



DEVELOPING WORKPLACE CRITICAL THINKING

BA LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

Faculty of business and management

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Abstract

This report defines critical thinking and its development within a workplace. It presents the implications of critical thinking in workplaces and how it influences all aspects of the business starting with the values, beliefs, and attitudes of the individuals in a workplace. A case study of Procter and Gamble is used to explain the role played by the building blocks of critical thinking such as values, beliefs, attitudes in product development, leadership development and the relevant management theories most applicable to ensure the success of the business. Because beliefs values and attitudes are dynamic, the success of the company may require flexibility when critically analyzing and setting the values of the company and setting company goals in the long run. However, it was essential to make a consideration when discussing the extent to which the values, attitudes, and beliefs are dynamics based on the fact that Maslow's hierarchy of needs is not as equally dynamic and their free to a certain extent the values beliefs and attitudes do not change. The report explains the functions of management and different theories of management and how Procter and Gamble use corporate social responsibility to push product development and innovation.

1.0 Introduction

The need for critical thinking has risen the increasing technological advances in workplaces in contrast with the evidential adult employee participation in the practice of critical thinking. Several studies in the past indicate the definition of critical thinking as the purposeful use of strategies alongside skills to maximise the chances of acquiring desirable results which individuals learn through unusual situations (Halpern, 1998).

1.2 Critical thinking

The practice of using purposeful reasoning to understand a situation by assessing the available evidence alongside giving careful thought to the thinking process (Chatfield, 2018). It involves the willingness as an attitude to thoughtfully consider results based on one's experience in problems and the subjects, awareness in the reasoning and logical inquiries methods and lastly a certain level of competence inapplicability of the methods (Glaser, 1941).

In short, critical thinking is, a self-monitored, focused, disciplined and a corrective way of thinking. It assumes acknowledgment of precise excellence standards and a civil applicability procedure. Other skills such as effective communication, resilience in dealing with socio-centric and egocentrism and the ability to solve problems (Paul and Elder, 20018).

2.0 A case study of Procter and Gamble

Procter and Gamble (P&G) is a leading consumer goods company in 180 countries, and it has been in existence for over 175 years. The company was founded on three essential elements passed down from one generation to another. These include the purpose of improving the lives of their consumers in meaning full though small ways, the values determining their organizational culture, and lastly the principals used to conduct their day to day business.

Procter and Gamble have built its generic strategy on product quality and value and hence thrusting the company's market performance while exerting substantial influence on its managerial decision process. These decisions range from research and development, marketing and innovation. The company has put more emphasis on the growth strategies which guarantee the maintenance of their position on the top as a good consumer company. These growth strategies include product development, market penetration, diversification and market development strategies.

Procter and Gamble has a unique approach towards the development of leaders within the organization causing the tremendous growth of their business in all regions where their product is sold. Diversity alongside depth and breadth of experience is central in their leadership.

Procter and Gamble's organization structure, comprising of a market and selling operations, Global business units, corporate functions and global business services focusing on the scaling of its global services benefits to fit the local retail customers in their regions of operation. The P& G product portfolio is made up of 10 products namely; Family care, Fabric Care, Oral Care, Feminine Care, Baby Care, Grooming, Home Care, Hair Care, Skin and Personal Care and Personal Health Care.

2.1. Beliefs, Values, and Attitudes

A belief however incoherent and arguably as it may be is the perception that something is right for example the notion of the existence of a life after death (Anderson & De Silva, 2009). Workplace values take center stage in theories of motivation & quality regarding experience at work (Johnson et al., 2007). Values are influenced by the individual needs and the social environment (Salancik and Pfeffer, 1977).

In workplaces, employees tend to adapt to the facts associated with the job according to dominant socialization at work and in the process reinforce work values that enable them to make better choices of jobs at their initial stages (Mortimer and Lorence, 1979, Johnson, 2001b, Gruenberg, 1980, Mortimer et al., 1996, Lindsay and Knox, 1984).

