

Kellogg's Modern Workplace

Introducing the modern workplace LCBB4003

Gregory Cowan

Natasha Yordanova 1814114

Content

Background – Andrei Chicos 1814116

Goals and objectives – Victor Rugiubei 1814716

Leadership and management – Natasha Yordanova 1814114

Group and team behaviours - Saida Mehmed 1812609

Motivation and perception - Iliyana Kostova 1814108

Background - Andrei Chicos

Kellogg's Background: from accident to feeding army and no 1 brand cereals.

In 1894 cereals for breakfast were invented by the Kellogg's brothers W.K. Kellogg, and Dr. John Harvey, by accident in an attempt to make granola, they did something else they flaked wheat berry. After they saw the result W.K. kept experimenting until he flaked corn and created the recipe for Kellogg's Corn Flakes (Mattern, Jo. 2011).

In 1906 WK convinces John Harvey to start a grain trading business, initially called Battle Creek Toasted Corn Flake Company.

In October 1906, the company began to use the phrase "The original has this signature - W.K. Kellogg, which has remained a prominent feature on packaging and cereal advertisements for years.

Starting 1914 one of Kellogg's most significant and most expensive innovations was the use of Waxtite. Developed by John Leonard Kellogg, Waxtite was a thick wax envelope (waxed paper) that included Kellogg's cereal boxes (the linings inside the packages were added a few years later).

Kellogg's Corn Flakes has been introduced to a new country: Canada. (Later, the Kellogg Company will spread worldwide, opening factories in Australia, England, Mexico, Japan, India and more. Today, Kellogg is known in 180 countries worldwide.

Until 1923, John Leonard Kellogg noted the lack of scientific information appearing in Kellogg's advertising and decided to hire a dietitian who could act as a direct link between the company and consumers. He briefly contacted Mary Isabel Barber, a dietitian at Columbia University in New York, and served as a home economist with a salary of \$ 5,000 a year and the authority to create the Department of the Interior (Kellog, Co. 2019).

Social work

As the United States sank into the Depression, W.K. Kellogg started to invest in people. He divided the tours and hired new employees to work them. He also founded W.K. The Kellogg Foundation, whose mission - to help children realize their potential - complements Kellogg to this day.

November 24, 1930, Kellogg President Lewis Brown announces that Kellogg will launch a six-hour business day starting December 1. The six-hour day allowed Kellogg to add a fourth shift, employ 25% more employees (about 300) and alleviate some of the city's unemployment. To maintain the purchasing power of workers, the daily minimum wage for some employees was raised to \$ 4, while the wage rate for many other employees increased by 12.5%.

Kellogg's had a great impact in USA nation develop especially during World War II when Kellogg Company employees produced more than 43 million packages of K-rations for the U.S. armed forces deployed overseas. K-rations, or individually wrapped, daily combat food rations, were introduced by the U.S. Army and produced for mobile forces during World War II (Arnett, A. 2019).

Because the company was already knowing it all over the world, they were honoured to provide breakfast for Neil Armstrong, Buzz Aldrin and Michael Collins during their Apollo 11 trip.

When W.K. The Kellogg Institute, opened in 1997, will become the company's reservoir for new foods and consolidated operations, which have spread to several other buildings. The key objective for WKKI was to create intercultural teams to identify global growth opportunities and to develop products that could be marketed in multiple regions instead of a single country. WKKI had five quality restaurant kitchens, extensive research facilities and a large flexible experimental production area. His pilot plant for the manufacture of test batches for new snacks and cereals was one tenth the size of a factory.

Goals and Objectives – Victor Rugiubei

The Kellogg Company is the world's leading producer of cereals. For more than 100 years, Kellogg's has been a leader in health and nutrition through providing consumers with a wide variety of food products. Kellogg's market leading position and reputation is built on its commitment to ethical business practices and its values-based culture.

Kellogg's products are manufactured in 18 countries and are sold in more than 180 countries. This means Kellogg's has to manage its relationships with a variety of stakeholders around the world.

Kellogg's objectives were to: encourage and support physical activity among all sectors of the population. The value of the UK cereals market is around £1.1 billion per year. Kellogg has a 42% market share of the value of the UK's breakfast cereal market.

