

Developing Workplace Critical Thinking

(BMSW5101 LON)

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INTRODUCTION

Critical thinking is that mode of thinking - about any subject, content, or problem - in which the thinker improves the quality of his or her thinking by skillfully taking charge of the structures inherent in thinking and imposing intellectual standards upon them (Elder and Paul, 2008).

This report covers the difference between beliefs, attitudes, and value. In this report, different leadership theories are identified according to their relevant role in the organization.

This helps to understand the impact of beliefs, attitudes, and values in the workplace.

In my understanding it is particularly important for the organization to develop critical thinking in the workplace to increase productivity and profitability. Critical thinking is the ability of a person to think clearly and rationally by correctly assessing the situation.

I will reflect upon the management theories with Lewin's three stage model and the process of how to get changes in the organization. My report will include how to evaluate someone with different beliefs, attitudes and values who might interpret the theory differently while using my own experiences in zizzi restaurant.

By developing critical thinking, an organization can achieve several benefits. However, Covid19 brought several changes to workplaces and made an enormous impact related attitude and behavioral shifts. The question is how to reshape the organization and how to reflect upon critical thinking to get the best

result on my own organization? What causes the issue in the company, how does that affect it and the method what we used to fill in gaps?

The company I have chosen for this report is Zizzi Restaurant. The Company was established in 1999 and the first door been opened in Chiswick in the same year by the brothers: Samuel Kaye and Adam Kaye.

Today, the restaurant is a chain of Italian inspired restaurants in all over the United Kingdom with 132 branches in total. The major project in Zizzi Restaurant is pastas, pizzas, Italian starters, and desserts and the most important project is to give the perfect "Zizziness for everyone from the smallest to the largest.

TASK 1

Beliefs, attitudes, and value, and a difference between according to a theoretical model

According to (Thomas Davenport and Laurence Prusak, 2000.) The power of knowledge to organize, select, learn and judge comes from values and beliefs as much as, and probably more than, from information and logic'.

However, we can manage our behavior in a way that does not reflect our beliefs and values, which, to be successful leaders, we need to embrace diverse cultures and behaviors; we need to adapt our behavior positively. Kangal S. (2016)

These aspects need to be differentiated in the context of their impact and results, as well as their impact on specific circumstances.

Consequently, these factors have their specific differences, which can be understood using the table below:

Management should pay close attention to all three as employees will look on them as a role model and everyone can improve, which can bring success to the business:

<u>BASIS</u>	<u>BELIEF</u>	<u>VALUE</u>	<u>ATTITUDE</u>
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MEANING	Beliefs are especially assumptions that everyone makes about themselves, others, and different occurrences or situations in their own environment. "Whenever we hear an opinion and believe it, we make an agreement, and it becomes part of our belief system." (Ruiz 2001) <i>E.G.: Virtual learning environment helps people to learn.</i>	General but enduring ideas about what is good, wrong, right, desirable, or undesirable. <i>E.G.: VLE (Virtual learning environment)</i>	Are tendencies to behave favorably or unfavorably to a situation or condition, individual, object, or concept. They appear in part from a person's values and beliefs concerning the attitude object. <i>E.G.: Always tells people to use VLE to study and gets happy when they do.</i>
IMPORTANCE	It helps to find <i>behaviors</i> and concepts related to different external environmental aspects, moreover for us in zizzi, it is particularly important that we assess the <i>beliefs</i> of our employees periodically and work together to make them more positive and to contribute to their development.	As I said, it helps us to distinguish then decide between what is right, wrong, good, desirable, and undesirable. In Zizzi, management is always looking out for the best <i>interests</i> of the employees to ensure the best possible environment.	Your <i>beliefs</i> about yourself and your world create your expectations. Your expectations determine your <i>attitude</i>. Your <i>attitude</i> determines your <i>behavior</i> and the way you relate to other people. And the way you <i>behave</i> toward and relate to other people determines how they relate to and <i>behave</i> toward you. (Tracy 2005) However, employees in Zizzi need extraordinarily dedicated support from the leaders to developing support among our staff and when it needs take the right decisions.

