



Developing Workplace Critical Thinking

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Executive Summary

The deployment of consequences by leaders has an impact on both employee behaviour and beliefs. Beliefs influence behaviour. It also mentioned the possibility of either favourable or unfavourable outcomes. Unfortunately, the kind of significant culture change that most leaders desire in an organisation is not achieved by depending just on penalties to modify behaviour. This is because personal ideas have a big impact on how people act. This essay will clarify the connections between beliefs, values, and behaviours as well as the reasons why genuine attempts to transform a culture seem to proceed so slowly. Contrary to assumptions, values have far richer historical roots. Values show one's priorities in life. Values can take many various shapes at the personal level, such as trust, compassion, and empathy. Organizational values include responsiveness, security, and accountability (Wilsonpermal.com).

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Introduction

In essence, this report identifies and characterises a selected organisation. The major theory and theories of King's College Hospital address the organization's numerous beliefs, attitudes, and ideals after a brief introduction of the organization's history. Additionally, it was investigated how particular organisational changes for the post-Covid mindset will help the organisation deal with its current issues and increase its resilience going forward. the introduction of a reflective learning journal and a study of the various attitudes, values, and beliefs that exist in the setting of the workplace and how they affect behaviour at work.

Background: Kings College Hospital

One of the biggest and busiest teaching hospitals in the UK, King's College Hospital sees about 1,000,000 patients annually and employs about 7,000 people. A comprehensive neighbourhood hospital serving the London boroughs of Lambeth and Southwark as well as providing specialised care to patients from beyond the area, Kings has a distinguished reputation. For its work in severe trauma, haemato-oncology, stroke, neurosciences, liver disease, and transplantation, the Trust has gained renown on a global scale. King's College London, its academic partner, also contributes significantly to the instruction and preparation of students studying medicine, nursing, and dentistry. (Kch.nhs.uk).

As one of only five AHSCs in the UK, King's brings together an unmatched breadth and depth of clinical and research knowledge in the fields of mental and physical health. King's combined abilities will enhance patient care, enabling patients to take advantage of advancements in medical science and receive cutting-edge treatment as soon as is practical. King's partnership brings together:

One of the top 30 colleges in the world, three of the best NHS Foundation Trusts in the UK, three of the top NHS Foundation Trusts in the country, and services offered at more than 225 locations, including seven hospitals and community and mental health centres.

- There are 2.7 million patient contacts annually.
- 29,000 workers.
- With a combined annual turnover of £2.6 billion
- 24,000 pupils.

to improve health and wellbeing by combining top-notch research, treatment, and instruction (Kch.nhs.uk).

The helipad, which has transformed trauma care in southeast London and Kent, serves more than 4.5 million people. King's became the first major trauma centre in London to be given approval for air ambulances to come at night in 2019 to ensure that patients have access to highly specialised care whenever they need it. The Shelford Group, which consists of the top 10 NHS Trusts with effective teaching and research initiatives, includes King's. Patients go from all over the world to King's because of the staff's expertise and compassion as well as their reputation as leaders in medical research (Kch.nhs.uk).

In addition to funding clinical trials and working toward a more environmentally friendly NHS, Kings College Hospital will do original research. Kings College Hospital's Strong Roots, Global Reach strategy lays out our bold vision: to have smart people, to provide patients with great care, to be a leader in research, innovation, and teaching, and to place diversity, equality, and inclusion at the heart of everything we do. Kings College Hospital's approach will allow patients to develop into a completely new type of hospital by putting a strong emphasis on their requirements. As part of a well-coordinated and supervised healthcare system, together with GPs and other healthcare providers, will offer the greatest standard of treatment to all patients (Kch.nhs.uk).