Swot analysys:

performing manufacturing activities in various countries around the world has already acquired a valuable experience in different international markets The company has an extensive variety of products that can be targeted to a diverse set of customers worldwide	According to the Global Data analysis of the company of 2012, Kellogg's has a considerable amount of indebtedness in relation to the shareholder's equity will have to learn the new market and adapt easily to the new challenges that could potentially take place.
Kellogg and all its brands and products are widely recognized gain access to new markets producing offerings at or near its customers while reducing its transportation costs, and therefore, reducing the cost of the final goods	According to the company's annual report for the year 2011, the cost of the agricultural commodities Kellogg used in its products (corn, wheat, soy bean oil, sugar, and cocoa) the packaging materials (carton board, corrugated, and plastic bags) are very fluctuating because of government policies and regulations

Interacting with stakeholders Stakeholder engagement, building two-way relationships with its stakeholders, is a key aim for Kellogg's.

Objectives:

For an aim to be successful, it must be supported by specific business objectives that can be measured. Each of the objectives set for Kellogg was designed to contribute to a specified aim. Kellogg's objectives were to:

- encourage and support physical activity among all sectors of the population
- use resources to sponsor activities and run physical activity focused community programmes for its consumers and the public in general
- increase the association between Kellogg and physical activity
- use the cereal packs to communicate the 'balance' message to consumers
- introduce food labelling that would enable consumers to make decisions about the right balance of food.

Well-constructed objectives are SMART objectives. They must be:

- Specific
- Measurable
- Achievable or Agreed
- Realistic
- Time-related.

Each of the objectives set by Kellogg was clear, specific and measurable. This meant Kellogg would know whether each objective had been achieved. The objectives were considered to be achievable and were communicated to all staff. This made sure that all staff agreed to follow certain actions to achieve the stated aims. The objectives were set over a realistic time-period of three years. By setting these objectives Kellogg set a direction that would take the business to where it wanted to be three years into the future.

Goals

Our goals are to enrich and delight, through foods and brands that matter. Our Purpose is to nourish families so they can flourish and thrive. Our Heritage drives the future of our company and keeps us excited about tomorrow.

Today, making the decision to eat a healthy balanced diet is very important for many consumers. More than ever before people want a lifestyle in which the food they eat and the activities they take part in contribute equally to keeping them healthy. Research undertaken for Kellogg, as well as comprehensive news coverage and growing public awareness, helped its decision-takers to understand the concerns of its consumers. In order to meet these concerns, managers realized it was essential that Kellogg was part of the debate about health and lifestyle. It needed to promote the message 'Get the Balance Right'. Decision-takers also wanted to demonstrate Corporate Responsibility (CR). This means that they wanted to develop the business responsibly and in a way that was sensitive to all of Kellogg's consumers' needs, particularly with regard to health issues. This is more than the law relating to food issues requires. It shows how Kellogg informs and supports its consumers fully about lifestyle issues. Any action within a large organization needs to support a business direction. This direction is shown in the form of a broad statement of intent or aim.

References:

<https://is.muni.cz/el/1433/jaro2014/PV216/48855710/Kelloggs>

Camunez, Michael (2012, May 17). Market Access and Compliance, U.S East Africa Public/Private Partnership Conference

GlobalData - SWOT Analysis. (May 26, 2012), Retrieved from www.lexisnexis.com/hottopics/lnacademic GlobalData - SWOT Analysis, 05/26/2012, Kellogg Company

Leadership and Management – Natasha Yordanova

Leadership refers to the act of leading a group of people and influencing them to achieve specific goals. Management refers to making others work through a systematic arrangement of tasks and activities at a work place. Both are essential elements for the workplace as they result in successful function of business operations and lead to the achievement of organisational objectives.

This report is based on the Kellogg's company which is an American multinational food manufacturing company being headquartered in the United States. The products of Kellogg's are served, manufactured and marketed in 180 countries across the world.

The company has a revenue of 12.923 billion US dollars and consists of 32,944 employees. This report will state the leadership and management behaviour of the personnel at Kellogg's.

Leadership- Leadership can be defined as the art of leading a group of people and influencing them to perform specific tasks for the achievement of a particular goal (Dabke, 2016). It involves one person, a leader, leading a group of people known as subordinates or followers.

Management- Management is the process of conducting all activities in a systematic manner by organizing the tasks and directing the people to perform them as well as controlling and monitoring the tasks with a view of accomplishing specific objectives through task completion.

Leadership and Management Behaviours- In order to initiate successful business operations at Kellogg's, its managers possess following components in their behaviour which can be useful in successful outcomes from their strategies and decisions.

Ethics and Integrity- This factor represents the commitment of doing right things for right reasons. The managers of Kellogg's are very much committed to the ethics of the organisation and they follow the culture and the policy of the organisation. This enables them to maintain the high quality of professional standards and make them consistent enough for doing their work correctly (Xu and et.al., 2016). This behaviour of the managers reflects on their employees and subordinates and makes them follow.

