

In this report my chosen industry of choice is (GNER) Grate North East Railways, I will demonstrate the application of the appropriate level of workplace critical thinking, and conduct an evaluation of the agreed scenario, I will evaluate the content of belief, attitude, and value system, and management theories.

Grate North East Railways took over the franchise as a newly formed operating rail company to provide a commuting travel service for the East Coast Main Line after the Privatisation of British rail.

The opportunity that the service provided was the privilege to operate a rail service alongside one of the busiest parts of the rail network, British Rail is a highly competitive market, which is competing with many other forms of transport.

Presently GNER offers a couple of services which is standard, and first-class. In standard is your regular service that you might come to expect, and first class, which is a company premium product, which are regular commuting business travellers, mostly males over 30.s

Core Values

Core values are distinctive deeply ingrained and governs all of an organisation's actions. they articulate what fundamentally matters to an organisation. they are the key driver of Strategic purpose alongside the Vision and the mission.

For Grate North East Railways the consideration of these questions has led to several important concepts. The core value defines the company strength. Shows how it needs to behave, and how it needs to treat people to deliver its mission statement and achieve its vision.

GNER considers its core values to be (SAFTY, RELIABILITY, TEAM WORKING, VALUEING PEOPLE, CONSISTANCY, ASPERATION, INNOVATION, DISTINTIVENESS, AND CUSTOMER FOCUS).

Market research, and service experts has shown that the important elements in any journey are the time taken, the comforts, and absence of Hassell, and consistency of the service. In addition to these are the aspirational values that GNER would like to achieve, for example They would like to be known for having staff for whom nothing is too much trouble, and to providing a whole Memorable and impressive experience.

The mission statement then becomes a description of what the company and the employees aspire to be.

GNER's mission is to become the ultimate travel experience for every customer. The statement then highlights the way in which this is to be achieved to satisfy the stakeholders in the company.

CMI: (Chartered Management institute) (2014) Managing strategy.

Creating the ultimate travel experience

The Service vision is the blueprint for the successful implementation of the mission statement. It is about the way in which the company does things, its procedures, behaviours, and attitudes. Grate emphasis has been placed on leadership from the top, and role modelling. The service visions identify why GNER is important and different from its competitors. It is designed to be both motivating and challenging. A promising ambition for all, GNER is painting a picture of what their customers can expect.

It is the commitment that they make to their customers, to be continuous and they believe it should be as a journey, not a destination. It can often seem as a thankless task and requires high energy level to introduce it and maintain the impact. However, in an increasingly competitive world the bottom line will reflect the ability of the company to be flexible and adaptable.

Customer Engagement Managements role

Customer Engagement Managers role is to work with local internal and external stake holders to promote and understand the concerns of the customers and use that as a guide to deliver tangible benefits in the service which enhances customers experience.

To ensure customer experience measurement results are promoted and distributed internally and effectively. Therefore, ensuring understanding and buy in from all parties.

To work with external stake holders, and at all levels within the organisation, to drive improvement in customers experience, working with teams, and local line management teams and cross functionally ensuring stakeholders events are planned and delivered with circulated outcome and determined customer experience enhancement.

- Delivering and devising regional plans to address areas of concern and enhance customers experience
- To understand and promoting of the customers voice across the business.
- Supporting frontline staff and management in delivering the best in class service and NPS target, identifying training needs to ensure continuous improvement in customers experience.
- Working with the voice of customer management, monitors are utilised, analysed, ensure customer monitors are experienced, analysed, and identify.
- Monitors are utilised, analysed, and exploited to identified present performance and areas for improvement, delivering the require action plan.

Richard Newton (2011) the Management book.

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Managed Virgin Train east coast customer panel arrange facilities and host customer panel events feeding back any panel insight two relevant managers to any managers part of the business.

oversee and key contact for our international customers experience evaluation process with Frontline managers and system suppliers.

Dr, Norma Barry, (2013) Successful people management.

customer experience evaluator

To evaluate the end-to-end journey of customers travelling with Virgin Trains, Schools and to provide the business with detail analysis of collected data relating to the customer journey, the experience and sentiment.

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Implementing and developing of methods and processes of continuous importance through regular reporting of data minding, and practices with key stakeholder in the business.

customer experience production of results inside incorporating recommendations to support CX, and wider business investment.

Strategy is the system used to develop a unique type of service which is synonymous with to that company. So, when you think of Nestle's you think of a trusted brand which is a household name.