Beliefs

There is an argument that a goal-directed and intentional nature of perception when acquiring knowledge necessitates linking beliefs to goals (Chinn and Rinehart, 2016). The level of importance or worth that an individual believes something to be is the value that a person has for that thing (Anderson & De Silva, 2009).

Beliefs such as behavioral beliefs tend to influence one's attitudes. The attitudes if contrary tend to disrupt work processes, while normative beliefs tend to affect what an employee may think their supervisor thinks of them. Control beliefs tend to affect one's choice of engagement with colleagues at work (Downs & Hausenblas, 2005).

Procter and Gamble believes in showing respect all everyone, there is no difference between the company and individual interest and that everyone should continuously develop themselves to develop mastery in his or her craft.

Values

Workplace values form the fundamental principles upon which the choices between what is right and wrong in workplaces are built. The values in workplaces determine the attitudes and behaviors of the team members, and identification and later understanding these values in workplaces make it easier for the company to operate effectively. It is these values that set a tone for the organization's culture (mindtools, 2018).

Figure 1. Procter and Gamble's Values



Source:(Procter and Gamble, 2018)

Evidently workplace values do have a bearing on the aspirations and goals of the workers based in their positions in the industrial society, and different members of social classes are seen to vary their attachment to values and the job differently (Kohn, 1969, Goldthorpe et al., 1968, Halaby, 2003, Kohn and Schooler, 1969,).

In contrast, Johnson (2005) argues that work values are dynamic; this may be because the relevance of specific jobs in a work environment varies from time to time, due to life after work events, work experience, midlife crisis, childbirth and essentially retirement.

Values form the foundation of an individual's personality, whereby they play a central role in determining the choices made by individuals and how or what these individuals and organizations choose to devote their energy (Posner and Schmidt, 1996, p. 277). In a bid to

reinforce workplace values, many organizations tend to focus on rewarding the stakeholder's experiences, since people tend to value things perceived achievable of those already achieved (Kohn and Schooler, 1973).

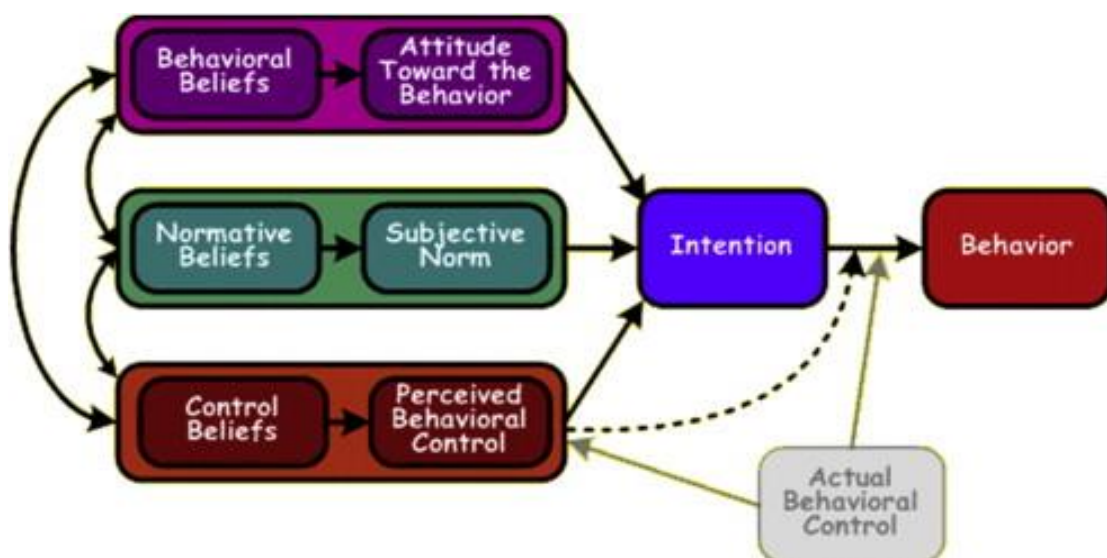
Procter and Gamble's organizational culture is founded on three unique elements, one of which is values. These are reflected in the employee behaviors and mirrored in their tone of how they do things. The values include Leadership, trust, ownership, passion for winning, and Integrity.

