

BA LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

Name: Daniella Espiand

Student Number: 1708021

Group: 2

Lecturer Name: Afzal Mannua

**Assignment Title: Developing Relationships and Workplace
Achievement**

Contents Page

Abstract	0
Case Study	1
Human Resource Management	2
Managing Employees in Organisations	3
Business Performance and Management	4
Career Development	5
Motivation Theory	6
Solution For Carrefour Square	7
Personal Development Plan	8
Conclusion	9
References	10

Abstract

In this report I will be finding and gathering research to find appropriate solution and theory that will suffice the Carrefour Square business in order to elevate it back from its downfall due to the lack of motivation and gratitude. Additionally, I will be gathering supporting evidence to support my points of views and including professional viewpoints to back up my points.

Lastly I will be outlining the relevant theory that will be best suitable for the business and giving some background knowledge and expert examples and scenarios in which, the theory was used and had a negative or positive aspect on the business, Also I will include a Personal Development Plan with my strengths and weaknesses and the relevant steps in which I can strengthen my strengths and hugely improve my weaknesses.

Case Study of Carrefour Square Swansea Wales

Carrefour Square in Swansea has around 10 employees which rotate tasks in the store. Carrefour Square is a multicultural food store which is in heart of the city which attracts lots of customers year-round. I had the opportunity to work there for around a year and half and there were benefits of working there but sadly some devastating unbeneficial events. The first issue with Carrefour Square management is that the staff are not maintained for a long period of time, which means that there is always a lack of staff to satisfy the customer demands. This is bad because this affected the customer sales throughout the year and decreased the level of customer satisfaction as the year's past.

Before the dilemma started Carrefour Square had an excellent reputation with as close as no employee turnover and a good level of customer assistant training to satisfy the customer demand. However, all this changed because the management was changed. According to Kimberlee Leonard, smallbusiness.chron.com 29/10/18 "If a company is experiencing high turnover rates, it needs to find the root cause and make adjustments. It is a compensation issue; business leaders must determine the industry standards and find a way to be competitive. If being equal in pay simple isn't possible, the business needs to consider ways to make job satisfaction higher, creating fun internal contests to recognise staff, allow them some freedoms at work such as flexible scheduling and train them to deal with the negatives. Inspiring a team approach leads to a more positive corporate culture, and that helps keep employees loyal to the company. This article is relevant in Carrefour Square case because this highlights a plan on how to maintain staff within a business which was not the case in Carrefour Square as the employee turnover was at its all-time highest.

Human Resource Management

Human resource management is the process in the managing of employees by hiring, firing and training the employees to meet the customer demand and satisfaction levels. This is crucial within an organisation/ business that HRM is met at a high level because if the staff are not appropriately trained to do their jobs they are the first call of contact to customers so if they cannot suffice the customer demand it will affect the company overall. According to Lincoln Recruitment Specialists, Lincoln.ie 20/08/19 "Organisational culture is the assembly of values, working rules, company vision, traditions and beliefs that a company has adopted over the years. The HR management system plays a vital part in influencing the organisational culture within a business. Establishing guidelines, procedures and company standards lets employees know and learn the behaviours that are acceptable in the workplace. For Example, a policy may state that punctuality is important within the company, which promotes improved time management skills among employees, or the HR team may adapt a more flexible time management policy that values employees.

This was the case with Carrefour Square the business did not have a strong HR plan which they could follow and rely on this is why they had issues keeping their staff because they didn't have the correct methods and resources to maintain their staff at the company for a long period of time. This was due to a lack of knowledge and competency as they did not have a firm structure to follow to help them with the structure of the Carrefour Square business. I found another interesting article by Gregory Hamel, smallbusiness.chron.com 20/08/19 "Human resources departments are often in charge of handling the distribution of employee pay and benefits and answering any questions that workers have about pay and benefits. For example, if a worker becomes ill and doesn't understand how his health insurance coverage works, he may turn to hr department for help. Similarly, if a worker doesn't receive timely and helpful service from the HR department, it may cause irritation that negatively affects morale or job performance. This article is interesting because this was exactly what happened to the Carrefour Square business the employees had a lack of ambition to succeed in the company which led to the downfall in the employee's satisfaction which then led to affect the customers satisfaction overall. If Carrefour Square had ambitious employees who wanted to succeed within the business they would have had a smaller employee turnover but this is the job of the management to create ambitious employees who want to succeed within the company it's not down to the employees to become ambitious, there are several ways in which employers can make their employees ambitious about their job through reward schemes, perks and work trips. Which will help boost employee's motivation as they want to achieve those work perks.