Key Management Theory/Theories

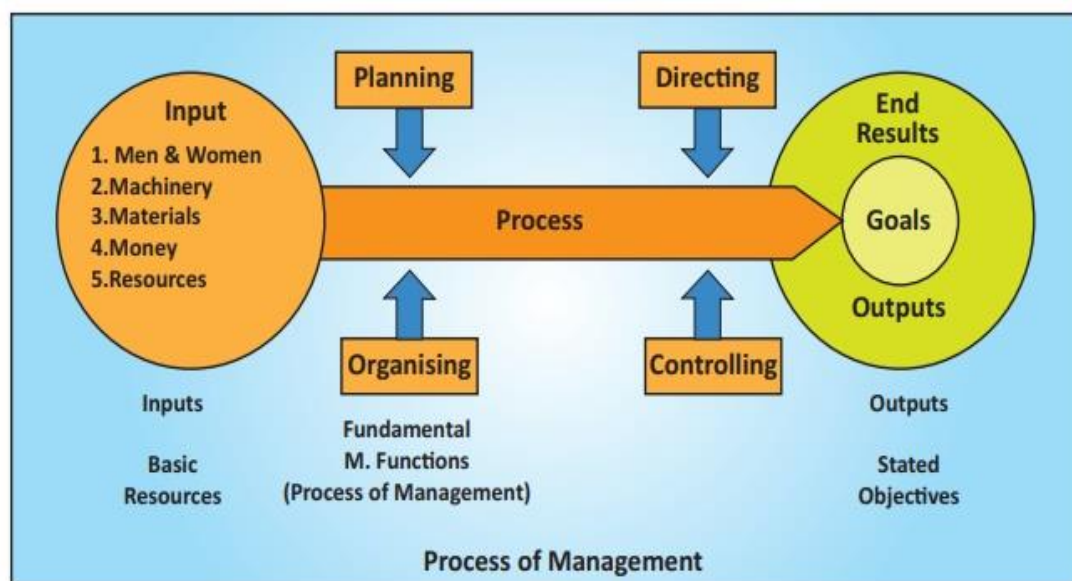
Frederick Taylor's Scientific Management

Frederick W. Taylor was a pioneer in the investigation of how to maximise worker productivity (1856–1915). The "Taylorism," a set of four scientific management principles, was developed by Taylor, a mechanical engineer by training. These ideas recommend using a scientific approach to determine the best way to complete a task in the workplace rather than merely relying on workers' judgement or personal discretion. Taylor stated that work should be broken into multiple smaller portions to obtain consistency and specialisation. He concluded that managers should provide employees thorough training, place them in roles that are best suited to their skill sets, and closely monitor their performance (Economicsdiscussion.net).

Taylor, however, was so preoccupied with increasing workplace efficiency that he neglected to consider the humanity of the individual in favour of determining how to complete any given task in the most effective manner. Today, though, it isn't widely applied. Taylor's thesis does provide insight into workplace efficiency, the necessity for training methods, and the significance of employee and management cooperation. (Economicsdiscussion.net).

The setting in which the healthcare information base is administered is complex. Despite centralised command and control structures, healthcare organisations are made up of multi-level and multi-site interlacing networks with strong local front-line micro-systems active in interpreting policy direction. The nature of healthcare knowledge is defined by the abundance of information, fragmentation, distribution, and significant context dependence. Healthcare practise demands coordinated action when there are ambiguous, rapidly changing variables that could result in high failure costs (Economicsdiscussion.net).

The development of capabilities to carry out innovations supported by evidence is a crucial aspect of healthcare government programmes in the UK. Approaches to improving evidence-based decision making in healthcare have only lately shifted their attention away from innovation as a linear, technological process governed by psychological and cognitive theories of individual behaviour change and toward organisational interventions (Google.com).



Principles of Scientific Management- Principles of Management Theory

Key Theory/Theories of Kings' College Hospital

About 11,000 people work for the NHS Foundation Trust, Royal College of Physicians. Hundreds of workers at King's College Hospital have agreed to the "nudge hypothesis" to protect their wellness throughout the pandemic. The hospital has embraced Only Human for the first time, a workforce-wide programme that uses behavioural insights to inspire frontline staff to take steps to protect their physical and emotional wellness. The choice was selected after King's ran the campaign as a test last year, and emergency and critical care professionals saw positive results at a particularly challenging period of the pandemic ([Ashninnovationexchange.co.uk](https://ashninnovationexchange.co.uk)).