Attitude

The way a person applies and expresses their values and beliefs through words or behavior is called an attitude (Anderson & De Silva, 2009). Attitude is the constant general positive or negative feeling towards an object, issue or someone (Petty and Cacioppo, 1981, p. 7).

The attitude was also defined as a psychological tendency expressed through the evaluation of a single entity regarding levels of favoring or disfavoring (Early and Chaiken, 1993, p. 1). Attitude determine one's perception of their environment concerning what they hear or see and how they interpret and act upon the information they receive (Allport, 1935, p. 806).

Figure .2 How attitude influences behavior



Source: Marlow et al (2012)

As shown in figure.2, Marlow et al (2012) asserted, that according to the theory of planned behavior, one's behaviors determined by their intent depending on the situation. However,

one's intent to do something, in turn, be a function of their attitude, perceived control of their behavior and expectations of their colleagues.

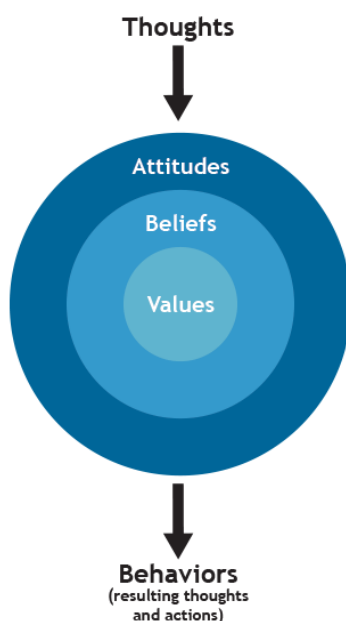
2.2 Impact of attitudes in a workplace

A positive attitude in a workplace creates an environment where colleagues support each other in working as a unit producing a chain of positive outcomes as they work in collaboration with morale and creativity, while a negative attitude does the exact opposite breeding contempt, mistrust and lack of initiative (McQuerrey, 2018).

An individual with a positive attitude often has the conviction which spreads optimism to their environment which in the end makes them a psychological value capital in the society. They would often do this by putting more concentration on the positive side of things (Mohanty, 2009).

2.3. How Beliefs, values, and attitudes affect each other

Figure 3. The relationship between Beliefs, values, and attitudes.



Source: (Folk et al., 2018).

Figure .3 illustrates a relationship between attitudes, beliefs, and values whereby thoughts tend to become attitudes, which in turn constitute one's beliefs system and consequently this

has a major bearing on one's values. Values significantly influence one's behaviors (Folk et al., 2018).

Procter and Gamble demonstrate this relationship through their purpose, values, and principles in which their organizational culture is hinged on the belief in a common cause (purpose) which maps out Figure .2 their approach to the work (attitude) in order to demonstrate what they stand for as a company (Values).

3.0 Management theories

Managing is one of the most human activities. From the time when individuals started getting together into groups with an aim to attain a goal which they otherwise fail to accomplish on their own, they had learned to collaborate through individual efforts to manage the situation. Today group efforts have become the backbone for the society's continuity as well as causing organization growth in a small organization as the need for management grows with the organizations (Chavda, 2007 p.21).

Management by Objective

The theory involves the involvement of a group of people to accomplish a specific objective, with everyone taking full responsibility for his or her part of the plan and negotiating any plan to change to attain the objective (Ingham, 1994).

Contingency theory

The contingency theory emphasizes the management's ability to control and influence the group's leader-member relations, a position of power and task depending on the situation at hand (Fielder, 1966).

Scientific management theory

The scientific management theory involved the breakdown of complex tasks into small subtasks and perfecting the subtasks to maximize performance. The scientific theory met so much criticism because of the nature in which it dehumanized workers into machines. The theory emphasized training of workers to perfect a task rather than allow them any personal discretion. Management then reinforced the standardized way of carrying out the task to the workers (Taylor, 1911).

