

Skills for the Workplace

Module Assignment Submission

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Introduction

The purpose of this relevant assignment is to assess the required skills and knowledge to build a better Leadership skills at workplace. I will also discuss the qualities requirement as it takes a lot to handle in building the leadership skills.

The leadership of an organisation takes the decisions of the organisation and motivates the employees working in the organisation to meet the objectives of the organisation. The emergent leadership skills are needed for the leaders of an organisation to operate the organisation effectively and the development of the leadership skills help to communicate effectively, motivate the employees. It also builds the right leader to make decisions for the organisation. Whitbread is a UK based multinational chains of a hotel business.

The leadership skills of the CEO of Whitbread and my own experience from my first employment working in a small restaurant towards the Hospitality Industry in the Four Season Hotel as a supervisor. My personal experience will be evaluated in this paper to discuss the theories and styles of leadership, responsibilities of leadership roles, emotional intelligence and techniques to identify strengths and weaknesses. This paper will also discuss the importance and opportunities of self-development for the leadership role, display confidence and self-assurance to take calculated risks, social awareness and relationship management in the leadership skills to inspire others.

Leadership models, theories and styles

The leadership models, theories and styles are the developed ways of leadership used in organisations all over the world. The leadership model discussed the working style of the leaders in the organisation and the leadership theories are developed to develop the characteristics of the leaders and the leadership styles are the way of making decisions and communication of the leaders in the workplace. There are various leadership models that have been developed and the STAR team leadership model, 5S uncommon leadership model and Style and Focus leadership models are used in the organisations to develop the leadership skills in the organisational (Grant and Hartley, 2013). The models of leadership focus on different factors that help the leaders to develop their skills in the workplace and work effectively. There are different leadership theories which are used in the workplace to develop the leadership skills of the leaders and the most used leadership theories are Great man theory, Trait theory, Contingency theory, Situational theory and Behavioural theory. There are different leadership styles that are followed by the leaders working in an organisation and the leadership styles are Autocratic leadership style, Democratic leadership style, Strategic leadership style, Team leadership style, Facilitated leadership style, Cross-cultural leadership style etc.

Key responsibilities of the leadership role

The leader of a team is the person who helps to complete the projects in an effective way and the responsibilities of the role of a leader help to meet the goals and complete the tasks effectively. The key responsibilities of the leadership role are given below:

- **Planning:** The most important leadership role played by a leader is planning. The leader plans the line of work to complete the project and the leader takes opinions of others to take the strategies of the organisation. The leader of the organisation leads to the planning and decision-making process of the organisation to ensure the effective function of the organisation (Chuang, 2013). For example, the CEO of the Whitbread leads the planning for the organisation and it is the responsibility of the CEO to lead the planning of the organisation.
- **Organising:** The leader leads the team working process of the organisation and organises the function of the organisation. The leaders of an organisation take the

decisions, strategies and communicate with the managers to organise the process of the function to meet the objectives of the organisation. For example, the managers in Whitbread communicate with the leader of the organisation and share information about the organisation. Then the leader takes the decisions accordingly to organise the function of the organisation to complete the projects and meet the goals.

- **Executing:** The leaders of an organisation execute the planning and strategies taken by the organisation and the frequent communication of the leaders with the investors, consumers and employees help to execute the plan and the responsibilities of the leader in Whitbread is to execute the plan taken by the organisation effectively.
- **Controlling:** The leader of an organisation controls the functions and operations of the organisation and the responsibility of controlling in the organisation of the leaders helps to control the behaviour of the employees working in the organisation. The process helps the organisation to meet the objectives of the organisation in the market. For example, the CEO of Whitbread controls the behaviour of the employees working in the organisation and the process helps the leader of the organisation to meet the goals of the organisation to ensure a work-friendly environment and culture in the organisation.

Evaluating different leadership styles in the context of own responsibilities

There are different leadership styles and the responsibilities of the leaders are different in the different leadership styles. The autocratic leadership style, democratic leadership style and strategic leadership style will be discussed below with the context of mine working in different organisations and the responsibilities of myself experience in the leadership styles are given below:

Autocratic leadership style

The autocratic leadership style is the process where the leaders make the decision of the organisation and the employees and managers working in the organisation needs to follow the plans taken by the leaders.

The leaders do not communicate with the employees in order to make the decisions in the autocratic style of leadership.

In the leadership style, the employees need to follow the orders of the leader. For example, if I apply the autocratic leadership style in my organisation, the responsibilities of mine will be to take the decisions all by myself in the organisation without the concern of the employees and ensure that the decisions are being carried out by the employees effectively.

