



**Applied Leadership and Management in the Workplace
Module Assignment Submission**

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Accountability in the workplace means that employees at all levels take ownership of their actions, behaviours, decisions and performance. It's about being responsible not only for individual tasks but also for contributing to the organization's goals and culture.

"Accountability breeds responsibility." (Stephen R.Covey)

"You cannot escape the responsibility of tomorrow by evading it today" Abraham Lincoln

"Taking accountability for your actions is a sign of maturity" unknown

"Accountability is the glue that ties commitment to results." — Bob Proctor



Clear Expectations of Accountability

1. Responsibility for Actions – Following through on commitments, meeting deadlines, and delivering quality work.
2. Transparency – Communicating honestly about progress, challenges, mistakes.
3. Ownership of Mistakes – Admitting errors quickly, learning from them, and taking corrective action.
4. Commitment to Standards – Aligning behaviour with company values, policies, and ethical practices.

5. Answerability – Being ready to explain decisions and outcomes to managers, peers, or clients.

- Improves trust among team members.
- Enhances productivity and efficiency.
- Reduces micromanagement—leaders can rely on their teams.
- Strengthens workplace culture by promoting fairness and reliability.
- Encourages continuous growth and learning.
- Set clear expectations – Define roles, goals, and deadlines.
- Provide the right tools & resources – Ensure employees have what they need to succeed.
- Encourage open communication – Foster a culture where feedback is welcomed.
- Recognize accountability – Reward individuals and teams who demonstrate it.
- Lead by example – Managers should model accountability in their own work.

Follow up regularly – Track progress and provide support where needed.

- Accountability will improve performance, trust and integrity and help the organisations growth. A culture of accountability can lead to higher morale and job satisfaction, as employees feel their contributions are valued and recognised.

In conclusion, accountability fosters clarity, trust, performance improvement, and a strong organisational culture—all of which are essential for the smooth operation and success of the workplace. Workers must be aware that their actions will have repercussions, and team members must be forthright about their decisions and results.

Lack of accountability in the workplace can lead to several negative outcomes. Without clear expectations in place employees will struggle with understanding their role and responsibility leading to inconsistency in their performance. This can create a culture where tasks are not finished ultimately affecting overall production. Additionally, a lack of accountability can foster an environment of blame shifting, where employees may not take responsibility of their actions, which could lead to lack of trust, resentment and conflicts with the employer in decreased motivation and engagement. Overtime this lack of accountability can impact employee morale and retention as top performers may become frustrated by the lack of standards.

Summary, lack of accountability can impact employee's morale and retention, as top performers may become frustrated by the lack of standards. In the long term it

can affect the organizations reputation and success, as inconsistent performance may result in lost clients or diminished quality and service.

Overall fostering a culture of accountability is crucial to a successful business..

Case study: Doctor Parker and her wife both commenced their roles at Smart Engineering simultaneously, with Doctor Parker taking on the position of team leader responsible for meeting various targets. However, Doctor Parker encountered challenges in managing a team where the male engineers had previously established dynamics and displayed a sense of superiority over their female counterparts. As a result of experiencing discrimination related to gender and sexual orientation, both Doctor Parker and her wife decided to resign from their positions. The departure highlights the broader issue of inclusivity and the need for a supportive work environment that values all team members equally.

Authentic behaviour

Authentic behaviour in the workplace refers to being true to yourself while interacting with colleague's and making decisions that align with ones values, beliefs and personality, when people act authentically, they are often more engaged and satisfied with their work, which can lead to increased productivity and collaboration. "The findings also suggests firms become more competitive in attracting talent if their recruitment strategies place more important on authenticity",Braga,Reis,Trullen(2011-2017).

Cognitive bias

Cognitive biases in the workplace refer to the systematic patterns of deviation from the norm or rationality in judgment, leading to illogical or subjective decision making. These biases can affect various aspects of organizational behaviour, including hiring practices, performance evaluations, team dynamics, and conflict resolution.

Some common cognitive biases that can manifest in the workplace include:

Confirmation bias: where the tendency is to favour information that confirms existing beliefs, leading to a lack of openness to new ideas.