Bureaucratic management

The Bureaucratic management theory was designed by Max Weber, and it focused on the structuring of guidelines and procedures when managing an organization. Founded on the principals of hierarchy, rules, procedures, and division of labor the theory had consisted behaviors of employees, clearly defined job roles and a guaranteed behavioral system, eliminating any confused between employees and therefore boosting productivity (Kitana, 2016).

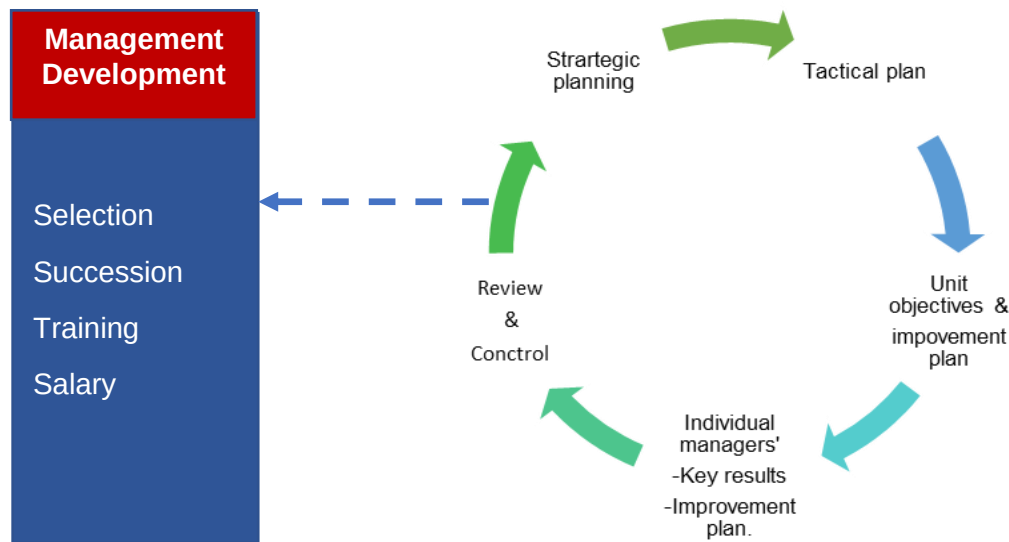
3.1 Management by Objective

Drucker's Management by objective theory would require that the managers would set a specific objective to be achieved; and the managers would continuously be encouraged to engage their subordinates on what needs to be done to archive the set objective (Drucker, 1954). MBO essentially became a system which managers use to engage with their subordinates when setting objectives which in the end would fall under the sole responsibility of the subordinate to achieve. The theory is based on a Dialogue system when it comes to developing and passing objectives and plans from one level of the organization to another (Thomson, 1998).

3.1.1 Advantages and disadvantages of Management by objectives

The integration of needs of both the managers to grow and develop with those of the company to specify and attain its profit objective turned MBO theory into a rewarding and at the same time demanding theory of management. This would ensure productivity due to the clarity of the objectives for both sides. However, the challenge lays with the rapidly changing business environment where job specialization is reducing the number of managers produced every day, and yet most companies want to stick to the traditional way of doing things (Chavda, 2007 p.185).

Figure .4 Management by objective cycle



Source: (Chavda, 2007).

Like Procter and Gamble, the talents and skills of their employees are the primary sources of competitive advantage, and therefore emphasis is put on building and managing their talent pipeline from within. Leaders are developed in just the same way innovative products are developed and deployed at different management levels. This means that employed development takes place alongside tasks and objectives' development (Procter and Gamble, 2018).

3.2 Scientific management theory

The scientific management theory stressed the scientific selection and training of employees by use of analytical skills during both the recruitment and training of employees (Taylor, 2004). More concertation was put in the improvement of effectiveness and efficiency of workers, productivity and work performance through the division of labor, specialization, and training of workers alongside incentives (Kitana, 2016).