Democratic leadership style

The democratic leadership style is more of a participative leadership style and the employees of the organisation participate in the decision-making process of the organisation. The leader in the democratic leadership style communicates with the employees, investors and consumers of the organisation and the process helps to develop a good communication channel in the organisation that helps to collect the opinions of others about making decisions for the organisation (Giltinane, 2013).

I have the experience of working in the Four Season Hotel in Hampshire UK, as a leader in some departments and the organisation follows the democratic style of leadership. The responsibilities of mine in the leadership were to ensure the skills of the employees for effective communication and consider the opinions of the employees maintaining a good communication network within the organisation.

Strategic leadership style

The strategic leadership style is the ability of the leaders that helps to influence others to take decisions voluntarily and the process helps the leaders to make long term strategy for the organisation in order to gain sustainability in the market. The style also ensures the effectiveness of the short term goals taken by the organisation.

The strategic leadership style motivates the employees working in the organisation to create the attitude and behaviour of the employees and the process motivates the employees voluntarily to contribute on the decision-making process of the organisation to take long term strategies.

The CEO of the Whitbread follows the strategic leadership style and the process help the leader to motivate the employees and the responsibility of the leader in the style to motivate the employees and considering the voluntary decisions of the employees to make long-term strategies.

A repertoire of leadership styles in different situations with different people

The autocratic leadership style can be used in small organisations and the owner of the organisation is the decision maker. The leader of the organisation and the employees working in the organisation needs to follow the leadership of the leader of the organisation. For example, I worked in an Indian restaurant in the '80s and the restaurant was a small organisation, the decisions of the organisation was taken by the owner and the employees had to follow the decisions to meet the objectives of the organisation. The autocratic style of leadership in the organisation helped the organisation to function effectively.

The democratic leadership style is used in the organisations that are medium and large in the size. The leadership style helps to ensure the participation of the employees working in the organisation to make the decisions. For example, I worked in the Four Season Hotel as a supervisor of room service and the leadership of mine was democratic leadership. I ensured the skills of the employees working in the room service and communicate with them in the times of making decisions and the process has helped to keep good communication with the

employees. The participation of the employees in the system of decision making helped the organisation to function effectively.

The strategic leadership style motivates the employees working in the organisation to voluntarily participate and contribute to the decision-making process. The leader considers the decisions of motivated employees to ensure the plan or strategy of the organisation (Lunenburg, 2011). For example, the leader of Whitbread uses the strategic leadership style and the process helps the organisation to make long term decisions for the organisation maintain the short-term goals of the organisation and the growth and development of the organisation in the market of the UK has been possible because of the effective use of the strategic leadership style in the organisation.

Concept of emotional intelligence and how it applies to leadership roles

Emotional intelligence is the process to become aware of the emotion and control the emotions. The process helps to develop the relation empathically as emotional intelligence also ensures one to understand the emotions of others. The emotional intelligence in the lead roles is applied because the emotional intelligence helps the leaders to control their emotion and understand the emotions of others working in the organisation. The way emotional intelligence is applied in leadership roles of mine working as a supervisor in the Four Seasons Hotel are given below:

- The emotional intelligence of myself helped to control the emotion of mine in the workplace and understand the emotion of others in the workplace (Nelson and Low, 2011).
- The understanding of the emotions of others helped me to motivate the employees working in the organisation and the process helped to develop communication with the employees working in the organisation.
- The emotional intelligence of helped me to create empathy for the culture of others and the process helped to develop a common culture in the organisation to ensure the work-friendly environment for the employees working in the organisation.
- The emotional intelligence helped me to create respect for others in the organisation and the process helped to create mutual respects in the workplace and

helped to motivate the employees working in the organisation to meet the goals of the organisation.

Understanding one's own strengths and limitations:

The understanding of one's own strengths and limitation helps the person to understand the skills of the person and the room to improvement of the limitations. The understanding of the limitations and strengths, the person makes the strategies for the future to meet and the process is very important for the development of the skills in both workplace and personal life. The importance of understanding one's strengths and limitations are given below:

- The understanding of one's own strengths helps an individual to work on the skill sets to get employed in the future and the strengths of the person helps to understand the opportunities in the workplace and the process help the person to go through self-evaluation and the understanding of the strengths of the person helps to develop the plan of the person for the future and employment (Lynch, 2012). The understanding of the strengths helps an individual to develop the plans to meet the objectives both in personal and professional life.
- The understanding of the limitation of one's is very important as the understanding helps the individual to understand the weaknesses and the understanding of the limitations help to develop the plan for developing the skills of the person to transform the limitations into skills. The understanding of the limitation of a person helps the person to find the weaknesses and the person takes strategic plans to develop the skills to transform the limitations into strength. The understanding of the limitation of an individual in the workplace helps to take the decisions effectively so that the decisions can be achieved by the person and the decisions are achievable (Cherry, 2012).