The programme employs a peer-to-peer technique to motivate staff members who occasionally struggle to recognise their own signs of stress to identify early signs of stress in co-workers and utilise these tools to take quick action. These include establishing quick huddles before and after shifts, drinking adequate water, regularly checking in with co-workers to make sure they are taking breaks, and just being kind to one another ([Ashninnovationexchange.co.uk](https://ashninnovationexchange.co.uk)).

There is a necessary minimum of bureaucracy in any complex system that cannot be eliminated. Rules and procedures are essential risk management tools because they protect people from harm, uphold national standards for treatment and outcomes, and control risk. However, excessive bureaucracy restricts the level of care that staff members may offer and hinders their ability to manage risks, come up with creative solutions to problems, empower others, and be flexible. This interferes with the outcomes that the processes are intended to produce and has a negative impact on staff retention, morale, and wellbeing ([Ashninnovationexchange.co.uk](https://ashninnovationexchange.co.uk)).

It is believed that administration and patient coordination take up most of a community-based clinician's time, and over time, the amount of paperwork associated with crucial procedures like medical assessments has grown. The COVID-19 outbreak has shown that streamlining administrative processes can free up staff members' time to concentrate on patient care. In recent weeks, leaders in municipal and federal healthcare have put into practise policies that have been discussed for years. Thanks to management and regulators who have stopped some data obligations and accelerated inspections, frontline staff are now liberated and empowered to focus on providing the best care possible. With these lessons in mind, it is now possible to improve patient outcomes and care receiver experiences by designing a post-pandemic world where staff are free from needless administrative restraints (Government.gov.uk).

Critical Evaluation of the Theory/Theories to assess how someone with different belief, attitudes and values might interpret the theory differently

Different Belief

The nudge theory accounts for the attitudes, knowledge, abilities, and other traits that people have by acknowledging them (whereas autocratic methods ignore them). The nudge theory's foundation is based on the acknowledged and accepted realities of circumstances and human nature (unlike traditional forcible instruction, which often ignores or discounts the reality of situations and people). Fundamentally, the Nudge theory encourages people to make decisions that are knowledgeable, positive, and ultimately beneficial to the environment and society. These fits given where it started. (Businessballs.com).

Attitude

The goal of nudge theory is to "change" people by better understanding and managing the "heuristic" influences on human behaviour. Behaviour depends on selecting a course of action from the available options. The design of choices, which affects people's decisions, is the central concept of nudge theory. In contrast to how leaders and authorities have historically (and frequently mistakenly) assumed individuals think and make decisions, the Nudge hypothesis suggests that decision-making should be based on how individuals think and make decisions (logically and rationally) (Businessballs.com).

Values

Leadership, motivation, change management, and many other aspects of personal and self-development are among the many areas where the nudge hypothesis is applicable. The nudge theory provides an excellent framework for detecting, analysing, and changing the influences and decisions that businesses, governments, and other authorities now subject individuals to. Even though the founders of the Nudge theory did not intend for it to be, the reality that so many of these decisions and influences have such severe negative consequences on people makes this a key area of potential for the development and application of the theory (Businessballs.com).

Organisational Changes for the post-Covid mindset in terms of beliefs, attitudes and value systems that may help the organisation to tackle the challenges they face now and create more resiliency for them in the future

The Covid-19 outbreak has given frontline medical staff at King's College Hospital an experience unlike any other. Staff members have worked tirelessly to offer care for patients, even some who were ill. In addition, there is a greater context of worry and uncertainty about potential threats and shifting circumstances, as well as a breakdown of the body's natural coping mechanisms due to limitations (Kcl.ac.uk).