Role at the workplace through management theories pertinent to role.

Zizzi is a well-known restaurant in the United Kingdom within this department, the general manager is responsible for the organization, planning and implementation of the strategy and the team leader role is to help in all these tasks beside coordinating their practices and dealing with suppliers every Thursday. In my understanding there are plenty of management theories or leadership theories.

However, these techniques assist in the efficient management of the employees and the maximization of the productive activities therefore in general, these management theories help in the design process with concrete data that lead to more optimistic results.

On the other hand, there are key techniques and theories that help a particular one to perform its business functions effectively. They define a certain guideline to motivate the employees regarding a more effective and efficient job while they are enjoying their job.

The answer is simple: The best companies have the best managers. As a result, the best companies have the best people, and that means people who consistently outthink, outcompete, and outperform their competitors. The true measure of the value of any business leader and manager is performance. As I have found through working with all kinds of companies all over the world, there are two simple rules for success as a manager. Rule number one: Your life only gets better when you get better. Rule number two: Your people only get better when you get better. There is no real limit to how much better a person who really commits to getting better can get. Every manager has the potential to become an excellent manager for the rest of his or her career." (Tracy 2001)

According to (Tracy 2001) With these brilliant beliefs and attitude we can get through all the barriers in the company and with this increasing productivity and performance at the same time.

Lewin's 3 Stage Model

This model is known as an unfreeze-change-refreeze-model. It has many similarities to other models like Kotter's or Adkar and I chose this model because it helped me for the first time to understand and practice at my workplace.

There are three steps that Lewin regards in this model for success of changes in the organization:

1.Unfreeze - unfreeze the current state.

2.Change - Change behavior for the current job.

3.Refreeze - Reinforce and maintain the new behavior or culture by reinforcement.

1., This first phase of change is about preparing people in the organization to plan for the transition and adoption of change. According to Lewin, the most important task is to break down the status quo that has become entrenched over time. Critical at this stage is the creation of a vision and rationale for change therefore people must see the need and urgency for change.

2., In my understanding the second part is the critical level of the three and here we will see how flexible the person is, according to Lewis's uncertainty of the frozen phase is, the phase of change is when people start to release their uncertainty and look for new ways of doing things. People begin to believe and act in ways that support the new direction and culture.

Unfortunately, this is a slow process. Regardless of which of the many change management models you prefer, change is messy, and although this model simulates it as a simple linear approach, it is not - people are the hardest to change.

3., New ways of working become practice and people accept new ways of behaving and working. They now know the roles and responsibilities. This is done through positive reinforcement and feedback on the new way of working. This means that management needs to be assured that the changes will be applied and that they will incorporate jobs into their daily lives. With a new sense of stability, employees are more confident in these roles.

Critically evaluating the impact of beliefs and attitudes and values on workplace behavior, identification of a set of management theories for the role of managerial in team leadership for the workplace and for defining the scope of activities

However, not only in the Zizzi restaurant, but in any environment or workplace have different people who come from diverse backgrounds and receive diverse education and socialize differently.

Even people from the same ethnicity or culture should have a more common attitude or beliefs, in an organization usually it does not matter because employees have their own attitude and beliefs. Especially important is that the team leader and the assistant manager drive the employees well and they must have the skill to being a critical thinker otherwise they cannot solve the issues when they are facing barriers in a correct manner.

Unfortunately, these differences will lead to difficulties but continually the team leader and assistant manager should continue to manage the performance of the employees and try to set goals that are relevant to their positions and set up common goals with the company objectives.