Halo effect: where people are inclined to let one positive trait or experience with a person influence overall judgement.

Anchoring bias: Relying too heavily in the first piece of information encountered ("the anchor")when making decisions can distort subsequent judgement.

Pritchard (2006)



Groupthink: A desire for harmony or conformity within the group that could lead to poor decision making, as dissenting opinions may be suppressed.

Attribution bias: The tendency to attribute successes to the internal factors, which can affect accountability and learning.

Recognising and understanding these biases can help organizations implement strategies to mitigate their effects such as promoting diversity of thought, encouraging open dialogue, and using structured decision-making processes, by addressing cognitive biases workplaces can improve decision quality enhanced team collaboration, and foster a more inclusive environment.

Case study example of how lack of cognitive bias can impact the workplace:

Cognitive bias can affect Dr. Parker and her wife in several ways, impacting both interpersonal dynamics and professional opportunities.

Stereotyping: Cognitive biases may result in individuals unconsciously applying stereotypes about sexual orientation, leading to assumptions about ability or behaviour based on a person's identity rather than their qualifications or skill.

Confirmation bias: Male colleagues may inadvertently focus on information that confirms existing biases or beliefs about women and LGBTQ+ individuals, potentially overlooking their contribution or capabilities of gay female engineers.

Group dynamic: Groupthink may occur in teams where dominant voices overshadow others.

Networking opportunities: Cognitive biases may affect networking and mentorship dynamics, where gay females may find it challenging to establish connections with predominantly male peers, especially as biases lead to exclusion from informal networks or social events.

Attribution bias: In performance evaluations, there may be a tendency to attribute the successes of gay females from internal factors to external factors, rather than focus on their skills and effort.

Perceived threat: In some cases, dominant males may feel threatened by a gay female's presence or perspective, influencing their behaviour and interactions.

Impact on well-being: The presence of cognitive bias can create a challenging work atmosphere, impacting the confidence and job satisfaction of gay females, which can affect their overall well-being and job performance.

By recognizing and addressing these biases, organizations can work towards creating a more inclusive and equitable workplace, benefiting all employees and the organization.