As part of our Kings College Hospital employee support programme, King's created the campaign to encourage staff to take care of themselves and one another through a variety of concepts and simple steps. The programme was put into place by King's across several teams, divisions, and Wellbeing Hubs, including Emergency and Critical Care. To provide patients with the best care possible, the staff must first have access to sufficient resources. When under greater stress, higher degrees of self-care and caring for one another are necessary (Kcl.ac.uk).

King's team has analysed data from 1,459 ZOE Health Study participants who had suffered post-covid syndrome, also known as long COVID, for more than 84 days. The information contributes to the growing body of evidence demonstrating that long-term COVID is not a uniform illness and necessitates individualised treatment. The team advises that the findings be applied by those investigating the mechanisms and causes of long-COVID, those offering healthcare treatments, and those with the disorder themselves (Kcl.ac.uk).

People who had symptoms for at least 12 weeks fell into one of three categories depending on the symptoms they were experiencing. The largest group of the alpha and delta variants, which is the most common subtype, was characterised by a variety of neurological symptoms, including fatigue, mental fog, and headache. A second group of patients may have had lung injury if they experienced significant dyspnoea and chest pain. This was the biggest cluster when the population was wild-type and not immunised. Finally, some people reported experiencing a variety of symptoms, such as heart palpitations, aches and pains in their muscles, as well as changes to their skin and hair (Kcl.ac.uk).

Importantly, the data also showed that both vaccinated and unvaccinated people fell into the same categories of symptoms for those who did experience them for 12 weeks or more, at least for versions that contained these data. The most recent data available shows that immunisation reduces the overall risk of long-COVID. Our perspectives kept changing as we became more optimistic about returning to normal life. The crucial question by May 2021 was whether the populace was ready to resume normal life, anxious about society opening too rapidly, or largely content with living under lockdown. The vaccine rollout's effectiveness made it easier to see a way out of the UK pandemic after a winter lockdown. (Kcl.ac.uk).

Most people, or the "Keen," made up half the population; the other quarter was divided into two groups, each of which had distinct motivations for being more reserved. Most of the population, known as the "Concerned," continued to be concerned about contracting Covid-19, the spread of new strains, and whether there were enough immunises for the facility to open. The "Content," or one in seven people, reported to be quite satisfied with several characteristics of the other new way of life. They were happy to interact with fewer people now that they were saving money and enjoyed working from home (Kcl.ac.uk).