P&G tends to employ the scientific management theory during the product development by focusing on minimizing cost while maximizing the quality of the products at the same time. This enables the company to focus on developing innovation and at the same times products

within the capacity of the organization. This can also be seen in P & G's vision and mission statements which emphasizes the value and quality of their products (Gregory, 2017).

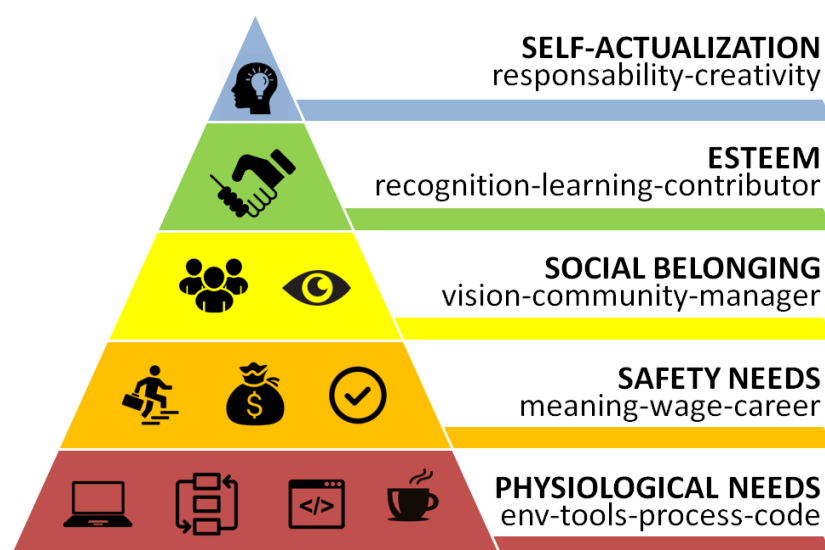
3.3 Advantages and disadvantages of the scientific theory

As the scientific management theory relies on the payment of the employees to motivate them, (Phelps & Paramita, 2007) believe that employees would work better in the presence of a variety of motivation mechanisms. People need to be motivated by means of both (intrinsic and extrinsic) rewards and that both rewards should be of a certain degree of importance to the recipient, the organisation, society and profession or occupation; hence the notion that people have a need to be accepted and appreciated by others (Pettinger, 2007).

Maslow suggested that an individual's ability to become wiser (ability to make the correct decisions) is entirely dependent on the how quickly they can self-actualize and hence their rate of transcendence. In conclusion, the transcendence is, therefore, the highest level of self-actualization (Daniels, 2001).

Scientific management even though it developed a standard approach to work and was able to get the right person to do the right job, trained and developed them and provided wage incentives for workers; it did not focus on the high-level needs and the social aspect of the workers and neither did it acknowledge the individual differences of the workers, ignoring their ideas and suggestion (Daft and Marcic, 2013 p.30).

Figure 5. Maslow's hierarchy of needs.