Clear vision and ability to plan the objectives- It includes the thinking ability and the ability to visualise things in advance by a person. It helps the managers match the goals and objectives of the company to the activities being planned. The managers of Kellogg's company are clear about their vision and are skilled in planning the activities using their knowledge and experience. This helps the company perform on their planned objectives and forecasted outcomes by the managers. It helps the company to successfully achieve its determined goals and objectives and initiate the growth of its business and market share worldwide.

Building Trust- Building up trust in the eyes of his subordinates is the most important quality of a leader. The trust factor creates faith in the minds of the individuals working and makes them put more effort in their work while also following the instructions of their leader (Afsar and Umrani, 2019). The leaders in Kellogg's have built up trust in the minds of their subordinates and team members by creating transparency. They have developed this behaviour by communicating with the employees, understanding their needs and considering their views at the workplace.

Effective Decision Making- Making decisions might sound like a simple task but in case of situations that demand critical decisions, considering the organisational policies and the employees' interests

can sometimes be difficult and the outcomes may have an effect on many aspects of the organisation. Managers have to make decisions by considering all the interests of the stakeholders and in favour to both the company and the employees. The managers of Kellogg's make effective decisions for the company, whether they may be regarding a new product's launch, expansion of business, or changes in production etc. The managers have to stand with their decision even when it is not accepted by other members.

Motivation- This is the important element of the manager and leader's behaviour as it includes the influencing factor of their subordinates. The managers must be able to motivate their employees to work efficiently in the interest of the company. Motivation can be initiated in the form of rewards and incentives as well as through praising and recognition of the employees. Motivation leads to raised efficiency and productivity of the employees and makes them contribute more to the organisation (Osland and et.al., 2015). Managers in Kellogg's motivate their employees and enhance their productivity for the growth of the company's business.

Encouraging Innovations and Creativity- Innovations and change always bring out prosperity to the organization. A business without any innovation cannot survive for the long-term and hence the change is necessary for the growth and survival of the business. As a leader, one has to encourage the creative ideas and concepts of their subordinates so that they can get better techniques of work performance related to the innovation of product. Encouraging the creativity of subordinates also makes them responsible enough to contribute more in the company's favour which may possess positive outcomes and benefits to the organisation. Leaders in Kellogg's company highly appreciate the creative ideas of their team members and try to implement them in their management process for the wellbeing of the organisation, as well as their employees.

Thus, it can be observed that the above discussed factors are the basic behaviours of the effective leadership and management that initiate the organisational growth and better operating activities of the company.

Conclusion

The above report shows how critical the understanding of leadership and management in an organisation can be by upper management. Different behavioural elements can be used and leveraged to understand the subordinates and help them work better and with higher motivation whether via rewarding loyalty or by adding incentives as a driving force, which in turn will help the organisation grow. Managers and leaders in the workforce have the highest impact on the direction the organisation can take and if managed well with expertise and patience it can bring great benefits.

REFERENCES

- Afsar, B. and Umrani, W.A., 2019. Transformational leadership and innovative work behavior. *European Journal of Innovation Management*.
- Dabke, D., 2016. Impact of leader's emotional intelligence and transformational behavior on perceived leadership effectiveness: A multiple source view. *Business Perspectives and Research*. 4(1). pp.27-40.
- Osland and et.al., 2015. Organizational behavior. *Wiley Encyclopedia of Management*, pp.1-5.
- Xu and et.al., 2016. Ethical leadership behavior and employee justice perceptions: The mediating role of trust in organization. *Journal of Business Ethics*. 134(3). pp.493-504.

Groups and Teams – Saida Mehmed

Group Definition

A group is a set of people who have the same interests or aims and who organize themselves to work or act together and two and more employees who interact with each other in such a manner that the behavior and/or performance of a member is influenced by the behavior and/or performance of other members

Types of groups

Informal and formal groups

Primary and secondary groups

Command and Task teams / in-groups and out teams

Formal definition group – teams created by social control call to accomplish goals of the organization.

Types of Formal teams

Command group –specified by the organization, chart, contains the subordinates UN agency report on to a given supervisor.

Task Group:

Comprises the workers who work together along to complete a specific task or project.

Informal Definition Group –groups that arise from individual efforts and develop around interests and friendly relationship instead of deliberate style.

Types of informal teams

Interest groups:

Individuals not be members of a similar command or task group could affiliate to realize some mutual objective

Friendship teams – established by members having one thing in common like age, gender, dogmas, need to play the some sport, or ethnic background

Characteristics of teams

Roles – a collection of expected behavior pattern attributed to somebody occupying a given position during a organization.

Norms – usually agreed- upon standards of individual and cluster behavior developed as a results of member.