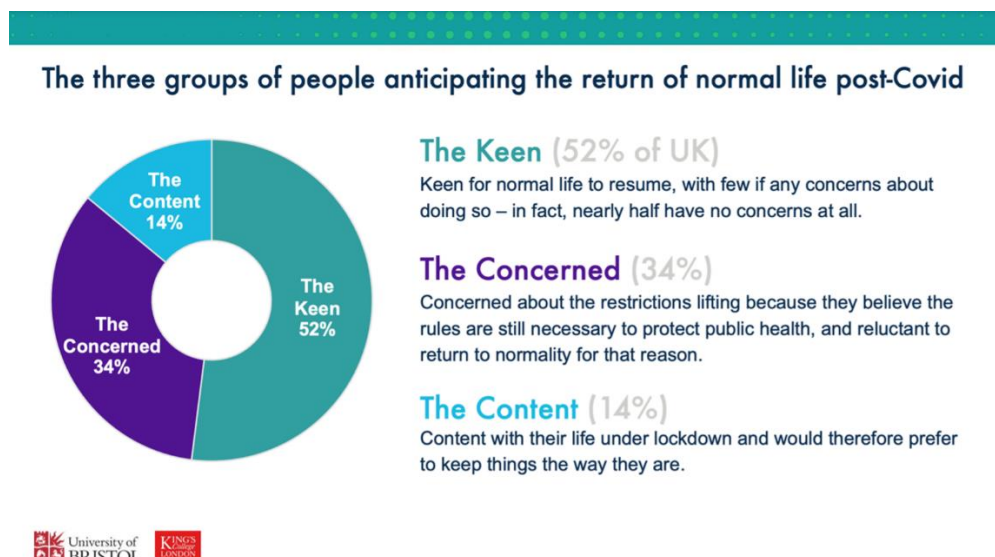


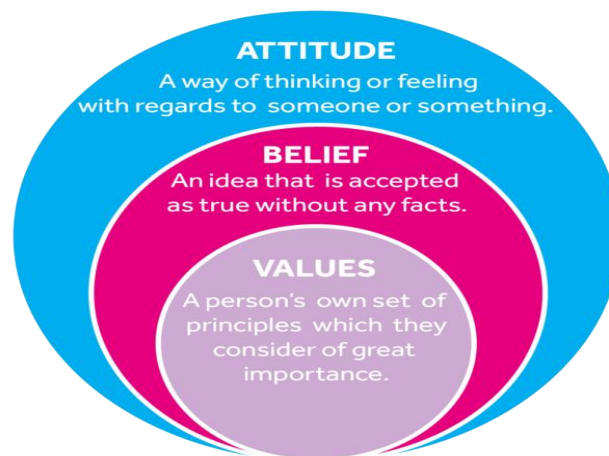
Image: The three groups anticipating the return of normal life post-Covid

Part 2 Reflective Journal

Discriminates between and analyses the difference between – beliefs, attitudes, and values within a workplace context

Values, Beliefs and Attitudes

People's values, ideas, and attitudes are shaped and held together through time by the effects of their families, friends, culture, and life events. Therefore, by the time you reach adulthood, you can feel confident that "no one is going to change my view" and have definite beliefs about nearly anything (Futurelearn.com).



Advocates of adult learning argue that to achieve competence and greatness, one must be able to instruct and assess not only knowledge and skills but also attitudes. If we want to succeed, we must be able to identify the underlying values and worldviews that shape our attitudes. Developing the requisite skills and information is the only method to increase performance. Having the right value and belief systems can affect one's motivation, intention, and level of involvement in each task. Although there may be individuals with the knowledge and skills to carry out a task, only those with a positive attitude toward the task will be motivated, engaged, and purposeful enough to do it (Sagepub.com).

Equality, Diversity, and Inclusion (EDI) in the workplace

Promoting and implementing EDI in the workplace are essential components of effective people management. Creating work settings and cultures where each employee may feel at peace, a sense of belonging, and empowered to realise their full potential is the key to achieving the benefits of EDI. Among the nine protected characteristics in the UK under the 2010 Equality Act are age, handicap, gender reassignment, marriage and civil partnerships, pregnancy and motherhood, race, religion or belief, sex, and sexual orientation. Different nations have unique legal systems (McAndrew, F. 2010).

An effective EDI strategy, however, aims to provide value to the organisation, have an influence on every employee, and promote equality of outcomes in addition to simply abiding by the rules. Examples of characteristics and events from one's own life that fit into this category include the following: Age, caregiving obligations, skin colour, culture, visible and invisible disabilities, gender identity and expression, mental health, neurodiversity, physical appearance, political stance, pregnancy, maternity/paternity, and family status are just a few of the factors that might affect someone's life (McAndrew, F. 2010).

According to psychological contract research, people want to work for companies that use ethical hiring practises. They also seek a sense of worth at work. Businesses must utilise every employee's potential if they want to remain competitive. Employers are more aware of the value of diversity and inclusion in luring and keeping the talent and skills they require. It is critical to establish welcoming and inclusive workplace cultures where everyone feels appreciated, respects colleagues, and their contributions are recognised, in addition to applying suitable and moral people practises (McAndrew, F. 2010).

It might be difficult to get rid of prejudice, bias, ingrained unfavourable views, and unconscious and microaggressions. Organizations should adopt a systematic strategy to promote EDI, which involves developing an inclusive workplace environment, implementing inclusive hiring policies, modelling inclusive behaviour in daily life, and resolving EDI issues in a way that also supports business environments. Behaviour in the workplace to integrate EDI All staff employees should receive EDI training so they can use it in their daily jobs and interactions with co-workers. Include equality, respect, and dignity for all people among the key principles of your company and ensure that both employees and the company continually support these principles. Describe the beneficial actions that promote commitment. Make it clear that upholding the standards is everyone's duty. Managers have a crucial role to play in promoting diversity and acting inclusively, thus incorporate employee diversity initiatives (EDI) into frameworks for performance management and other managerial responsibilities (McAndrew, F. 2010).