Managing Employees in Organisations/ Businesses

The management of employees within an organisation or business is crucial to the development of the company this is because the employees are the first point of contact between the business and the customers bad training or lack of training is not acceptable within a business. The main system in which employers manage their employees is through a HR plan in which it leads them through the process and procedures in which the company should take no matter the situation in order to resolve the issue as fast and smoothly as possible. However, if a business does not have a strong HR management plan or does not train their employees in an appropriate manner then customer satisfaction levels and employee turnover can increase in a negative correlation. I found an interesting article relating to the management of employees within an organisation/business, according to mitrefinch, mitrefinch.co.uk 20/08/19 "Employees with a high level of engagement in the workplace are more likely to contribute to a company's success. This is because they're more willing to apply themselves above and beyond their basic remit to accomplish tasks that help the organisation to achieve its goals. Research also shows us that employees who consider themselves as working for an effective manager score up to 400 per cent higher on engagement assessments than those who believe their manager to be incompetent. Its therefore vital to understand what good people management is.

This article is relevant to Carrefour Square's case because it mentions the benefits of having a well-managed group of employees and the statistics that show the attainment and achievements which is fulfilled while the employees are well managed. However, this wasn't the case for Carrefour Square this is because the staff were not well managed and didn't have a strong background of experience which lead to business's downfall. I found an interesting article linking to the effects of poor management within a company/business according to Devra Gartenstein 6/11/18, bizfluent.com "When a business is managed poorly, this ineffectiveness reverberates throughout the organization. It takes an especially heavy toll on employee morale, resulting in inferior work from workers who would often rather be engaged and productive but have inadequate incentive to perform optimally because their efforts won't be recognized or rewarded. Your employees are the face of your company, and when their morale is low because they are working under ineffective or discouraging managers, your customers will be able to see that they aren't engaged in their work or enthusiastic about your products or services. An image of employee satisfaction cannot be faked because customers sense insincerity and false optimism. In addition to simply failing to represent your products in ways that appeal to customers, disgruntled employees create a negative image of your company as a whole, representing it as an unpleasant place to work" this article is really engaging as it highlights the outcomes of poor management and the consequences it has not only on the employers and employees but the consequences on the customer satisfaction levels as well.

Business Performance and Management

Business Performance management is the creating of a working environment which enables workers to work to their full potential. Performance management starts when a job is defined as needed and the cycle ends when the employee decides to resign from the company. In the Carrefour Square business, the management did not create a firm business performance analysis to find out in which environment their employees work well in which was one of the factors that affected the company's outcome. According to [managementstudyguide.com](https://www.managementstudyguide.com) 28/08/19 "A good performance management system work towards the improvement of the overall organizational performance by managing the performances of teams and individuals for ensuring the achievement of the overall organizational ambitions and goals". This article is relevant to this dilemma as it shows the success of having a well structured business performance system.

Career Development

A career development plan is essential for a company's success because it helps to give a vision of the progress of the business in future years to come. Unfortunately, a career development was not the strongest point of the Carrefour Square business that is why they saw plunges in their business progression. According to Insala.com 28/08/19 "Today's employees expect to find meaning and direction in their day-to-day work. They are not simply looking for jobs and tasks, but meaningful careers and career goals. Employees who have access to career development processes, resources, and tools feel much more engaged and supported by the organization. In addition, employees who drive their own development are far more likely to be motivated and productive on a consistent basis. This article is relevant to the Carrefour Square business because it highlights the essential needs that the employees needed but wasn't necessarily granted to them which is why the business did not achieve optimum sales as the year's past. This resulted in the company downfall in success as the years went past. A career development was really important but its importance was not fully acknowledged by the business which was why the employees were not carefully monitored to make sure they have everything they need in order to run the business in a smooth manner and also the appropriate training and catch up in order to have an update on how there job is going and any help they may need. Additionally the Career Development plan of the business was not up to date so that meant not everything on the Career Development plan was accurate which can cause and will cause some problems in the long run so it is really important to keep the Career Development Plan up to date and making relevant changes to it when necessary to avoid any problems in the near future or any difficulties that could have been avoided if the Career Development plan was updated. According to Insala.com 28/08/19 "The backbone of any effective succession planning process is a readily available talent pipeline. An employee- driven career development initiative gives your top talent the opportunity to apply for critical roles that may be vacant. Making such opportunities visible and available for all eligible employees ensures that the most qualified individuals enter those critical roles. This article is relevant to the Carrefour Square business as it highlights the power of having a strong Career Development plan and not only the impact it has the managing of the staff but also the customers aswell.