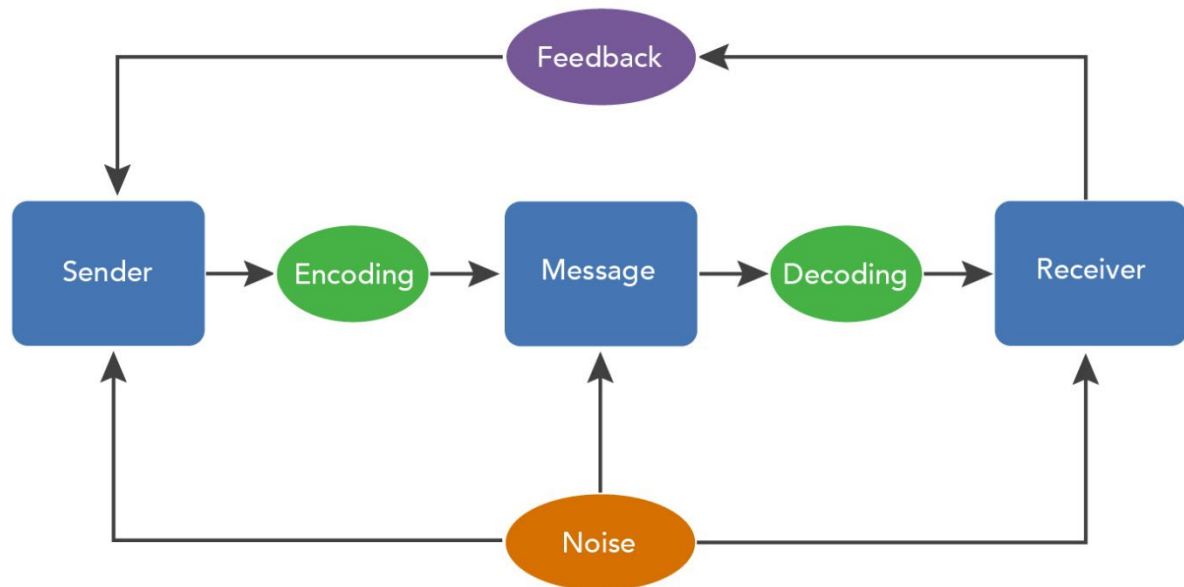
Case study

In the case study, the male colleagues and senior management were not aware of their unconscious bias towards Dr. Parker and the female engineers. From the onset, the male engineers made the female engineers inferior, talking over them and showing gayphobia to Dr. Parker and her wife. All the female engineers were affected by their gender. There was also an affinity bias as Dr. Parker was from a different working background to her colleagues, where most of them previously worked for energy companies'. Parker felt the male engineers were receiving more attention than she was, she often felt invisible to the team. All employees at Smart engineering need to develop their own self-awareness to improve their unconscious bias of their employees. Every employee it should not matter which sex or gender the employee should be treated equally.

Interpersonal relationships

Interpersonal relationships in the workplace refer to the connections and interactions between employees, colleagues, and supervisors within the organization. These relationships play a crucial role in shaping the work environment and can significantly impact team dynamics, communication and overall job satisfaction.

Effective communication is essential for building trust and clarity amongst your team. Open lines of communication can help resolve conflicts.



Interpersonal relationships in the workplace, connections between individuals within the organization. These relationships can significantly impact overall work dynamics, productivity, and workplace culture. Some key aspects of building interpersonal relationships.

Communication: Effective communication is essential for building strong interpersonal relationships. Clear and open lines of communication can help reduce misunderstandings.

Collaboration: Positive interpersonal relationships encourage collaboration among team members. When individuals feel comfortable together, are more likely to support and share their ideas.

Trust and respect: Trust and mutual respect are important in the workplace to encourage open conversation and a sense of security within the team.

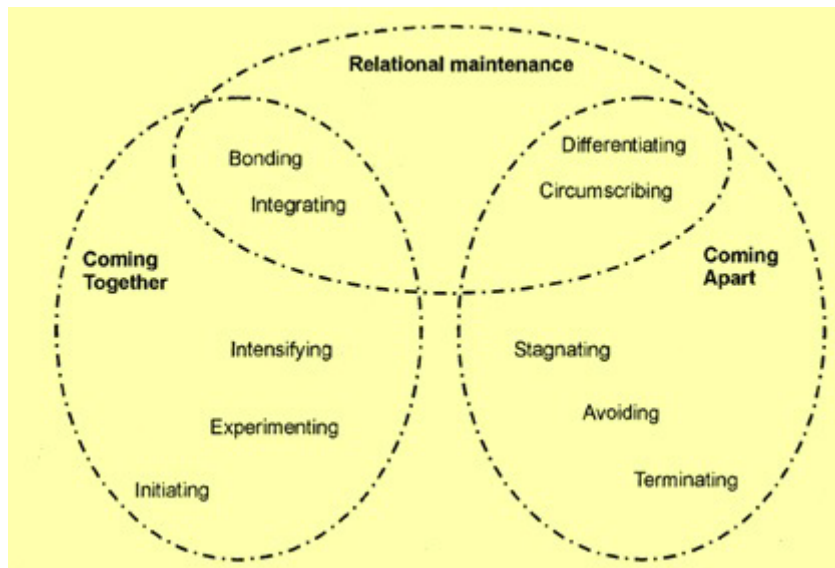
Conflict resolution: Disagreements may occur in any workplace> Healthy interpersonal relationships can aid in addressing any conflicts constructively without damaging the dynamics of the team.

Diversity and inclusion: A workplace with diverse backgrounds and perspectives can enrich interpersonal relationships. Embracing diversity can lead to greater creativity and innovation within the team.

Morale and job satisfaction: Positive relationships can contribute to a higher morale and job satisfaction. Employees who feel connected to their co workers may be more engaged and motivated in their roles.

Professional development: Strong interpersonal relationships support networking and mentorship opportunities, contributing to individual growth and career advancement.

