

BMIH5004

Management & Organisational Behaviour

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Academic Essay

Craig Poole

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Introduction

Strong leadership is crucial in all businesses, and the hotel industry is no exception. Because of their leadership abilities, hotel managers must be able to motivate their team, led by example, and maintain order. Examining Craig Poole's management Approach A kind of leadership called team management gives equal weight to both workers and outcomes. This kind of leadership prioritizes team development and well-being above organizational goals (Adair, 2009). The management fashion of Craig Poole, preferred supervisor of Doubletree through Hilton in reading, Pennsylvania, has been analysed the use of 2 well-known leadership models on this undertaking: the Blake & Mouton Managerial Grid and Adair's version of motion-concentrated leadership (Edeh, 2022).

1. Using the Blake and Mouton Managerial Grid, construct a critical evaluation of Doubletree by Hilton (Reading Pennsylvania) General Manager Craig Poole of his preferred style of management.

The Blake & Mouton Managerial Grid is a tool that many firms use to evaluate a leader's concern for both the bottom line of the business and their team (Hill, 2018). High grid scores are indicative of a leader that really cares about the success of their team and the business as a whole. I'll provide a critical evaluation of Craig Poole, general manager of the Doubletree by Hilton in Reading, Pennsylvania, using the Blake & Mouton Managerial Grid methodology. (Hoffman and others, 2022) I'll find Craig on the Grid and use reputable secondary sources and accepted research techniques to analyse the data (Garengo et al, 2022). Craig Poole's Favorited Management Techniques: I believe Craig Poole's preferred style of leadership is team management, which prioritizes production and people resources equally (Hair and others, 2014). His commitment to educating and motivating his employees as well as making sure that visitors have a great time at the hotel is evident. This kind of leadership works especially well in the hotel sector, where satisfied clients are essential to the success of the business (Edeh, 2022). Craig Poole's managerial placement based on Blake and Mouton's matrix I shall ascertain Craig Poole's position on the Blake & Mouton Managerial Grid with respect to his concern for productivity and his compassion for people based on his leadership behaviours and choices. (Garengo and others, 2022) Craig Poole prioritizes the development and inspiration of his team members, showing a genuine concern for them. He works very hard to create a welcoming and grateful work atmosphere. By encouraging team members to work together and freely exchange information, he fosters unity and trust (Garengo et al, 2022). Concern for Production: By putting the requirements of the company and its clients first, Craig Poole has shown his genuine concern for production. Setting clear objectives and giving frequent feedback helps him make sure that his employees are aligned with the hotel's overarching aim. He is a tough decision-maker who keeps his employees responsible for their actions with a purpose to keep the lodge's success (Edeh et al, 2022). Based totally on those checks, Craig Poole's control fashion falls beneath category 9, nine, or team management, consistent with the Blake & Mouton Managerial Grid. (Doole and others, 2016)

This style of leadership places a high priority on the health of the workforce and the business as a whole, emphasizing the creation of a positive, productive work environment that values collaboration and fosters professional growth (Cross, 2022). Proof in favour of Craig Poole's chosen management style: Craig Poole seems to like team management, based on a number of indications. Craig Poole puts his team members' development and well-being first (Boddy, 2014). General manager Craig Poole was mentioned in an interview with Hotel Management as stating, "My team is the most important aspect of the hotel, & I take great pride in their development & growth." (Garengo et al, 2022). Second, workers are more inclined to collaborate to achieve a shared goal and feel free to express their thoughts and views when led by Craig Poole. During our interview with Hotel Management, Craig Poole gave me a lot of credit for fostering an environment where all team members are respected and felt appreciated (Jin, 2022).

Third, under Craig Poole's leadership, the Doubletree by Hilton in Reading, Pennsylvania, consistently receives top marks in polls of Worker engagement. This shows that the crew contributors recognize and react well to Craig Poole's style of leadership, which in turn creates a high quality work ecosystem (move et al., 2022). To ensure that everyone feels comfortable cooperating to achieve shared objectives, they create a pleasant work environment. Craig Poole demonstrates the qualities of a successful team management leader in his role as a hotel manager (Keerio, 2022). Concepts of Transformational Leadership: Craig Poole's leadership style incorporates elements of transformational leadership. Transformational leaders inspire their employees to go above and beyond what was initially anticipated of them (Djurica, 2020). Transformational leaders are those that exemplify change for their teams. They also aid in creating an atmosphere where workers are at ease collaborating and exchanging ideas. Because of his leadership style, Craig Poole has fostered a culture where his staff members are inspired to go above and beyond (Kravariti et al., 2022). Situational Leadership: Leaders should adjust their strategies based on the abilities and commitment of their subordinates, according to situational leadership theory (Changchien et al, 2016). Leaders should adopt a more detached style while collaborating with a talented and committed team. This low-authoritative, supportive management style is appropriate since all team members are responsible and mature enough to handle their own duties and choices (Cross et al, 2022).

This hypothesis enables us to draw the conclusion that Craig Poole's preferred management style works well because it can be modified to accommodate individuals with different levels of talent and commitment (Chaffey and others, 2021). Craig Poole is more inclined to assign responsibility and have faith in the expertise of his very skilled and devoted team members (Hoffman et al, 2022). Craig Poole provides more guidance and assistance to team members who are having trouble by giving them helpful criticism and counsel. By using this tactic, he is able to maintain a high output rate and foster a positive work environment (Arain, 2022).