Motivational Theory

Motivational theory is the idea in which you motivated your staff/employees to work in a manner that they enjoy and feel valued within the team while working effectively. This technique can be achieved in various ways which is mainly by gratification which can be done by rewards and perks offered to employees in exchange for effective work such as all-inclusive trips, prizes and gift cards etc. Motivation satisfies the essential needs of people and groups. When employees join a team, they expect to achieve a certain self-purpose which is different for every individual and the motivational theory caters to those needs. Additionally, motivation encourages job satisfaction, when motivation is applied correctly it can make an individual feel overall happy as the job satisfaction is one of their direct concern. Also, motivation stimulates productivity this is essential within a growing workforce community this is because if the employees are not productive in there work the output of there work will not be exceptional which is the requirement in order to stand out to the market. For employees to be productive they need to have a target an aim that they can follow no matter what, so they don't get overwhelmed by the workload. According to Smriti Chand 04/09/19 yourarticlelibrary.com "Motivation helps the learning process. Without motivation learning does not take place. There must be motivation or drive before there can be learning. Motivation stimulates interest and the attitude of willing to learn. If a person does not want to learn, he will not learn, even though he understands clearly what is being taught and has perfect capacity to respond in the way that would show the learning. This means that the trainer needs to select trainees on the basis of motivation and needs to have polices and practices that will encourage the growth of motivation. This article is relevant to the Carrefour Square case because it highlights the lacks in management that was present within the business as the employees had no means of gratification nor motivation which made there job really sloppy and unpleasant which was a huge factor that contributed to the downfall of the business. The owner/ manager of the Carrefour Square did not make sure and did not make it his top priority to find out If the employees were satisfied with there jobs and find any means of help if required. Because of this it led to the downfall of the business due to lack of motivation, lack of gratification and lastly lack of training. According to Oriane Perrin employeeconnect.com 04/09/19 "Demotivation happens when employees have lost their inspiration or will take action. This lack of interest and enthusiasm for work can have disastrous consequences for an organisation. Demotivation should be differentiated from momentary lack of drive. Which is usually caused by personal issues. A demotivated employee can experience a lack of motivation temporarily or. In the worst cases, permanently. This is when managers have a great role to play. Its important to tackle the issues before it becomes too deep and has the time to impact negatively other team members.

Solution for Carrefour Square Business

After comparisons with other theories the best solution which will fit best with the Carrefour Square business is the motivational theory. This is because of many reasons which will be outlined. The first reason is the lack of motivation throughout the business. This is a huge issue without this problem being fixed the business will not be able to operate properly, this can be fixed in two ways. Firstly, by interacting more with the employees by catching up with the employees once a week to find out how the week went and finding out any worries or discrepancies they may have. This would be a very good approach for the Carrefour Square business as the employees are not many so it would be easy to go around all the employees in a short period of time, one to one is very important because then you can judge and help an individual not as a collective but as an individual. The latter approach combined with the first is offering perks and rewards for exceptional and effective work, so employers dislike this method as it can affect the company budget which might not be ideal for some companies as a tight budget can be in effect. However, it can be beneficial in the long run as personalised gifts are more acknowledged than bulk gifts which may be less attractive. Additionally, having rewards and perks encourages competition in the company which is amazing because all the employees will be competing with one another so this will make the employees work overall exceptionally. Also, rewards such as business trips with your employees help you to bond with the employees and find out their interests, not only their work interests but everyday life and aims and goals which may be useful to the employers in order to cater to those specific needs and requirements to make the employee work at optimum pace without being overwhelmed. According to Sherrie Scott 5/02/19 smallbusiness.chron.com "Employees who receive recognition for their work accomplishments tend to have increased morale and positive workplace attitudes. Employee recognition is an incentive employer utilizes to offer feedback and encouragement to employees. Recognition rewards can include award ceremonies and public announcements, her choice for the next assignment, and asking him/her to be a mentor to others. And don't underestimate the power of simple, sincere thank-you for a job well done. Workplace recognition rewards occur frequently such as the end of the day, week or at the conclusion of the sales month" This method as the article outlined can be a very good method to follow because it does not cost the employees anything and they are still motivating the employees and giving them gratification for their hard work which has the same result as a reward/perk. This technique can also be used and adapted with the Carrefour Square business to make it a more motivated and enjoyable place to work. Overall the best solution for the Carrefour Square business is to use a motivational theory as it is more cost-effective and has a huge impact overall on the employees.