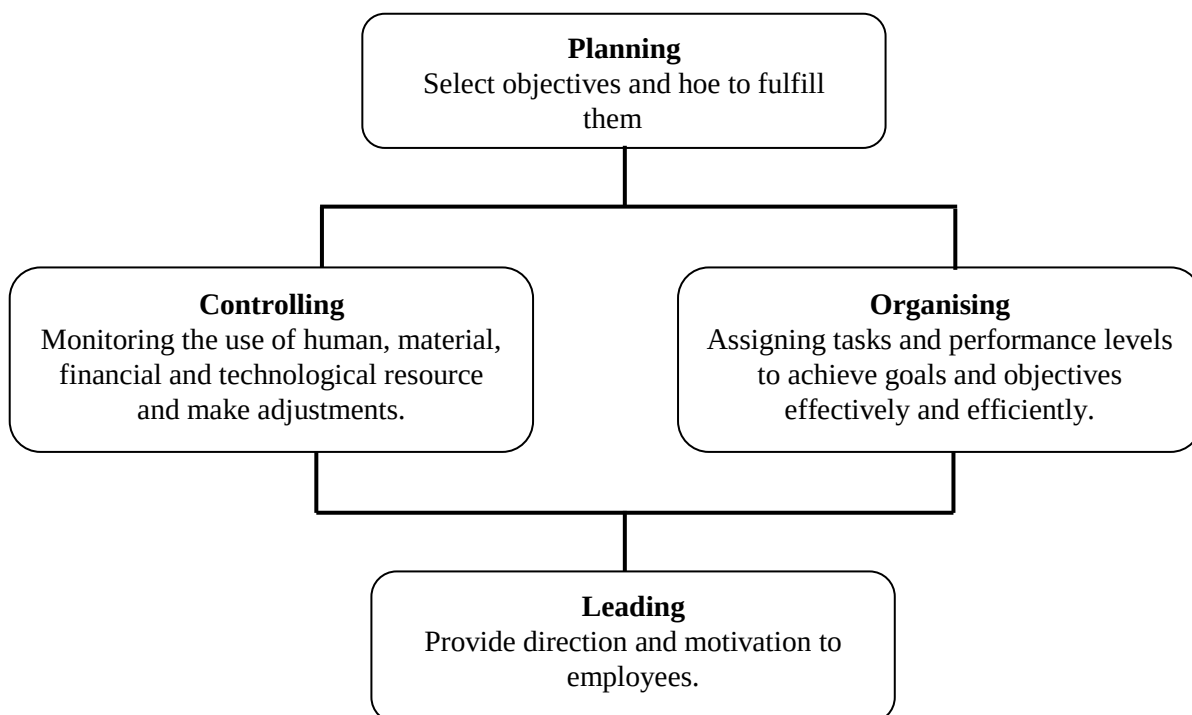
Source: McLeod (2007)

Maslow divided the needs of an individual into growth needs, and deficiency needs; meaning that, any one's basis or deficiency needs are the foundations for motivating employees. Every person can be able to progress towards self-actualization but only after their lower level needs have been met (McLeod, 2007).

4.0 Functions of management

Management is described as the processes where material, human, and financial contributions are optimized to achieve the goals of an organizational (Pearce and Robinson, 1989). Management is defined as the process through which organizations achieve their goals and objectives by planning, organizing, leading and control of material, human and financial resources (Hannagan & Bennett, 2008 p.5).

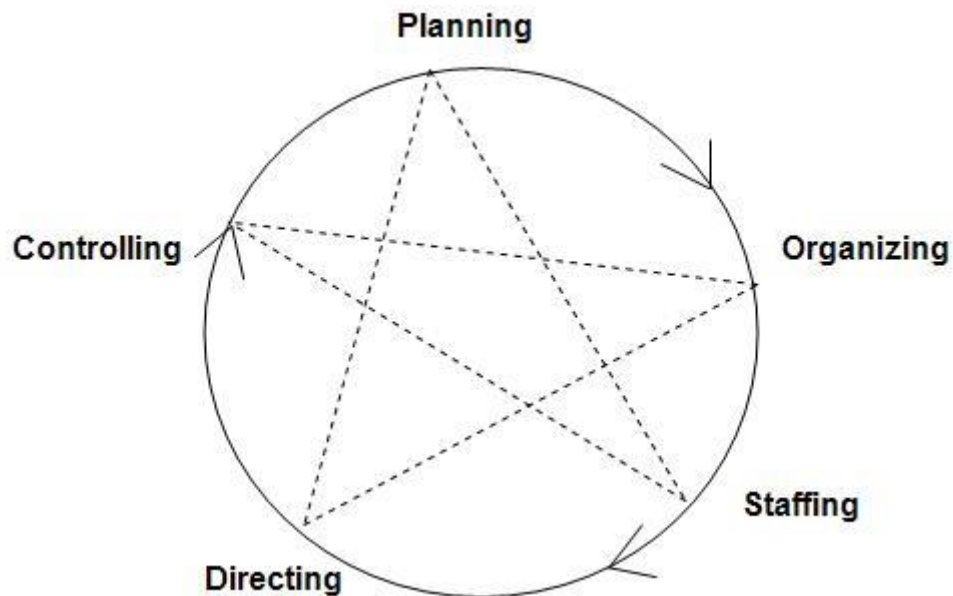
Figure 5. The role of management functions.