Conclusion: Interpersonal relationships in the workplace are a vital element that can influence the organizational culture, employee engagement, and overall effectiveness of the team. Below is a diagram of interpersonal relationships that can be developed.



Case Study: The case study examines a workplace environment at Smart Engineering, characterised by communication disparities and the lack of inclusivity between management and male engineers towards their female colleagues.

Observations

Communication gaps: there was a noticeable lack of effective communication between management and male engineers in relation to female engineers. This disparity resulted in insufficient acknowledgement of the contributions made by female team members.

Overlooked Contributions: Female engineers often found their input and ideas overlooked during discussions and the decision-making process. This lack of recognition contributed to feelings of exclusion among the female staff.

Impact on team dynamics: The environment fostered by these communication gaps led to diminished morale and reduced team cohesion. Female engineers reported feelings of disengagement and frustration, which negatively impacted overall team productivity.

Credit for Contributions: There were instances where male engineers took credit for work or ideas that originated from female engineers. This not only contributed to a lack of recognition for the contributors of the female team members but also reinforced existing power dynamics within the team.

Conclusion: The findings from this case study highlight the critical importance of fostering an inclusive work environment through communication and equitable

recognition of all team members' contributions. Addressing these issues is essential for improving team morale, enhancing collaboration, and ensuring that all voices are valued within the organisation.

Professional Integrity



Professional integrity in the workplace refers to the adherence to ethical principles and standards of conduct in professional interactions and decision making. It encompasses honesty, accountability and a commitment to doing what is right, even when faced with challenges and pressures. Offer train

<https://copilot.microsoft.com/shares/zhjbrynknNswikfmYxWjxm> ^I

In his 2015 article *What Is Professional Integrity?*, Andreas Eriksen defines professional integrity as:

“the virtue of being good on the word of the practice”.

This interpretive view emphasizes that professionals earn public trust by fulfilling the legitimate expectations tied to their roles. Integrity, in this sense, involves a commitment not just to personal ethics but to the norms and responsibilities embedded in professional practice.

Businesses can take several steps to promote professional integrity in the workplace to prevent any employee feeling underappreciated like Dr. Parker and the female engineers:

Provides training and educational programs which focus on ethical behaviour, decision making and integrity in the workplace.

Establish a code of ethics:

Develop and communicate a clear code of that outlines the ethics expected behaviours and stands for all employees, which can serve as a guideline for decision making and conduct.

Lead by example:

Leadership should model integrity in their actions and decisions, when leaders demonstrate ethical behaviour, it sets a stand for the rest of the organization.

Encourage open communication:

Foster an environment where employees feel safe to express concerns, ask questions, and report unethical behaviour without fear of repercussions. Open lines of communication can facilitate transparency.

Implement policies for accountability:

Establish and enforce policies that hold employee accountable for their actions. This includes fair and consistent consequences for unethical behaviour.

Recognize and reward integrity:

Acknowledge and reward employees who demonstrate high levels of ethical behaviour within the organization.

Solicit feedback;

Regularly seeking feedback from employees about the ethical climate of the workplace, this can identify areas of improvement and ensure integrity remains a priority.

Promoting diversity and inclusion:

Create a culture of respect and inclusion, where diverse viewpoints are valued. This can enhance ethical values and can lead to more balanced decision making.

Matching your brand to your goals is all about alignment—making sure your brand reflects what you're trying to achieve, both strategically and emotionally. Here's how to do it:

1. Identify your goals clearly in the workplace which is essential for personal and professional growth.

Self Assessment Reflects your strengths, weaknesses, interests and values, consider areas which need improvement.

Set Smart Goals: Ensure your goals are specific, measurable, achievable, relevant and time bound. This framework can help you clarify what you want to accomplish and make it easier to track your progress.

Seek feedback : Engage with supervisors and colleagues to gain insights and areas for improvement.

Draft a plan: Create an action plan that outlines the steps you need to achieve your goals.

Review and adjust: Periodically revisit your goals to assess your progress and make necessary adjustments. And work circumstances can change so flexibility is important.