Personal Development Plan

Objectives	Success Criteria	Actions	Implementation
To be able to interact in group discussions and debates more effectively in order to get my ideas/views on a topic across. Deadline 3 Weeks from Today	I will recognise that I have achieved this objective when I'm comfortable and fluent in my ability to put my ideas across while not being nervous and unsure of the quality of my ideas and getting judged by individuals.	I will take part in various exercises which involves talking in public in order to boost my confidence and improve my ability of communicating with different people with different views as me.	I will practice my skills by doing research and utilising the learning that I gathered when doing the public speeches and practicing and rehearsing in front of an audience.
To be able to stay in a healthy balance between work life and home life and not get overly overwhelmed by both.	I will recognise that I have achieved this objective when I feel comfortable with my work balance while at work and my home life while I'm away from work and at home.	I will create a time management chart which will help me to stay to deadlines and make sure that I finish all the work needed so I don't need to overlap it with my home life	I will put this objective in practice by repeating it multiple times and making sure that I'm comfortable with the structure.
To be able to manage my stress levels and not let it interfere with my work	When I'm fully conscious that I'm not overwhelmed with work and I can see and plan accordingly in order to fulfil my work in a more orderly manner without feeling any excessive stress	I will make sure to have a good night sleep to keep me awake and in perspective. Additionally, I will keep a strict calendar of events with an appropriate time scale to make sure I'm not overlapping	I will put this objective in motion by utilising that I would have put together through my trial period of time management and repeating it accordingly until comfortable
Working in a team more affectively and making sure everyone's ideas are integrated in the final piece.	I will recognise this objective has been fulfilled when I'm firstly comfortable expressing my ideas and working in a team and additionally developing a group piece with everyone's input	The appropriate actions in order to fulfil this objective, I will have to work in groups/ teams more frequently and get use to getting feedback from colleagues	I'll put this objective into practice by practicing outside work, working in teams with family members of colleagues. Additionally, reading articles on how to become better at teamwork and also giving good feedback

Conclusion

In conclusion the best solution for the Carrefour Square business as its downfall was due to lack of motivation and gratification like I mention above is following a strict motivational theory to help boost the confidence and employees and make them want to work for the company and be ambitious about there work and take pride in it. As above I mentioned that this can be achieved one of two ways the first way was to award perks and rewards which is given to the most effective worker in order to reward exceptional work, however this wasn't the only option the latter one was to organise meeting with all working staff in order to reassure them and make sure everything is running smoothly for them. Those two ways are the most affective ways to achieve a result as soon as possible. Additionally, the Carrefour Square company was struggling with customer satisfaction levels as the staff were not trained well to cater to the businesses customers which was a factor as well which lead to its downfall which I mentioned earlier in the report. As a mentioned previously this dilemma can be resolved by training the staff accordingly in order for them to have the best knowledge in order for them to be able to assist the customers with there enquires and be competent with any problems that may arise regarding the business and other related aspects which does not necessarily twine with the business aspect.

References

Kimberlee Leonard, smallbusiness.chron.com 29/10/18

Lincoln Recruitment Specialists, lincoln.ie 20/08/19

Gregory Hamel, smallbusiness.chron.com 20/08/19

mitrefinch, mitrefinch.co.uk 20/08/19

Devra Gartenstein 6/11/18, bizfluent.com

managementstudyguide.com 28/08/19

insala.com 28/08/19

insala.com 28/08/19

Smriti Chand 04/09/19 yourarticlelibrary.com

Oriane Perrin employeeconnect.com 04/09/19

Sherrie Scott 5/02/19 smallbusiness.chron.com