What is quality?

Quality is fit for purpose, conform to specification standard, another way in which enterprise can improve is by constructive criticism

What is Customer service?

Customer service is the overall activity of identifying and satisfying customers' needs.

Customers expectation

- Good price
- Quality
- Good customer service
- On line delivery
- Warranty/ return policy.
- Disable access
- Location
- Feedback
- Innovation

Key Objectives

The implementation and development of strategies to maximise passenger revenue and customer satisfaction, whiles insuring financial and quality target.

British Rail Trainer

Working as part of a team as a group of trainers across the ECML they deliver a varied range of training to front line staff. The subject includes New entrant training, Customer service and retail, Tickets, timetable skills training, for travel centre teams, Train Guards, and on Train

Teams. Frontline supervisory skills and ticket issuing systems training for ticket and sportiest.

The Concept of People Management

The concept of people Management varies considerably and is difficult to define because there is no general view as to what people management does. Mainly people management is about organising people and resource, to achieve effective ProFormance, in meeting a firm's objective. It is about guaranteeing that staff are able to deliver goods and services of the organising within a given timeframe', and to a satisfactory high,

It has been defined as the process of monitoring and controlling people through leadership, inspiring, and motivating employees within a team, which may vary in size. In addition, it is about ensuring that staff has the appropriate Knowledge, skill, attitude, aptitude, experience, to Proform in their role.

People management also has the responsibility to care for the health and wellbeing of the staff they manage, and also to provide development support. Success in a business depends on the quality of staff.it is accepted that people are the biggest assiette of any industry.

People management is a complex task with those in the role are expected to lead, inspire and encourage and motivate people who have different believes, attitudes, behaviour, and abilities.in order to get the best out of the staff.

The people manager needs to understand and know members of his team individually.

The role of a people manager is very varied, according to the size and nature of the business. He is very likely to be involve in recruiting, discipline, appraisals, and dismissing of staff,

The role of people manager may vary considerably according to the nature and size of the business. for instance, those working in a small business may have to be more flexible and adaptable in their role due to restriction and limited funds resources.

While those working in a large firm will have more clearly defined role and would be expected to work in a more structured public sector organisation.

Developing the team

The people manager will be allocated a small member of staff on his team, from a variety of background, who will each come with their own background, ability, unique experience. intelligence level, behaviour and aptitude.

Individuals have various levels of knowledge and skill, and working experience, and different learning style.

ProFormance Management

ProFormance Management is the foundation of people's management is about ensuring that the goals of the firm, team or unit, and individually, are taken in account in the most efficient and effective manner. It takes place at all these levels.

Effective ProFormance management depends on having the right people and the right system in place, which needs to be integrated in every day to day management task

In General, all business of a reasonable size has a strategic plan along with an annual business plan, which are audited through the year.

ProFormance managers should take a keen view on the progress and development of teams and individuals in sync with business requirements. It needs a frame work and a structure to enable staff to know what is required of them.

The starting point is the corporate strategic goal from which the team ProFormance and department can develop in to a workplan which can be reviewed on an annual basis in order for management ProFormance to be successful at a individual and team level,

The people manager needs to cover the financial with a clear work plan which is linked to the overall industries plan. The staff responsible for delivering the work objective, has input into the plan,

There is a cycle that ProFormance managers follow, which involves taking action, planning, revising and reviewing each team. Individual should have the opportunity to contribute to the plan,

The individual plan is the tool for the manager for both someone's output and behaviour.

People Management Styles

Management Styles relate two distinctive ways in which managers makes decisions and relate to their staff. people tend to adapt a certain Style according to their personal characteristics, motivation, life experience, however, management Styles should be dependent on a circumstance of a situation. a good manager will deploy a range of Styles according to the work situation, and the people they are dealing with. the most widely accepted forms of management Styles as follows

- Autocratic
- bureaucratic
- Consultative
- democratic
- Lais-faire
- MBWA (Management by walking about)
- paternalistic

Example a manager who is autocratic is inclined to make decisions without Consulting those who may be affected, or those who may hold an interest in a particular issue. Autocratic managers tend to make decisions and then expect staff to do exactly as they have been told with little consideration given to the impact of the decision on others.