Source: Hannagan & Bennett (2008)

As shown in figure .5 above the functions of management are broken down into categories namely, planning, controlling, organizing and directing (Hannagan & Bennett, 2008 p.5)

Figure.6 Management functions



Source: Management study guide (2018)

As shown in Figure .6, although the functions of management i. e. planning, organizing, leading and control are separated in theory they tend to overlap each other in practice and thus making them extremely inseparable (Management study guide, 2018).

4.1. Planning

This being the first function of management involves identifying goals and alternatives or the organization, mapping out the course of action that the employees and departments should take over a period. This includes determining the required resources for the organization to operate(organizing), staffing of the organization, directing (developing the basis for the organizations' development), and finally (controlling), marking the organization's performance against the set standards (Plunkett and Attner, 1991).

4.2. Organisation

According to Plunkett and Attner, (1991) organization involves the collection and allocation of necessary resources for the organization to reach its goal, the establishment of an organizational structure, a chain of command in carrying out the required activities. For the organization to be a success, there is a need to cluster together all the related activities required

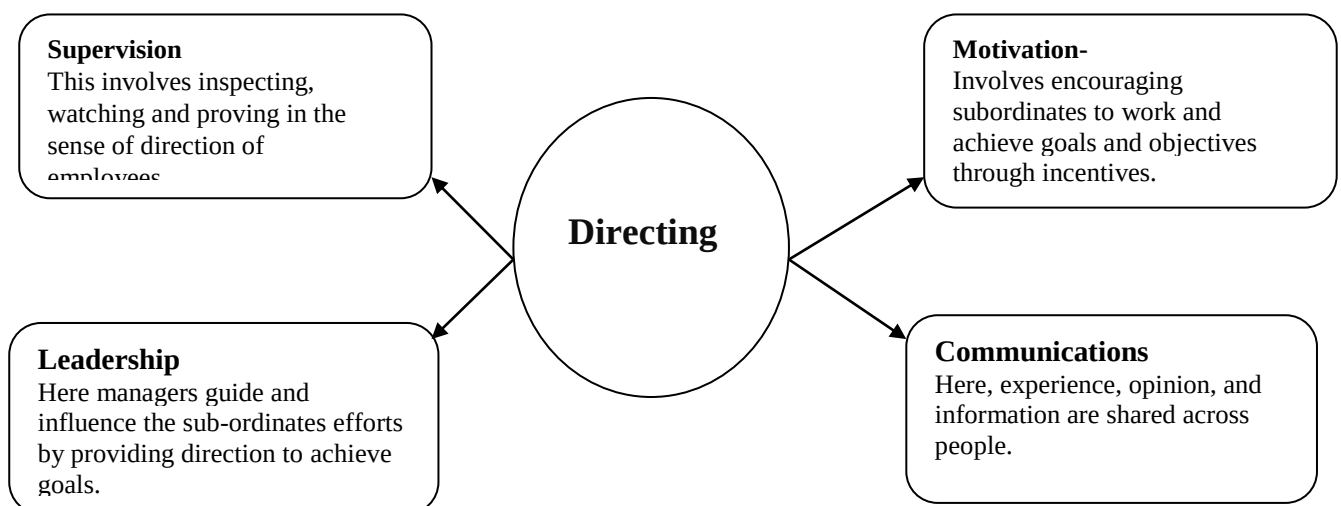
to perform a task into departments or divisions, resulting into what is known as an organizational structure.

4.3. Staffing

In this function of management, the manager ensures that the organization has enough required staffing levels to achieve the set objectives through a process of recruitment and human resource management. The main idea is to ensure that the right employees are performing the right tasks. This function is where the staffing of the company's organizational structure is done by carefully carrying out through the selection, staffing appraisals and staff development (Koontz &O'Donnell, 1968).