Positive emotional energy is the key to health, happiness, and wellbeing. The more positive you are, the better your life will be in every area (Tracy 2012)

However, Zizzi leadership should work to develop employees' positive attitude, increases their skills and work on the impact of their adaptability regarding beliefs and attitudes at the workplace which will be an impact of the organizational activities. It is particularly important that managers and team leaders carry out business activities in the right way. My position is also important because I am the bridge between the managers and the employees with whom I must communicate all the time.

My role as a team leader is to support my employees to help them in everything regarding the front and back of house and to support my management as well by implementing business strategies organizing and planning and helping them to make business decisions.

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change, that lives within the means available and works co-operatively against common threats. (Darwin 1859).

Using The Critical Assessment to Evaluate How Someone with Different Beliefs, Attitudes and Values Might interpret the Theory Differently.

Based on my experience it is not easy to work with employees with different values, beliefs, and attitudes because they came from different restaurants with different environments, work ethics and worked with different team leaders.

I think if someone is confident in their work and has the training to do it, I expect them to do their best in every situation, otherwise my contribution certainly never will change, therefore I will always support my team in any condition and help them in their tasks.

However, it does not mean that I will do their tasks for them because their working hours require them to manage without me, as I do not have the time to work in their position as well, since I also have my daily tasks and responsibilities. On the other hand, if they want more training, I provide them with the right development, but if I am always there to help them and do everything for them, they will never be competent to do their job. I have my own experience in Zizzi when I was working with eight-ten employees and most of them could not do their tasks properly therefore their performance was low, and they were underperforming every day. We did the training together several times according to Lewin's I prepared them for the changes and my employees accepted very well new ways of doing things relating to their roles and tasks.

This was my personal contribution to things and my theory to learn and develop together than do everything for them and underperforming in the future without developing slowly.

Sometimes when other branches needed urgent support, I went to help them and discussed with the manager where the source of the problem is, why they are not that effective and efficient as a team and what should be the solution for their branch. I suggested doing the same as me to let them do their task and later become more independent in their tasks relevant to their role more effective and competent by increasing and developing their values, attitudes, and beliefs to a higher level regarding the job.

This manager had different attitudes, values, and beliefs since he always did everything for them because he wanted to get their respect in this way, but what he got in exchange was no more than underperforming, lazy staff, unqualified employees.

However, they are used to the fact that if a problem or difficulty arises, the manager will immediately intervene and solve everything by himself.

The manager, using his own attitude, values, and beliefs thought he would do the same but did not establish it with critical thinking and rationality.

According to (Tracy 2012) You cannot control what happens to you, but you can control your attitude. Toward what happens to you, and in that, you will be mastering change rather than allowing it to master you.

Post-COVID mindset about beliefs, attitudes, and values, that can help the organization to address challenges and build greater adaptability for the future

The virus has changed all our lives in diverse ways around the world. The way we had lived our lives for years seemed to have been abandoned in an instant. We have had to restrict our freedom of movement and put aside our habits to keep our distance from society and help reduce the spread of the virus.

We all know working practices will undoubtedly change, there will also be many people who have felt trapped in their homes and will be happy to return to the familiar and comfortable environment. In the future, they will want to meet people face-to-face as much as possible, seeing the importance of this in all aspects.

On the other hand, what would happen if these people were affected wrongly by this long break without their job? What if they liked the fact of staying home doing nothing and how do they come back to work on a normal everyday basis with the right work ethic? No one knew what would happen at the beginning of the pandemic, people were in panic because we knew our sector was in danger. I remember our suppliers did not pick up the phone and severe cutbacks are being made; some firms have already ceased trading.

According to Steve Holmes, the chief executive of Azzurri Group, "it will close 75 locations, risking the loss of up to 1,200 jobs.

Azzurri Group, which also owns the Coco Di Mama pasta chain, has been sold out of administration to Tower Brook Capital Partners. The move will keep 225 shops and restaurants open and maintain about 5,000 jobs.

However, I was one of the 5000 who lost his job and did not know how I was going to survive this tough period. In the end Zizzi tried to solve this by taking people to different restaurants, different branches to help each other and keep our position in the same company.