Using techniques to identify characteristics, strengths and limitations

The personal SWOT analysis helps an individual to understand the characteristics, limitations and strengths and the technique is used to identify the characteristics, strengths and limitations of a person. The personal SWOT analysis for myself that helped me to identify the characteristics, strengths and limitations of mine is given below:

SWOT Analysis Example

<u>Strengths</u>	<u>Weaknesses</u>
Work Experience Education Technical Expertise Transferable Skills Personal Characteristics Good networking contacts Associations, Business groups	Lack of Work Experience Limited Education, Wrong Major Limited Technical Knowledge Lack of Job Knowledge Weak Interpersonal Skills Negative Personal Characteristics
<u>Opportunities</u>	<u>Threats</u>
Positive Trends in Your Field Enhancing Education Fields in Need of Your Skills Geography – ability to move Strengthening Your Network Utilizing Skills in Different Way Enhancing Personal Development	Negative Trends in Your Field Competition in Your Field Training & Education Obstacles Limited Advancement in Field Limited Ability to Develop Limited Positions in Your Area

Figure: Personal SWOT analysis

Source: (Derue et al, 2011)

Strengths: I started working in the mid-80s in an Indian restaurant. I worked in that sector for at least ten years. Thereafter in the mid-90s started my Journey to the Hospitality organisation. I started at the Radisson SAS Hotel in Marble Arch London. From 2000 to 2014 in different posts in the Four Season Hotel in the Food and beverage department in the organisation and had worked more than six years as a supervisor in the Four Season Hotel. I have gained very good work experience in the hospitality industry and the experience in the workplace is a strength of mine. I have done the supervisory development skills programme while working at the Four Seasons Hotel. That skill and knowledge has improved my Leadership skills for the workplace. Therefore it has become the strength of my supervisory and leadership skills. The expertise of my workplace and the knowledge in the supervisory in the hospitality industry has helped to develop the technical skills and transferable skills of mine and the skills are a strength to mine

in the workplace in the hospitality industry (Metcalf and Benn, 2013). The study of my supervisory development program [SDP] in the Four Season Hotel has also helped to develop the personal characteristics of mine and the characteristics of leadership became my strength. The knowledge of this program helped to build up my self-confidence and strength. The work experience of mine has helped me to get connected with various business groups in the UK and the networking in the business sector and with the employees working in the organisation is a strength to myself. It also helped gain self-satisfaction about the key knowledge needed to become a good Leader in the workplace.

Weaknesses: When I started my Journey to employment after leaving education, there was the language barrier which I didn't realise while at School. I was weak in speaking fluent English with the customers. The issue was a language barrier for me to communicate effectively with the customers. My written English was good but speaking fluently was my weakness while working. But as I went through my work experience in the Indian Restaurant, I gradually was improving my spoken English. It was the challenge for me to change my speaking power of English language. Therefore I started to communicate in English with the colleagues and Customers. I started to read and write also watch different English programs on TV to improve my English language. Step by step I planned to overcome my weakness. Finally my weakness of speaking the Language was improving. As I started to speak with the Customers it helped to improve my English into a fluent level.

Opportunities: The hospitality industry is one of the fastest growing business sectors in the world and also in the UK. The growth in the business in the hospitality industry is an opportunity for my work experience. Ultimately, I have improved my Leadership skills in this particular industry. From the 90's till present time, I got promoted to be the Food and Beverage Supervisor at a five star Hotel. I took my experience as an opportunity to build up my Leadership skills in hospitality industry.

The education in the leadership skills for the hospitality sector is available in the UK and the education and knowledge create opportunity in the field. The networking in the business can be done effectively and the personal development will help in the field for effective leadership and the process is an opportunity for me to develop the skills and knowledge of mine in this particular business sector. When I started my course in Leadership in Business Management it also opened a

door of opportunities for me. As I started from level four of this course it opened my way to get further education to build up my work experience. After the level four completion I then went onto level five of the course. It really motivated me to study further in this course. I found similar subject with the work experience I have. The course encouraged me more to improve my knowledge in Business management and my workplace. It gave me the opportunity to improve my knowledge in Business Leadership also how to become a good Leader.