Benefits of EDI in the workplace

Research has shown that diversity and inclusion have many benefits, including lower costs, better access to talented workers, better products, and services, improved corporate image, improved creativity and problem-solving skills, better decision-making, greater flexibility, increased productivity, improved organisational performance and efficiency, increased trust in relationships, increased employee commitment, and better customer relations and service. For social justice purposes, more equal representation of women and minorities may be advantageous. (Assets.publishing.service.gov.uk).

Drawbacks of EDI in the workplace

It has been demonstrated that diversity has negative effects on discrimination, performance in roles and outside of roles, conflict, absenteeism, employee attachment, and extra-role costs and losses for the company. The environment in which diverse teams work influences how effective they are. History of team collaboration, leadership, and societal/cultural perspectives are a few of them. Additionally, they include group comprehension and communication. (Assets.publishing.service.gov.uk).

Critically assesses organisation's own beliefs attitudes and values systems and their impact on workplace behaviour

The part that ideas like beliefs, attitudes, and values can play in contemporary methods of human resources management that deal with employee motivation. Today's workers take a diversified approach to motivation. Particularly in large organisations like multinational businesses, complex professions can involve a diverse variety of tasks and a complicated network of internal relationships. In these circumstances, especially in middle and senior management posts, employee motivation depends on a combination of intrinsic and extrinsic motivation. An effective motivating strategy may be justified by examining the connection between an employee's beliefs, attitudes, and values and the way they get motivated (Researchgate.net).

In essence, there can be a precarious balance between the requirement to support employee welfare and efficient resource use of raw materials and energy on the one hand, and the demand for company expansion and profitability on the other. Customers may clearly have a significant impact on how firms operate by demanding that the goods they purchase be reasonable in price, of sufficient quality, and not too expensive for the environment or the welfare of the workers who produce them (Researchgate.net).

Beliefs, attitudes, and values – conceptual framework

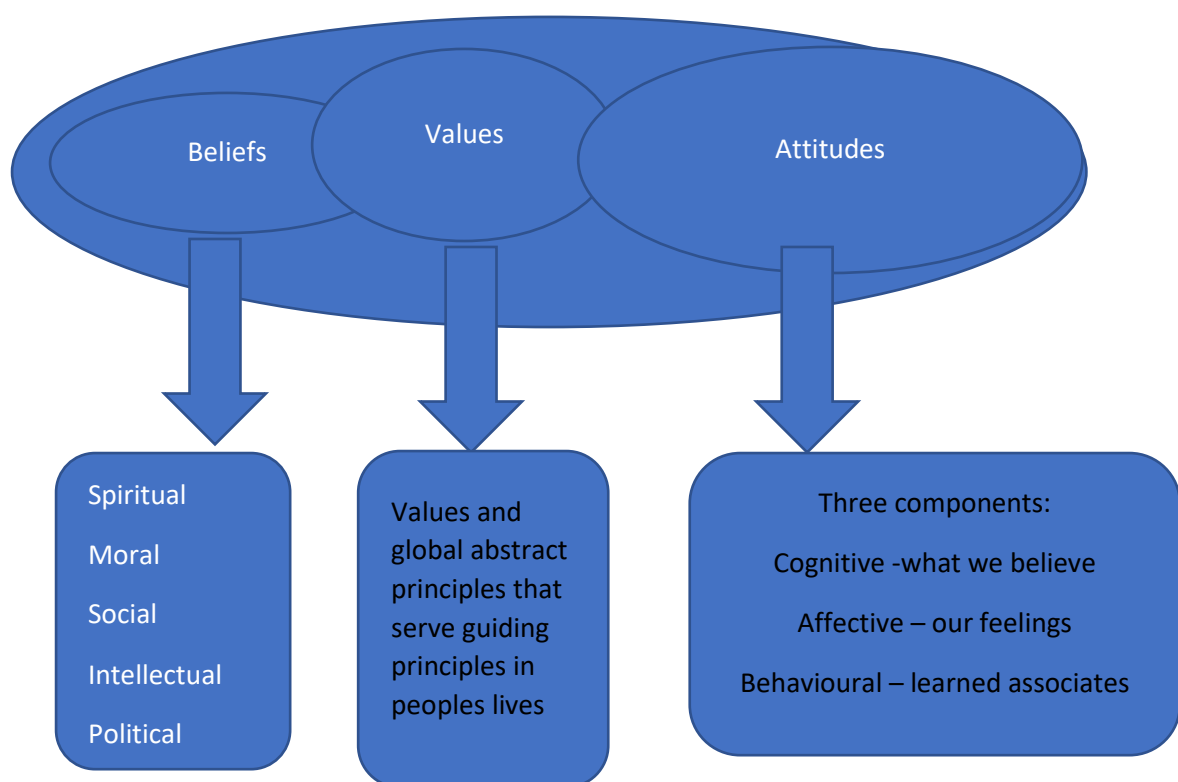
Many experts believe that certain sociological and psychological categories named by the notions of beliefs, attitudes, and values are particularly significant in the current environment of managerial and marketing scientific literature. Beliefs are basically the presumptions that everyone has regarding oneself, towards others, and regarding numerous events that are occurring in his or her own life (Researchgate.net).