Dr Norman Berry: (successful people management)

The things managers do

What does managers do? what should you do? To choose a job you will excel in and enjoy need to know what you are letting yourself Infor, unfortunately, it is not clear to most people what being a manager really means. the answer may seem to lie in a list of things managers do. however, such a list is of limited value. Each managers role is unique, and everyone is unique, the answer is to recognise how you gain and maintain a full understanding of your manager's role.

Objectives of a Manager

- To develop a clear understanding of a specific role you need to perform to be successful
- to have a realistic expectation of a new management role.
- to find a way to explore, discover, and create the rule that is right for you.

Richard Newton: (2011) (the management book)

A Leaders job is to inspire

A leader's job is to inspire, however unfortunately, inspiring which basically means to breed into does not come naturally, too many leaders, who may be technically brilliant, and financially astute, but far less skill at securing commitment.

so, what is the secret of bringing others on board with you, as Kevin Murray; (Auto of the language of leaders) would say? in many ways it is focusing as much on what you don't do, as much as what you do.

inspiring leaders, for example, don't micromanage, Crush creativity, credit Steel, didther with decision-making, talk defeat, or alienate employees by bad behaviour inauthentically.

On the contrary for as a leader Friends of mine Khoi Tu (Author of super Team) explains Leaders can easily lose followers if they can't answer the following four questions.

- Where are we now?
- where are we going?
- why are we going there?
- how will we get there?

In other words, it is the role of a leader to set directions, manage and Direct Talent, and perhaps most importantly, to create an environment for Success!

Having said this, however, it is important to remember that even the most inspirational leaders in the world are not magicians. (Even though they project the Halo effect, most leaders do think different)

They can only help to bring out the best in people they work with, as Jim Collins writes in (Good to Great) says that Great Vision Without great people is irrelevant;

James Bannerman (2014) (Business Genius)

The leaders approach

As a successful leader or manager, you have to take the lead when introducing workplace changes, regardless of whether the decision to make the change was yours, or you even agree with it.

most changes start within the organisation because someone, often in senior manager perceives a problem that needs fixing or an opportunity to make improvements in performance, or to save money.

instead of waiting to be told to make a change, always be on top looking out for opportunities to deliver improvements in your team's performance and productivity.

encourage your team to see similar improvements, and ways in which it can work more effectively.

John Marrin: (2011) (Leadership for Dummies).

What is a project mission?

A project mission statement States the purpose of the project, it's general direction, and it's aims In a few sentence or paragraph. It's States what the project and its sponsoring clients are trying to achieve.

The mission statement plays a number of rolls in a project, but two are very important role is that the mission statement helps establish and maintain the projects overall Direction,

The second is that it can help to establish common ground among the Projects stakeholders.

different roles Are played by many people in a project and makes a variety of contributions to it. All those rolls and contributions I supposed to put together in some way to produce what the project is expected to deliver. the mission statement helps to tie all these contributions together. in managerial terms, mission statement helps to provide Unity of perverts, and the unity of purpose in the project. it does so by clarify the project goals and requirements.

when you first establish a project team, for example the mission statement of common or orientation to the project and its Direction. As work is delegated and assigned, Members can see how the efforts contribute to the project mission as a whole.

as the project progress the members of the project quite often work in different location an Oral-B product Focus to the old particular job. The project mission statement can help the members of the team to make sure their individual efforts will contribute to the goal of the team for the complete project.

Similarly, those outside the team and also possess your contribution insurance of the product mission. the mission statement provides consultants, regulators, and suppliers and other external contributors with a common idea of the aims of the project, and their roll in it.

Andrew Maund: (2018) (BA in Leadership & management). p.156

Key Achievement

Creating a new educational program, a line to the stage of the customers end to end journey for both International evaluation and customer insight working with CX programme manager .an App base import questionnaire and web-based dashboard were developed in conjunction with our supplier

Successfully transfer from using market research company to inviting our own customer by utility CRM data to evaluate their own experience using a web-based questionnaire working with evaluation team to ensure the customers insight (mystery shop program)

Planning on holding a section went through facilities designed and hosted the first custom panel events set up Virgin trains East Coast customer panel from Inception including advertising or posters websites and social media designing planning hand holding a section events through to facilitating designing.

Service Quality Audit

Service quality management system (SQMS) Required by East cost To meet our committed obligation to DFT and drive important as parts of the service quality team Champion the delivery of excellent customer service standard across the East Coast carried out internal audit covering all areas of the survey including train station people and accessibility,

Working closely with the Union delivery manager and marketing designs team was delivered within timescale and budget extensive involvement and contribution to design, the uniform guide team were nominated for the interval's virgin trains Eastcoast red hot awards in 2015.