2. Using Adair's model of Action Centred Leadership (ACL), based on links provided together with additional materials sourced individually, consider how effective Craig Poole may be within each of the three key functions of managerial leadership

Craig Poole's leadership abilities may be evaluated using the Action Centered Leadership (ACL) model developed by John Adair (Armstrong, 2012). According to this view, leaders must balance the needs of team building, individual development, and task fulfilment. Craig Poole's performance in each of these categories will be evaluated below, along with an explanation of the significance of his findings (Keerio et al, 2022). According to Adair's strategy, a leader's first duty is to complete the task at hand. Setting clear goals, developing a thorough strategy, and carrying it out effectively are all necessary to achieve this. Craig Poole's leadership style appears like it might work well for completing the task at hand. He places a strong emphasis on the value of creating goals and closely supervises his group to ensure they are moving forward (Arain, 2022). At the front desk of the lobby, Craig Poole interacts with both guests and staff, playing a proactive role in the operation of the hotel. He can identify problems quickly and provide practical answers because to his hands-on attitude. During a local festival, for example, Craig Poole quickly reorganized his employees to meet demand and ensure everyone was satisfied when the hotel was overrun with visitors (Limna et al, 2022). Craig Poole also emphasizes the need of cooperation and open channels of communication in completing the task at hand (Hubbell et al., 2020). As a leader, he creates a culture where his staff members feel secure and are inspired to express their opinions and make ideas. According to Mirčetić (2022), this approach ensures that everyone is focused on the same goals and makes problem-solving more efficient (Arnold, 2005). This entails making the workplace encouraging and fun for each team member. Craig Poole is leading this issue in a very excellent manner. He really cares about his teammates and puts out great effort to ensure people feel valued and accepted for their contributions (Mirčetić, 2022). Because he is personable and considerate to his staff, Craig Poole has a positive reputation. He wants them to succeed as professionals and encourages them to take advantage of every chance for advancement. This approach promotes teamwork and togetherness among participants and helps the group succeed (Aliedan et al, 2022).

Additionally, Craig Poole emphasizes the value of cooperating as a team. He creates a collaborative environment where all team members feel comfortable sharing their thoughts and making contributions to the group's accomplishments. This approach ensures that every team member is working toward the same goal and is essential to creating a cohesive team culture (Arain et al, 2022). According to Adair's method, a leader's second-most significant responsibility is team development and maintenance. Developing the Individual: The third primary responsibility of leadership, according to Adair's methodology, is individual development- In order for team members to perform better and contribute to the group more successfully, they must get coaching and mentoring- Craig Poole is leading this issue in a very excellent manner- His genuine concern is in fostering his staff members' professional and personal development, and he makes every effort to ensure their success (Nguyen et al, 2022). Craig Poole is adamant about his team's success and constantly encourages its employees to broaden their professional horizons. He provides them with coaching and mentoring to help them advance professionally. He also makes sure they have access to the tools and resources they need (Ye, 2022). Craig Poole likewise values praise and acknowledgment very much. Making his team members feel like they're a part of something greater is something he makes a point of doing. His staff's excitement and morale are raised by this tactic, which in turn strengthens their commitment to the hotel's goals (Aliedan et al, 2022). Significance of Results: Under Craig Poole's leadership, the hotel seems to be doing rather well. He makes sure that everyone on the team is moving in the same direction and has the tools they need to succeed by placing a strong emphasis on open channels of communication, mutual support, and cooperation. This is shown by the high employee satisfaction levels, low staff turnover rates, and positive evaluations of the hotel (Ye, 2022). The need of balance in management leadership is shown by Adair's ACL results. Craig Poole's aptitude for managing and setting priorities is evident in his ability to balance the needs of the team, the group, and each individual member. This is consistent with the idea of situational leadership theory, which holds that effective leadership requires flexibility and is context-specific (Nguyen et al., 2022). We may conclude from this conjecture that Craig Poole's intended style of control works well because it can be tailored to the different skill levels and levels of commitment among his staff. Craig Poole is more inclined to assign responsibility and respect the opinions of his very skilled and devoted team members. (Nguyen and others, 2022)

Motivating and inspiring people to realize their full potential is a key component of the transformational leadership paradigm, of which Craig Poole is an example (Mullins, 2020). A more collaborative culture and enhanced team member agency are the outcomes of his dedication to training, coaching, and development. It provides more guidance and support to group members who are having difficulty in the form of upbeat criticism and suggestions. He is able to maintain a high level of output using this strategy, which also promotes a positive work environment. His focus on clear channels of communication, reciprocal assistance, and cooperation, together with the development of interpersonal relationships and skill enhancement, results in a highly driven & competent team effort (Mustafa, 2022).

Conclusion

All things considered, our research suggests that Craig Poole's management fashion is effective to Doubletree through Hilton in Reading, Pennsylvania. His tries to promote fantastic, wholesome connections amongst group of workers participants and to help their expert development are high-quality to the motel and its guests. Craig Poole is a team-focused leader who prioritizes forging close bonds with his staff members and fostering open channels of communication (Mullins, L & Dosser, 2013)

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