being demanded by external stakeholders and how it could favour internal needs (Rosyad *et al.*, 2022, p. 20). In the present market criteria, value distribution is generally perceived in terms of *HR theory* which look into customer demands and stakeholder

needs. For example, The Chilworth Paddington could have entailed customer orientation and also maintains connectivity with suppliers at the best and most affordable rate. To be valuable to customers' needs The Chilworth Paddington needs to deploy concern to the post-pandemic needs such as healthy food services, sanitary products, accommodation safety, as well as care for the stakeholder's psychological and self-esteem demands.

5. Recommendations for The Chilworth Paddington's post-COVID mindset transformation to tackle the challenges and develop a resilient future.

It has been observed that The Chilworth Paddington is suffering both materialistic and financial drawbacks in the UK. The major issues are being perceived due to the absence of modern technologies at The Chilworth Paddington and management is not able to align with the internal and external criteria. The Chilworth being in a position which is close to London The Chilworth station holds a historic background which is important for national and international travellers (Ali *et al.*, 2022). Being in such a position still the firm suffers the drawback of economic recession. The management system is experienced to be highly authoritarian and renders less opportunity creation and innovative practices to develop ease for internal stakeholders.

To recommend certain resolving efforts to The Chilworth Paddington, it could be stated that the firm must attend a social meeting with its employees and staff. This would help the firm to understand the issues being suffered by them in accommodating themselves. Here, the company could draw financial support which could assure stakeholders of a career with salary increments and promotional aspects. Apart from this, stakeholders would be nourished with training features such as communication skills to develop their attitudes, AI-powered functions and machine learning for technical skills development (Gutic, 2022, p. 490). Moreover, customers could be availed with policy ease to make them ensure their bookings facilitation under affordable rates and regimes. In terms of value serving The Chilworth Paddington could bring affordable rates by replacing premium pricing and to afford their supply they could minimise service package and product size. It would minimise wastage as well as deploy productivity to the hospitality business.

6. Conclusion

In this assessment, the case has been learned in terms of The Chilworth Paddington, a UK-based hospitality company. The company is identified to be outperforming due to the pandemic's impact. The company is presently suffering financial drawbacks as well as failing

to maintain a good reputation in the customer background. The healthy and lavish service at a premium pricing and confined resourcing plot is now being hectic to the firm's administration as the expense for maintenance and retention is becoming highly expensive to the firm. The review part here discusses the company background to understand the present business from the ground perspective. On the other hand, the *bureaucratic theory of management* has been deployed to align the case for The Chilworth Paddington. The belief, value and attitude factor at the workplace has been assessed in terms of the five characteristics of Weber's bureaucracy. Along with that, the critical evaluation has been rendered to depict the issues clearly and thus resolution has been recommended in terms of The Chilworth Paddington's business sustainability and long-term management.

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Part 2- Reflective Journal

1. Introduction

In this assessment, the discussion is based on the reflective form where the learning factor is being focused upon. I, being an aspirant in the hospitality industry, discuss here the intuition which I acknowledged in terms of significance regarding belief systems, attitudes drawn as well as values perceived in the workplace area. To reflect upon this, I have shared my learning in the context of Chilworth Paddington's hospitality business. For this intuition, the application of *six thinking hats* has been carried out. The first section of this reflection has discussed the acknowledgement of differences between beliefs, attitude and value systems in the organisational context. Lastly, the critical assessment has been deployed in terms of the *Six hats theory*.

2. Difference between - beliefs, attitudes & values within a workplace context.

The difference in terms of beliefs, attitudes, and values within a workplace context is as follows

Factors	Differences
Belief	I have learned that the belief system comprises principles that guide the stakeholders regarding the working policies and regulations. Through this belief system, internal stakeholders maintain a unique representation externally and internally of an identical order of service with which the values of an organisational perspective could be depicted. The belief system tends to the stakeholders to align their requirements with those of the organisation (Karacsony <i>et al.</i>, 2022, p. 95). For example, I marked in the case of The Chilworth Paddington that the employees at the hotelier business were retained before the pandemic only because of the alignment to the service. However, during the pandemic, the business adaptability ended in the market and due to improper revenue generation, the turnover rate increased and thus the belief system was deliberately minimised. This is how I observed that belief systems continue to thrive along with stakeholders' growth in personal as well as professional manner.