Cohesiveness – strength of cluster member`s wishes to stay in the cluster and their commitment to the cluster.

Primary Group Definition

The primary group refers to the tiny group whose members square measure closely associated with one another and share an everlasting relationship. Examples of these teams may be members of the family, friendly relationship teams and extremely prestigious social teams. Here members have associate intimate relationship with one another and is characterised by face to face association and cooperation.

Secondary Group Definition

The Secondary Group area unit additional formal teams whose members perform sure tasks. The Group members don't seem to be showing emotion related to one another and don't get full of the pain and also the pleasure of others. Samples of these teams can be company teams, military, political groups.

Command and Task Group Definition

Command and Task Groups: A command Group is comprised of superiors and subordinates who do orders on the premise of their authority inside the group. This sort of group is decided through the ranked chart of the organization. Example could be marketing manager having the group of sales personnel under his department.

Task Group is a group of individuals who come together to accomplish a certain task or a job assigned to them. Generally, these groups are created to capitalize the expertise of different individuals towards the accomplishment of a particular project.

In group and Out – groups Definition

In-groups and Out-groups: The in-group are the kinds of teams composed of the people who holds a dominant position within the social functioning. These members can be within the majority and carry prevailing values within the society.

The out-group refers to those people who are within the sure instances thought-about to be less in numbers and infrequently looked upon as marginal or subordinate within the society.

Teams

Team definition – team are small size and have a members with skills who have reached the performing stage

Different types of teams prepare an organization for different reasons. I will run through the five different types that exist currently, and look at some of their pros and cons.

Working teams

Working teams groups that square measure basic to any organization: selling groups, Human Resource groups, Finance groups. They are divided in step with their operate and that they perform current tasks for any organization. In historically, majority of organizations square measure organized in such the way.

Special Purpose Team

Special purpose groups are unit groups that are unit fashioned to fulfil a special purpose or a one time without work project. These groups embrace operating committees for a selected event, or a committee that comes along to resolve a selected drawback.

Usually, these groups don't seem to be permanent and that they are unit typically disbanded once the aim of the team is served.

Multi – functional Teams

These groups encompass members shaped from totally different areas of experience. they will move for a brief term basis or typically they're shaped for good. this relies on the character of the organization they add.

People with totally different disciplines can provide multiple points of read. Expect innovation and totally different concepts to return out of conferences. Brings out potential in every individual.

Self directed- teams

Self-Directed teams they need shared leadership and share responsibility of their work. They have a tendency to don't typically see independent groups in corporations and massive organizations; they typically exist in little music teams like bands.

Members are intended volunteers. Shared goals, objectives and responsibilities.

They use of teams provides the best of long-term vision and greater flexibility for quicker short-term decisions.

Common Team Behaviors

There is a basic quandary in operating in teams: every individual contributes, however the result's attributed to the team. If the team is sure-fire, individual contributions might not be recognized, despite however onerous the individual worked.

Social loafing- when individuals within a group hold back what they contribute to the group's effort and performance.

Collective effectualness is that the team's belief that it's capable of organizing and dealing along to achieve its goals. Making collective effectualness may be of a equalization act. If goals square measure perceived as being too straightforward to achieve, members might not feel they need to place in their full effort.

References

Nguyen phuong uyen . 2019. Group & Team Behavior . [Online]. [13 August 2019]. Available from: <https://www.slideshare.net/bangainamtingh/group-team-behavior>

Traci purdum. 5 May 2005. Common Group Behaviors . [Online]. [13 August 2019]. Available from: <https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/reading-common-group-behaviors/>

Types of Groups. [Online]. [13 August 2019]. Available from: <https://businessjargons.com/types-of-groups.html>

Motivation and Perception – Iliyana Kostova

The need to motivate employees towards completing tasks assigned to them effectively relies on the management style adopted within an organisation. Improving workplace relations and consequently employee perception of the organization has been the strategy in use at Kellogg's. The company has over the years been practicing a form of management where the overall status of the employees is treated as much important as the bottom-line. The wellbeing of employees thus becomes the sole focus of the company towards stimulating increase in productivity.

This approach is used in all the levels of the company hence providing employees with an opportunity of maximizing their capabilities (Jerome, 2013). Strict approach within a company does not necessarily result in optimal productivity. Creating an environment where the needs of employees are understood is key to productivity. Positive perceptions and motivation within the workforce allows employees to find satisfaction in the service they give to a company.

The importance of motivation to organisational progress includes the enhancement of the perception of security within the workforce. Employees render their services on the promise of receiving a certain amount of pay within their contract with the employer (Fernandez & Pitts, 2011). Safety at the workplace includes being given protection against harm while working and being remunerated fairly for work that puts ones wellbeing at risk.