Threats: The competition in the hospitality sector is very high and it is very important to develop the leadership skills and technical skills to sustain in the field of work. The hard competition in the field is a threat to me as I need to develop the skills and character traits of mine to sustain in the workplace of the hospitality industry. Working in food and beverage department in customer services gave me experience in one sector of the Hotels. If I wanted to work in other departments there was a need of different experience and qualifications. My qualification is as a threat, therefore I could not apply for jobs in other departments of the Hospitality industry.

The personal SWOT analysis helps to identify the personal characteristics, strengths and limitation of an individual along with the opportunities and threats and helps to create a plan to develop the leadership skills to sustain in the market.

Importance of continuous self-development and identifying opportunities to develop oneself in the leadership role

The continuous self-development process is the function where an individual learns constantly to develop the skills, knowledge and the identifying of the opportunities to develop in the leadership role helps to develop the leadership skills. The importance of continuous self-development of mine identifying opportunities in the leadership role is given below:

Improving talents: The continuous self-development of mine has helped me to improve my talents in the workplace as a leader and the process has developed communication skills and emotional intelligence for myself. The identifying of the opportunities for effective communication and emotional intelligence has helped me to develop the talents of mine through continuous self-development and experience of mine in the workplace (Kyllonen, 2013). As I worked from one employment to another it inspired me to get more skills and talents. Working in different organisation gave the way ahead to improve myself.

Potentiality: The continuous self-development process helps to develop the potentiality of oneself in the business field and the opportunities for the development of skills and knowledge encouraged me to go through the education to increase the potentiality of my experience in the workplace. The process has helped me to develop the leadership skills of mine in the organisation.

Employability: Starting from a small restaurant to work in a luxury five star hotel was a challenge for me. Personally I had the strong sense of humour to build up my work skills at professional level. Therefore from the beginning I found was to improve myself at a level that will help me to lead. I worked from small Indian restaurant to Five star Hotels working in Restaurant department, Banqueting Room Service also stewarding and housekeeping department. My inner passion and motivation helped me to gain knowledge about food and beverage department and also improved me to give best customer service in luxury hotels.

As I moved from one place to another place in my employment history it created for me different type of skills. I began to develop myself in different employment. The continuous development self-development has helped me to develop the knowledge and communication skills of mine along with the emotional intelligence and the process has helped me to develop the employability of mine and the self-development process for my skills has helped me to become a supervisor in the

food and beverage department of the multinational Four Season Hotel. Working in a five star Hotel and Company like Four Seasons Hotel gave me high profile in my employment history.

Improving knowledge: The self-development and the opportunities have helped me to develop the knowledge of mine in leadership in the Supervisory Development Programme of the Four Seasons Hotel and has helped to develop the knowledge of mine in the leadership roles in the workplace. The process has also ensured the skills of knowledge transfer of mine and work effectively in the workplace where I was employed. After the work experience as I went to study in University of Wales it showed me the ladder to climb for knowledge after the experience in the Restaurant and Hotel organisations. The Course Leadership in Business Management gave me the required knowledge to acquire for my workplace. The knowledge I am gaining now by studying the Leadership in Business management at the University of Wales London is helping me to become more inspired for the hospitality job. At present, my focus is on my studies to build up a better and professional job for the future.

Creating wealth: The self-development process helps to develop the skills and credibility in the workplace and the skills and knowledge have helped me to create wealth from the leadership skills and employability of mine in the workplace (Pinos et al, 2013). It gave me the knowledge and skills to use in my studies also to implement into my employment. The knowledge I am gaining from the studies is much needed for the leadership in the workplace.

Consciousness: The continuous self-development helps to develop the consciousness of a person and the consciousness helps to perform effectively in the workplace and also helps to identify the opportunities in the market.

The personal strengths of a leader help to develop the confidence of the leader and the readiness to take calculated risks of the leader help to develop the self-assurance. The personal strengths and readiness to take calculated risks help to develop the confidence and self-assurance of the CEO of an organisation and the confidence and self-assurance of the leader of the organisation.

Confidence: The personal strengths of the CEO is technical skills, communication skills, emotional intelligence and consciousness and the skills helps the leader of the organisation to perform effectively in the decision-making process also motivating other employees working in the organisation and the effectiveness of the working experience and with the knowledge and experience of the leader has

helped to develop the confidence of the leader of the organisation. The confidence helps the leader of Whitbread to take decisions effectively and with confidence and creates a positive attitude in the organisation to meet the objectives (Jamison, 2010).