A very brief explanation of PCP Kelly (1955) proposed that the theory of PCP applies to everyone, not just to 'clients' with 'problems'. At the time, that was quite a radical proposal. In a nutshell, the theory is that we each have unique, personal theories of life (called constructs) which are based upon our own experiences, and we behave in ways which make sense according to our personal theories. Kelly proposed that we actively interpret (i.e. construe) our experiences, making sense of them in the ways we know how, and they are always open to other interpretations by other people. They are also open to own reconstruction - such as when we decide that a best friend is actually not

In the United Kingdom, the main piece of legislation addressing gender (sex) discrimination in the workplace is the Equality Act 2010, but there's some important history behind it. Here's a clear breakdown:

Key UK Legislation Against Gender Discrimination

1. Equal Pay Act 1970

- Ensured that men and women receive equal pay for equal work (or work of equal value).
- One of the earliest major gender equality laws in the UK.
- Later incorporated into the Equality Act 2010.

- A notable quote from the 1970s is by Shirley Chisholm, who famously said “The first step in a long journey is to recognise that there is a problem”.

2. Sex Discrimination Act 1975

- Made it unlawful to discriminate against women (and later men) in employment, education, and the provision of goods/services.
- Covered direct discrimination, indirect discrimination, victimisation, and harassment.
- Repealed and consolidated into the Equality Act 2010.

3. Employment Equality (Sex Discrimination) Regulations 2005

- Updated existing law to comply with EU directives, particularly on harassment and pregnancy-related discrimination.

4. Equality Act 2010 (current, comprehensive law)

- Brought together and replaced previous anti-discrimination laws, including the Equal Pay Act and Sex Discrimination Act.
- Protects people from discrimination on the basis of “protected characteristics”:
 - Sex
 - Sexual orientation
 - Gender reassignment
 - Race
 - Age
 - Disability
 - Religion or belief
 - Marriage and civil partnership
 - Pregnancy and maternity

Under the Equality Act 2010, gender-related protections include:

- Direct discrimination: e.g., refusing to hire a woman because she is female.
- Indirect discrimination: e.g., a policy that disproportionately disadvantages one gender without justification.

- Harassment: unwanted conduct related to sex that violates dignity or creates a hostile environment.
- Victimisation: unfair treatment for complaining about discrimination.
- Pregnancy and maternity discrimination: special protections during pregnancy and after childbirth.
- Equal pay: right to the same pay and conditions for equal work.

Other Relevant Measures

- Gender Pay Gap Reporting Regulations (2017): Large employers (250+ staff) must publish gender pay gap figures annually.
 - Parental Leave Regulations: Provide rights for maternity, paternity, and shared parental leave.
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Today, the Equality Act 2010 is the key UK legislation against gender discrimination, consolidating earlier acts like the Equal Pay Act 1970 and Sex Discrimination Act 1975.

A prominent quote related to the sex discrimination act of 1975 comes from the then minister of woman Barbara Castle who stated “We must ensure that women can hold their heads held high and be proud of their contribution to society”.

A personal Construct questionnaire (PCQ) a tool which can be used to asses an individuals personal constructs, which are the cognitive structures used to interpret and predict eperiences. Developed based on George Kellys personal construct theory, the PCQ aims to explore how individuals perceive themselves, others, and their interactions with the world.

In Conclusion

The issues of gay phobia which Dr. Parker and her wife encountred whilst working at Smart engineer remain signifigant challenges in contempory society. Despite progress in awareness and rights for LGBTQ+ individuals, instances of discriminatin and prejudice continue to affect the well-being and acceptance of these communities.

It is essential to recognise phobias which can be rooted in cultural, social and historical contexts.

We have looked at different strategies to combaat gay phobia including education aimed at promoting understanding and acceptance poicy reforms that ensure equal

rights and protections, and supportive environments that empower individuals to express their identity freely without fear of discrimination. By fostering empathy and respect for diversity, society can move forward freely without fear of discrimination.

A relevant quote that encapsulates the issues of gay phobia by President Barack Obama: "Every single American deserves to live their life free from discrimination"

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