Another aspect of safety at the workplace includes job security which dictates how long an employee is guaranteed within an organisation. The ability of the management in making in promoting a perception of safety within the workforce helps to ensure that their focus can be directed towards productivity (Watson, 2013). This will result in an increase in performance levels across the organisation as employees will gain a greater sense of commitment towards the organizational objectives.

Kellogg's has structured its work environment to ensure that employees feel as part of the organisation. The creation of a sense of belonging is critical towards attaining optimal levels of productivity within an organisation. One of the ways that the company has been able to attain this includes paying attention to what motivates employees and what influences them to behave in a certain manner within the workplace. For instance, if an employee is less worried about their safety while at the workplace, then their focus can be redirected towards better performance (Burrow, Kleindi, & Becraft, 2013).

Safety is one of the needs under the Maslow's hierarchy of needs. This includes ensuring aspects such as healthcare insurance and necessary medical checks are adequately catered for by the organisation depending on the nature of tasks assigned to each employee. Job safety in terms of continued employment into the future also promotes better performance since employees can relate their current input as part of their future development (Fernandez & Pitts, 2011).

Another aspect of Maslow's hierarchy of needs employed at Kellogg's includes taking care of physiological needs of employees. This includes allowing employees to choose benefits that are more in line with their individual lifestyles. Giving employees the ability to choose between different options helps to ensure greater satisfaction as each employee will settle for an option that results in the highest levels of personal satisfaction (Watson, 2013). This also helps to create the perception that employees are part of the decision making process with an organisation.

Kellogg's also offers its workforce competitive salaries which play a huge role in encouraging customer loyalty. The outcome is that employees are less likely to leave the company for its competitors which reduces the employee turnover rates. In addition, greater loyalty allows the company to focus on investing in the workforce to ensure greater levels of productivity.

Another importance of motivation to an organisation can be seen in how it drives employees towards self-actualization. The Maslow's hierarchy of needs describe self-actualization as the ultimate goal of each human being. This represents attainment of growth to the highest levels of an individual's capability (Jerome, 2013). Therefore, the level of actualization tends to be different across different people. However, it comes with a general sense of accomplishment and satisfaction in one's input towards a particular program.

Kellogg's has created an environment that encourages employees to undertake projects that are challenging which not only stimulate the perception of responsibility, but also acts as a force towards self-actualization. By giving employees challenges and the freedom to determine how best to tackle them increases the feeling of ownership in the eventual outcomes (Burrow et al., 2013). This plays a significant role towards self-actualization and improved performance within the company.

Given the amount of time that employees spend within an organisation is significantly high, it is crucial to monitor the motivation levels of employees. This includes finding ways to make employees realize that the company recognizes their individual contributions (Jerome, 2013). One of the ways that this is attained includes the creation of awards and giving recognition to employees who show exemplary performance. However, the challenge of maintaining a connection between the lowest ranked employees and the top management seems to grow as the company becomes bigger.

This may lead to feelings of disappointment among lower ranked employees who may view that the company barely recognizes their input. Effective management should ensure that such groups are effectively catered for as the company expands (Fernandez & Pitts, 2011). This increases the level of satisfaction in their roles consequently leading to an increase in productivity.

In conclusion, motivation and perception are important aspects of management at Kellogg's allowing the company to enjoy benefits of overall development of its workforce. The benefits include low levels of absenteeism and greater loyalty towards the company. This allows the workforce to channel their enthusiasm towards optimal productivity (Watson, 2013). The company has also been able to channel its vision of enriching and delighting its customer base by incorporating personal growth as a goal among its workforce.

The identification of the Maslow's hierarchy of needs as a motivation management tool ensures that all parties are driven towards self-actualization (Jerome, 2013). Moreover, Kellogg's management style is an illustration of how motivation and perception can be utilized for employee personal development and organisational growth. This continues to foster positive perceptions of the company among employees consequently influencing their productivity positively.

References

Burrow, J., Kleindi, B. A., & Becraft, M. B. (2013). *Business Management*. Boston, MA: South Western Cengage Learning.

Fernandez, S., & Pitts, D. W. (2011). Understanding employee motivation to innovate: Evidence from frontline employees in United States federal agencies. *Australian Journal of Public Administration*, 70(2), 202-222.

Jerome, N. (2013). Application of the Maslow's hierarchy of need theory; impacts and implications on organizational culture, human resource and employees performance. *International Journal of Business and Management Invention*, 2(3), 39-45.

Watson, T. J. (2013). *Management, organisation and employment strategy: new directions in theory and practice*. Hoboken: Taylor and Francis.