Attitudes	Another thing which I observed as a necessity at the workplace is the attitude factor that holds job satisfaction as well as organisational commitment. I observed that the difference between the belief system and attitude factor needs to be maintained but could be aligned for a better evaluation of the value factor. For example, at The Chilworth Paddington, I observed that the employees' attitudes were nice when the belief system was kept aligned internally. But when the company suffered pandemic drawbacks and suffered high recessions, the belief system collapsed and the employee attrition grew rapidly (Boamah and Salahshour, 2022, p. 60). Therefore, I marked that employees' attitudes start changing over time. I observed that if the employees are well paid and accommodated with all the facilities, they serve the organisational duties as their very own objectives. Moreover, I observed that organisational administration is also very responsible for conducting attitude-enhancing features for the workforce. For example, the administration at The Chilworth Paddington could deploy the salaried career perspective as their opportunity to the employees and make them stick to the firm's service in order to obtain career promotions and service benefits. It is understood that the more facilities to staff would be given hire the possibility of attitude development and acceptance could be measured at the workplace.
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Values	In terms of workplace values, I have learned that the organisational objectives and values based on individual responsibilities are many inductive aspects which could bring about facilitations that could be enjoyed and entertained individually as well as collectively. For example, at The Chilworth Paddington, I assumed that the hospitality service was initially marked as a premium service for higher-income backgrounds and classical travellers in the UK. Later in the post Covid19 period the same value of the hospitality company was marked to be non-attractive to a major count of internal as well as extent stakeholders (Damböck, 2022, p. 35). This was because of the poor facilitation and non-availability of resources in the company. The competitive market in the UK hospitality industry has grown in innovative form and technological growth has extensively changed people's viewpoint to another format. This has caused the company to suffer through recession both economically and financially. The value perspective loses its combination with the staff's requirements and individual perspectives. Many of the employees at The Chilworth Paddington were forced to work at minimum wage and thus the company suffered a huge rate of attrition. I learned that value perspective is needed to be engaged necessarily and thus it does differ from the belief system but does deflect from the belief alignment. I observed that belief could not be possibly conducted as it relies entirely on how values are retained and thus attitudes are developed in terms of how employees perform to fulfil the individual and organisational needs.
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3. Critically assesses the organisation's own beliefs, attitudes and value systems and their impact on workplace behaviour

In terms of an organisation, a healthy workplace culture helps the members of an organisation to solve problems and deal with their differences and overcome barriers to resolve any operational problems and challenges. In this assignment, I have analysed in detail all the elements and types of organisational culture. I have also learned the minor or subtle yet impactful differences between the various types of organisational culture. I have observed and understood that the chosen organisation is one of the greatest tourism and hotel services

providers in London The Chilworth Paddington and they have proper and standard operating procedures. They always maintain that everything within the hotel organisation has to be defined clearly to each of the workers such as the employee guidelines, tasks, responsibilities and concerned authorities. This systematic procedure helps the hotel organisation to follow and establish proper workplace behaviour (Paul and Jena, 2022). Additionally, I have also learned about the theory proposed by the German scientist Max Weber where I have understood how bureaucracy and rationalism can become the two crucial key points while analysing the organisational culture. Weber defines bureaucracy as a highly structured system, formalised and impersonal. By observing this theory prescribed by Max Weber regarding Bureaucracy and Rationalization, an organisation with multiple employees and work patterns like The Chilworth Paddington can achieve the best set of organisational beliefs, attitudes and value systems which can be high as well as positively impactful for improving the workplace behaviour. Previously, I was not well aware of the importance and applicability of Max Weber's theory and its impacts. During the time making this assignment, I have been able to critically assess the importance of Max Weber's theory which can be applied in many other working sectors also. Weber's theory also proposes that all operational tasks in an organisation must be properly divided among the employees, and they have to be properly governed also for fulfilling their assigned tasks. The basis of the division has to be based on the level of competencies of each employee and their areas of functional specialisation. This is the proper operating system which can make every employee well aware of their roles and responsibilities as an integral part of the organisation. This will also enhance the sense of belonging among the employees, they will feel responsible enough for the company's improvement as well as failure and they will be able to work in every situation. *Max Weber's theory of bureaucracy* also emphasises the fact that every well-established organisation must have a clearly defined set of rules and regulations which will initiate an overall developed, disciplined and remarkable performance of the organisation. Being a student of business management, I have gathered knowledge of leadership and management skills in the Workplace and have gathered comprehensive lessons from the overall task. In my future professional life of upcoming challenges and competitive performance, I will be able to perfectly apply all I have gathered from this task. As a part of any organisation in future, I will be able to understand and manage an enriching workplace environment by maintaining proper professional relationships with other employees.

4. Applies the critical assessment of an appropriate management theory to evaluate how someone with different beliefs, attitudes and values might interpret the theory differently.

In order to critically assess beliefs, attitudes and values, I consider the *six hats thinking model* to deploy my better intuition as to how effective measures I have generated in my learning if I get an opportunity to resolve the challenges being faced by an organisation where belief system, attitude deliverance and value generation are needed to be improvised.