Station and travel centre project delivery manager

Creation of monitoring and recording processes for compliance items at station such as travel centre operating (schedule 17) gate line up operation etc.

To upgrade and improve travel centre procedures and cash regulations, The design and creation of strategy for the development of travel centre shift leader and the teams within the context of updating and improved travel centre.

In compliance with management assessment and support team accessor candidates through to attaining their A1 qualifications to support the front-line team as required as a safety critical assessor to maintain compliance

For consultation developments and adaptation of a process for the monitoring and management of sulphur and loss with in east Coast train travel centre

developments and delivery of a series of bespoke communications and briefing workshops in conjunction with learning and development team's attendance 100% attendance of travel centre schefflera and duty station manager.

Enhance an update cash regulation travel centre procedure and travel centre management procedure including periodic self-certification procedures for all east Coast travel centres and cash offices.

System's that supports company's industry

Systems that supports the company's quality process are as follows

- H.R.I.S. Human Resource Information System
- K.S.A. Knowledge, skill, Attitude
- Research
- Local environment
- Reinforcement training
- Psychological

Within great north east railways One of the systems that supports the industry is **reliability** making sure that the trains are clean and punctual. Another system would be **responsiveness**, if a customer has a complaint to be attentive and courteous to their needs. Another system would be assurance, to make sure that the staff is knowledgeable and are available to deal with customer's needs. And also, **empathy**.

Reasons for product failing

- Pricing
- Design & Product
- Location
- Similar product on the Market, better value
- Misleading Advertising
- Poor customer service
- Time of launch
- Impact of third-party product
- Change in task and Performance
- Trust
- Mismanagement
- Durability
- Training
- Presentation
- Wrong Promotion
- Quality

What makes a leader effective?

There is no sure style of leadership, and no single leader can serve as a model for everyone, instead there are many great leaders to draw from, these examples can inspire you to adapt to the four styles of leadership to your own, skills and personality.

Effective leadership is situational. That is it changes with the situation whether the situation is first, second, or third generation Company, The business in Crisis, a business that has plateaued, a small business, a start-up, or an established company, an experienced workforce, or an inexperienced one.

Instead of relying on one Style an outstanding leader develops the ability to use all four styles of leadership and choose the best one for the circumstances.

(Craig Aronoff & Otis W. Baskin) (2005) effective leadership style

Leader as coach

The market for coaching is soaring ahead and we've seen something of a demand driving it. When you hear the word business coach the first thing that comes to mind is a full-time external coach whizzing around in the fast car from one international corporate client to the other, but in fact there is only a limited minority in that circuit.

The vast majority of business coaching is done by the people within the company, managers, leaders, human resources, and (L&D) learning development professionals, line manager's, lawyers, accountants, and head-hunters etc, are sometimes explicitly label coaching.

But more often than not they're using the word coaching skills to do their regular jobs even better.

Loads of people are coaching every day, in an important Harvard Business Review article! Daniel Goleman (2000) said there were six school of leadership Styles, which are as follows, authoritative, democratic, cohesive, affiliative, Pace-setting, and coaching. And the more of them a leader master's the better. He goes on to say that the article made famous the leadership Style now widely calls (leaders as coach).

Of the 6 Style research has shown that coaching Style is used least of all. because many leaders in high pressured economy tend not to have the time teaching people helping them to grow.

Playing to your strength

If we play to our strength's true confidence Builds, and securely grounded in reality. The coach can assist by helping the clients to identify their own unique combination of strength, then encourage them.

One of the strongest predictors of success and overcoming adversity is to have hope. cognitive research into hope has broken it down into to clear aspects, willpower, and wave power.

The first his self-efficiency. or is sense that I can, and It is encouraging people to identify multiple pathways today gold.

Anne Scoular (2011) (Business Coaching).

Conclusion

In this report I have demonstrated an appropriate level of critical thinking, and conducted and evaluate an agreed scenario, I have evaluated the content of belief, Attitude, Values and Management Theories, I have looked at Human resource Management system's and activities that are designed to enhanced the effective ness of the organisations workforce to achieve the company's go Gold ,I have looked at Service Quality Audit, Customer experience ,Key Objectives, Recruitment and selection, and also (HRM) Human Resource Management.

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