A belief is a conviction held internally that something is true, despite being illogical or unreasonable. As significant traits like honesty, integrity, and openness are regarded as core values, values represent characteristics of the world we live in. Values are an individual's evaluation of the importance or value they assign to certain things; they frequently manifest in the way people live their daily lives. The subjective ones differ from culture to culture and from individual to person, but the objective ones are those that can be physiologically identified. Whether social, ethical/moral, or artistic qualities, they frequently concur with the person's opinions. Values can be seen of as guidelines for the right course of action or result, and by influencing behaviour and attitudes, they can serve as a window into the character of a person (Researchgate.net).

A person's attitude is how they respond to the behaviours of other people and external factors. People's views and ideals influence the way they behave in particular ways. If people wish to accept diverse cultures and behaviours as successful managers, they must adapt their behaviour in a positive way. The attitude of a person is how they use their words and actions to convey or apply their beliefs and ideals (Researchgate.net).

A positive or negative evaluation of things, situations, acts, or thoughts in one's immediate environment can also be a manifestation of attitude. Experts claim that attitudes are typically the outcome of a learning process (Doob, L. W., 1947). To explain how attitudes are developed, theories including classical conditioning, instrumental conditioning, and social learning have all been used (Researchgate.net).

The intercorrelation between beliefs, values, and attitudes:



Source: <https://docomo.hubpages.com/hub>

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

The difference between beliefs, attitudes, and values

Instead of imposing our personal beliefs on our team members or clients, who may have different values, attitudes, and ideals, a real manager is aware of and prepared to pick the professional values. Our assumptions about ourselves, other others, and the specifics of how we expect things to be are called beliefs. A person's or client's views have an impact on every facet of their everyday lives, including how they dress. These convictions could be religious, societal, or public, or even cultural practises. (Studybayhelp, co.uk).

Kolb's Learning Cycle states that we must consider our past experiences, draw on our existing knowledge, and seek out new concepts and rules to learn. Then, these concepts and guidelines might be used in brand-new circumstances. Without reflection, he emphasises, we would just keep making the same mistakes. What we see, hear, feel, experience, read about, and think about has an impact on our beliefs. We form a belief that we uphold as true based on these factors. Our principles, which may or may not be accurate when compared to the data, remain true for us since they are based on our beliefs. Experience or research may also help us to solidify our values and ideas. When we engage in actions that are at odds with our earlier beliefs, goals, and principles, they may alter with time (Studybayhelp, co.uk).