Self-assurance: The knowledge and the technical skills of the leader helps to take calculated risks and the motivation of the leader using the emotional intelligence helps to motivate the employees to meet the goals of the organisation. As the risks are taken by the leader is calculated, it creates assurance to the leader and the assurance of taking risks helps the leaders to take risks in the competitive market to gain competitive advantage.

Transformational leader:

My profitable thinking gave me the power to learn from my own experience and build up my skills accordingly at the workplace. Having worked in food and beverage for certain amount of years it gave me the will power to infuse those skills and knowledge into ideas and training plan for new employees. It gave me the skill to train new people in the organisation to become a good leader at workplace. The transformational leadership came into my knowledge how to start with nothing then get the right skills and tools to build up a better leadership personnel in workplace.

Social awareness in terms of empathy, organisational and political awareness, service to others

Social awareness is one of the most needed skills for the leaders of an organisation and the leader of Whitbread is also socially aware. The social awareness of the leader of the organisation is described below:

Empathy: The social awareness of the leader of Whitbread has helped to develop the emotional intelligence of the leader. The emotional intelligence helps the leaders to become empathically and the empathy of the leader in the organisation helps to understand the views of others and creates a working environment in the organisation in terms of mutual understanding and respect. The empathy of the leader helps to motivate the employees working in the organisation (Nesbit, 2012).

Organisational awareness: The organisational awareness of the leader of Whitbread is also a part of social awareness and organisational awareness helps the leader of the organisation to understand the current situations in the organisation. The process helps the leader to take decisions of the organisation analysing the current organisational situation.

Political awareness: The political awareness of the leader helps to understand the political culture of the organisation and the awareness of the political culture helps the leader to evaluate the factors of the political environment or culture of the organisation that is helping the function of the organisation. Also helps to identify the factors in the political culture of the organisation hindering the effective function of the organisation and helps the leader to make a decision accordingly understanding the political culture of the organisation.

Service to others: The service to others in the organisation helps to develop the respect and communication within the organisation. The service to others in the organisation helps to transfer the knowledge and skills within the organisation. The leader of Whitbread takes the decisions of the organisation based on social awareness and the service to others in the organisation. The process also helps to maintain the corporate social responsibility of the organisation.

Relationship management in terms of inspiring others

The relationship management skills of a leader of the organisation help to develop the relationship with the employees, investors and clients of the organisation. The relationship management of Whitbread in terms of inspiring others is given below:

- **Clients:** The organisation provides a good customer care service to the clients and listens to the complaints of the clients and takes the recommendation from the feedbacks of the clients to improve the services of the organisation. The process creates a good relationship with the clients in the market. The relationship management of the organisation helps to create a loyal base of consumers in the market and the loyal consumers of the organisation help in the branding of the organisation to meet more consumers in the market (Saeed et al, 2014).
- **Investors:** The leadership skills of the organisation help to maintain a good relationship with the investors of the organisation and the skills of the leader helps to understand the recommendation of the investors for the organisation. The skills of the leader listen to the investors and communicate frequently and effectively to ensure the relationship of the organisation with the investors. The relationship helps to inspire investors to invest more in the organisation.
- **Employees:** The skills of the leader of Whitbread communicate with the employees in the organisation and the emotional intelligence of the leader helps to understand the emotions of the employees working in the organisation (Simonet and Tett, 2013). The communication of the employees helps to participate in the decision making the process of the organisation and the participation of the employees helps them to get inspired to meet the objectives of the organisation. The emotional intelligence of the leader helps to motivate the employees and the motivational and inspirational skills of the leader motivate the employees working in the organisation to meet the organisational objectives.

Conclusion

The emergent leadership skills for the workplace helps the leaders to develop the skills and characteristic traits needed for the organisational effectiveness and employability. The development of the communication skills, knowledge, technical skills, emotional intelligence, networking, social awareness and relationship management helps the leader of an organisation to develop the skill and the continuous self-development process of the leaders helps to develop the skills of leadership for the workplace. The leadership style, models and theories of leadership helps the leader to understand the traits of characteristics of the skill sets of the leaders for the effectiveness in the workplace.

It can also be settled the complete work experience at the Hospitality organisation eventually helped me to improve my Leadership skills thoroughly. It gave me the confidence to be able to work in any Luxury hotels customer services worldwide.

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