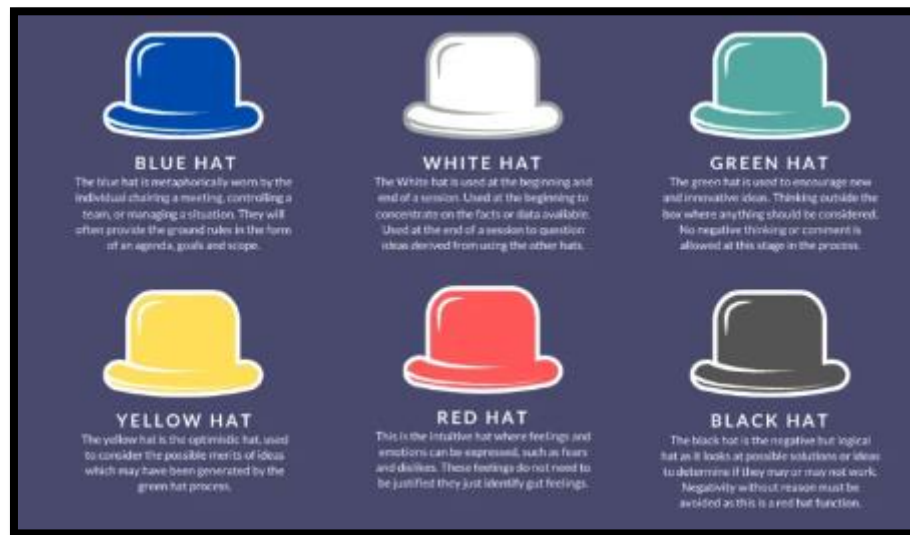


Figure 1: Six Hats Thinking

(Source: tsw.co.uk. 2022)

Six Thinking Hats	Critical evaluation
Blue hat (creation and management)	In terms of the <i>blue hat</i> , I observed that administration heads such as <i>project managers, administrative officers, CEO and directors</i> are responsible for developing the <i>values and policies</i> through which the organisational procedures and commands are derived (tsw.co.uk. 2022). I observed that in the case of The Chilworth Paddington blue hat executives have maintained a <i>hierarchical role</i> which does not favour the firm's performance during the Covid19 period.
White hat (focus and avoidance)	Another observation that I felt in terms of workplace development is the availability of white hat personnel such as market researchers, surveyors and monitoring staff. These are responsible to avoid hindrances and focus on data acquired regarding a particular aspect of the company. For example, in the case of The Chilworth Paddington, the value system has been transformed into beliefs and regulations through critical review made by such executors could have made it possible for the company to align with its stakeholder needs (Gangadharbatla <i>et al.</i> , 2022, p. 260). I learned that an alignment of organisational and individual preferences of external and internal stakeholders could be enough of an expected data source to generate the possible implementation.

Green hat (innovative generation)	Once the belief system is prepared in terms of organisational perspectives, the business stakeholders such as planners, inventory staff as well as investors are required to be entailed in responsibilities. These stakeholders in the case of The Chilworth Paddington are needed to be carried out to meet the competitive demand of the stakeholders in the UK market. For example, The Chilworth Paddington and its management could secure the potential to meet customer demand. Inventory works and ROI could bring in possible changes and effectively engage certain practices which could encourage the administration to recover from its contemporary issues (Mahoney <i>et al.</i> , 2022, p. 4).
Yellow hat (encouragement factor)	Yellow hat personnel which I learned for hospitality business improvement are the HR manager, and line managers as well as instructors who could make the employees learn and practise better processes in applicable areas. This has to be understood that at this stage the <i>belief system</i> completely transforms into the attitude level. I have observed that the more trustworthiness is conducted the higher the positive attitude which could be delivered by staff at the workplace. Hence, a diversified and inclusive workforce could be experienced highly.
Red hat (improvisation)	Red hat thinking encourages employees to understand the importance of workplace efficiency. In the case of The Chilworth Paddington, it has been derived that the improvisation factor must be engaged in targeting issues such as <i>economic recession</i> is highly observed in the company. Hence, the attitude aspect among the employees is needed to be developed by applying to them proper training in terms of communication skills, technology intuition as well as hospitality culture.

Black hat (development and creation)	Once all the factors are learned and perceived intentionally, the ultimate focus is needed to be drawn over the <i>black hat thinking</i> role. This could be laid through <i>executioners and ground-level operators</i> at The Chilworth Paddington where they possibly conduct with new practices and entail <i>competitive methods</i> to incur <i>value productivity</i> and resolve issues along with revenue growth of the company in the hospitality market in the UK in the post-covid-19 period.
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5. Conclusion

In this assessment, the reflective discussion has been made to clarify the learning which I have obtained in the part 1 case study of The Chilworth Paddington business. Here, in this assessment, I have discussed the difference between the term's belief, attitude as well as value in workplace areas in the organisational context. Along with it, I have discussed my intuition based on workplace behavioural changes in aspects of belief systems, value consideration as well as attitude deployment. Lastly, I have applied the six hats thinking model to justify my intuition in how belief, attitude as well as value systems could be nourished to favour The Chilworth Paddington hotelier business.

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