4.4. Directing

Figure 7. Elements of Directing



Source: Author

This part of management as indicated in figure 7 above, drives various methods of the organization to work together to achieve the organizational goals. This is the energy that compliments planning and organizing to ensure that the company's set objectives are achieved. This function of management focuses on influencing, supervising, guiding and motivating employees to achieve an organization's goals. Directing is made up of elements such as motivation, supervision, communication, and leadership (www.managementstudyguide.com, 2018).

4.5. Controlling

Organisational control is about controlling and influencing people's behavior within the organization to increase the possibility of achieving the company goals. This is broken down into four main dimensions namely; Goal orientation, the absence of goal congruence, control as a process and the fact that control is probabilistic. In short, control can be defined as a process designed to encourage people to attain goals, put influence on the probability of people being able to behave in the expected ways, has no guarantee or intention to predict or manage human behavior 100% (Flamholtz, 1996 p.2).

5. Procter and Gambles' Sustainable development.

Procter and Gambles' principals have been set to influence's CRS strategy by alighting its organizational culture with the set CSR goals and objectives as well as the goals of the business. Procter and Gamble's role in CS ria evident its communities' hygiene education and sanitation and consumer satisfaction. In this regard, P&G put the other stakeholders' interests such as the government, investor, and employees in the CSR strategy. The company tries to address the ideals related to corporate citizenship and makes sure that its principals are founded on the principles of sustainability. P & G's CSR stakeholders and priority levels include Consumers as the boss, employees to be insured and motivated, customers and suppliers-mutually productive relationships, sustainability for communities and investors (Gregory, 2017).

The theory of corporate social responsibility according to Carol etal (2017) it is the responsibility of the business to deal with their stakeholders' concerns especially m the concerns which greatly affects those businesses. P & G focuses on the communities as the main place to implement CSR. It is in communities that brand and corporate image of a company are build. A closer look at the stakeholders within the communities; means that P &G's products' contribution to the communities both environmentally and economically is over such great interest. This leaves P& G with a focus on the CSR in the packaging of the products, and operations by makings sure that proper hygiene and sanitation are maintained wit in the communities(Gregory, 2017).

Procter and Gamble uses its global products to try and significantly meet the interest of its stakeholders' by making sure that they align their contributions with citizenship goals. This means that all their goals must incline with the sustainability goals. Their collective approach of putting customers first is so far doing so well in this area. Since P &G understands customer satisfaction brings about fulfilling the interests of all these other stakeholders and most especially the investors. Therefore the company successfully has a CSR strategy that works (Gregory, 2017).

6.0 Conclusion and Recommendations

Building an organization such as P& G based on diversification as a strategy has proved not to be sustainable over the years with Procter and Gamble closing over 235 of its brands and remained with 65 which would generate revenue for the business. The shortfalls in the strategy are associated with the investment capital lost with the closure of the 235 brands in 2014 (Bhasin, 2018). Hence P & G needs to invest more in R & D which is entirely different from their norm of diversification in search of a new market.

There is an increasing number of unbranded products competing on the local markets with P& G, some funded by the local government while others may be the India make. With most foreign companies focusing on supporting their manufacturing and infrastructures, the rise of these products is on the high side, and therefore Procter and Gamble need to consider partnering with local companies to produce products that may be able to compete with these unbranded products.

The need to improve the decision-making process of Procter and Gamble indeed does have a bearing on the progress and direction of the business, and therefore the company should consider restructuring the organizations to empower decision making at every level based on P& Values. P & G should focus on leadership growth strategies which encourage and empower middle management to make the necessary decision for the growth of the business. The idea that P&G develops its leaders as it develops its product, for a company investing heavily in products is more of management by objective style of management. This style affects the consistency in the organization structure as it tends to grow or die with a product. It puts a limitation on the growth of the management structure and instead keeps those leaders born out of the products unsure of their future with the organization. It would be best if P& G engages leadership development and management theories that are flexible and up to date with the current times.

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