This was the first when Zizzi leaders and management used their beliefs, attitudes, and values very well since they addressed challenges and they applied adaptability through 132 restaurants and tried to give the opportunity for many people to keep their job and their positions.

The second was that how to keep our business alive? The only solution was to survive this pandemic is to deliver food and get partners as much as possible, for example: Uber eats and Wolt.

We were getting worked up how to split hours between us since there was no reason to work for many of us at the same time therefore, we worked out a timetable for months.

However, after a while the restrictions have been lifted and we came back to work in the same way as we did before. Fresh players and business models and innovations have emerged that will have a fundamental impact on certain products and services.

The management was ready to help the employees to return mentally as well, which was hard in the beginning for everyone.

Working in mask, sanitizing our hands regularly about every 5 minutes, we were not able to take cash payments and customers must keep a 2 meters distance from others, but these were essential things for us to get back to the business.

The management did not know how hard it was going to be because many of the employees had not talked to anyone for 1 year and the barrier, we were facing was bigger than we thought, new colleagues are often more reluctant to ask questions, which makes integration more difficult, while as a manager it is also a challenge to bring colleagues together and motivate them. Quieter, more reserved people often fall out of the boss's line of sight and do not ask questions if they do not know something, thus making business worse

On the other hand, I reflect upon Lewin's management theories which we had to apply in the framework of meetings and training that we provided and required from everyone regarding the quickest integration back into the business.

According to Miquela Smith who is an extension specialist: "Each of our lives have been altered and directly impacted by this crisis, crisis situations affect people differently and just because a person is not responding to the pandemic in the way you think they should, does not mean they are unaffected. Returning to work after a pandemic is additional territory for all of us, and we must have patience with ourselves and others while we navigate the process."

In zizzi that is what we did to everyone, patiently trained them again mentally and built-up confidence for the work how it was before.

Finally, I will give a recommendation with valid justification of how to addressing the challenges now and building greater resilience for the future.

To do this I will break them down into three parts: Beliefs, attitude, and values.

Beliefs: I believe that we will have more customers and it will have an impact by increasing our business financially. Why? Because people will appreciate the time spent with each other more than before regarding this tough time we trough.

I believe that in the future we should pay more attention to customers' safety since they are still incredibly sensitive, and keep some distance between them to make them feel comfortable and avoid frustration.

Attitude: Attitude absolutely can be defined as mental energy, whether it is positive or negative it has an impact on the environment. With the most appropriate attitude we can achieve everything because attitude is like a magnet and if we in Zizzi use it for good things, then we can easily motivate others to do the same, so they will be more energetic and more willing to help to the other employees.

I would like to suggest being the starting point for all managers because this is the basis of all management theories about how you express yourself in actions, words, and thoughts.

Positive attitude is the key to the perfect environment it is something that strengthens the community to be more cohesive.

Value: We know that everyone is terribly upset because no one has ever experienced anything like this before and everyone has difficulties to reintegrating into the community and the business circumstances. However, if somebody asks me, what do you mean for you the word: Value, I will say: "what you think is important.

If I can give advice regarding this topic, I would say everyone needs to take business seriously!

Everyone must appreciate the fact that we can work and not living between doubts when we do not know what brings tomorrow.

Therefore, everyone must feel that it is important to integrate and fit in the organization, important to experience development in themselves and get back to normal as soon as possible!

Based on this everyone helps the workflow, and the managers do not have to feel frustrated because everyone is trying to do their job properly.

Conclusion: From the above report it has been analyzed from various aspects of How do organizational beliefs, attitudes, and value systems affect workplace behavior and how to apply management theories.

Moreover, I Showed how the post-COVID mindset tackle the challenges we face now with my own experience on my workplace and suggested useful things and Tipps after the pandemic with valid justifications.

There are several theories of management that will help identify problems and develop personal skills.

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