Being a manager in a company requires an understanding of one's own values and ideas as well as the significance of preventing them from influencing how one interacts with employees. Maintaining personal values in isolation from interactions with clients or employees is essential for maintaining professionalism. This suggests that rather than instructing clients what to do, it's crucial to let them make decisions based on their own views and values. Sometimes, when working, we assess our behaviour, but we're not always conscious of how different it could be from that of individuals around us (Studybayhelp, co.uk).

The foundational ideas of management theory can be used to create an efficient corporation. The ideas and ideals of the organisation must be considered when creating a strong organisational structure. Because it addresses the individualization of labour, behavioural management theory is also referred to as the human relations movement. Theorists of behaviour believed that increased productivity would result from a greater understanding of human workplace behaviour, including motivation, conflict, goals, and group dynamics (Studybayhelp, co.uk).

The behavioural/human relations paradigm states that managers should foster a secure workplace where workers believe their opinions, suggestions, and contributions are appreciated. When employees are encouraged to consider their work and inclinations, they are more motivated to be more profitable. Some managers have a penchant for keeping their employees close to the vest, which limits both their and the team's room for advancement. Offer a location where their skills will be valued rather than encouraging and helping those. This raises spirits and promotes creative methods of brainstorming and idea exchange. Additionally, it benefits you as their boss when the business perceives your excellent staff favourably (Studybayhelp, co.uk).

The Maslow Hierarchy of Needs theory aids managers in understanding how to inspire employees. It is still applicable today for understanding human motivation, leading others, and developing yourself. In fact, Maslow's views regarding the Hierarchy of Needs are more relevant than ever. More than ever, there is a need for and a duty on the part of employers to foster an environment at work that inspires and helps people to realise their potential (personal actualization) (Studybayhelp, co.uk).

For a director overseeing a huge workforce with a variety of ideas, attitudes, costs, etc., cultural differences can be challenging. Any detail, no matter how little, could be misunderstood. Most of your employees, as a manager managing a variety of staff types, won't think as you do. It's crucial for managers to fully understand that there are always solutions to each issue. However, some managers with other leadership ideas never even say something as simple as "well done!" or "thank you!" for a team member's hard work. A competent manager must take the time to acknowledge and appreciate the work that their personnel has done as well as to encourage them. The best approach to achieving excellent leadership might be to demonstrate genuine care and respect for the team (Phdessay.com).

The primary focus of behavioural theory is leadership behaviours. To motivate, support, and inspire their team, leaders either decide what must be done or involve them in decision-making. Unless you don't have to because they are your source, you should involve your staff in decision-making if you want a successful result. If the choice is based on the health and wellbeing of the service consumers, collaboration is essential. Although team composition is important because it can be difficult to choose when there are many possibilities, others are counting on the team's opinion to guide them in making judgements. The behaviour of a boss or leader has an impact on productivity. As just a result, market leaders exhibit a range of behavioural characteristics and know which one to apply in which circumstance (Phdessay.com).

Recommendations

This section is essential because it presents recommendations for potential changes and provides direction for the post-Covid mindset in terms of ideas, perspectives, and value systems that could aid the organisation in resolving its current issues and boosting its resilience in the future. Communication is the key to motivating co-workers since everyone can coexist with varied viewpoints, attitudes, and values in the workplace. This entails doing an "after-action review" to gather information and insights on the pandemic's lessons, prioritising activities to increase present corporate value, and developing long-term strategic resilience. Companies who take these actions now will be well-positioned to profit from the COVID-19 comeback prospects and to keep their market leadership when more certainty and stability return.

Conclusion

The findings draw attention to the variations in beliefs, attitudes, and values at work. utilising information from several theories, hypotheses, and other investigations done at King's College Hospital. More resilient businesses will be created in the future to address the new business issues based on the research into how the workplace will change for the post-Covid business climate. The workplace needs to transform for inclusive, sustainable growth to maximise each employee's contributions. To attain the greatest development and sustainability, every sector, industry, and function must reinvent itself.

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