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ASSIGNMENT PART 1

1.Introduction

Autumn leaves care home

Autumn leaves supported living is a residential home with supported living facilities, providing services to residents above 18 years old with learning disabilities. The values beliefs and attitudes of autumn leaves care home are embodied in the objectives which include the following below. Autumn leaves believes in providing the highest standard of care and support to all service users. Within their care. As well keeping the environment clean and safe for them to grow physically, intellectually, mentally, and socially and spiritually. Autumn leaves values the development of positive relationships, trust, and mutual respect. Autumn leaves' workplace attitude is one that encourages service users to experience an enabling environment to develop and grow relationships as well as having an inclusive attitude towards all types of people.

2. Beliefs, Values and Attitudes.

Believes values and attitudes have every thing tot od with how we view the world. Everyone in the work place, whether manager or employee has their own believes, values and attitudes and they affect the way employees work according to Pickens (2005). These attitudes, believes and values affect both inputs in form the work relations, approaches to work, how work place systems are designed for example human resources management systems and customer service management. they also affect the output of the organisation in terms of how employees relate with the customers and other service providers and the actual volumes in terms of work output according to Pickens (2005).

From a manager's point of view, the values beliefs and attitudes must adjust to fit within the professional boundaries of the organisation to avoid mis judgement of the situations and cope with the changing work place culture. A manager must stay within the professional boundaries of their job as not to affect the relationship with the both the staff and the clients according to Pickens (2005).

Beliefs

These are assumptions that a person makes about themselves and their view of the world around them, how they think the world is and how it does and should respond to their actions. Everyone has their own beliefs whether staff or clients, everyone has expectations in terms of beliefs, and these are bound to change from time to time depending on the circumstances. The person's beliefs affect the way they behave or react, dress, and do things around the work place because this is deeply embedded in their culture and norms according to Pickens (2005). For example, the Sikhs will always wear a turban on their heads even in a work place. Sometimes individual beliefs do not always agree, and the need to understand and respect people's beliefs.

Attitudes

Attitudes are embodied in the way people respond or react in certain circumstances as per our cultural beliefs and the values we attach to the different elements within that situation according to Campbell (2000). Attitudes can be learnt and unlearned. Attitudes are shown exhibited in the form of individuals' behaviours which may be good or bad. Good attitudes in a work place promote positive results while the bad behaviours will often discourage other employees and stakeholders from participating in the business or employee activities with such a person (Campbell, 2000). A poor or negative attitude will prevent career growth and hinder people seeing the best in the individual whether it is coming from the employee side or the managers side where by they may not be able to see the best such an employee or the employee themselves may not be able to see the best from a manager with a poor attitude.

Values

Values are present in the way we see and think about things and therefore attach such things as openness, honesty, integrity according to Becker (1998). A critical thinking person should have a certain set of values that affect how ethically they behave in a situation towards a fellow staff and other stakeholders such as clients or suppliers to the business. For someone who values honesty, it is more likely that they will be honest and as straightforward as possible to avoid disappointment (Becker, 1998). These values exhibited in a person's approach to work relations and tasks assigned to them as they are a mirror of what they consider important themselves. This can be seen in how they interact with suppliers of materials to the business and how they honour payments and also how they communicate.

In the case of autumn leaves, a manager in waiting should be able to think about their own attitudes and how this impacts those around them. Since a manager is expected to be rational and logical in making the decisions that affect the business, they need to be subscribed to values that are beneficial to the business, such as honesty and integrity. Dealing with conflicts within a work place can be such a difficult thing to do. With the right values in place a manager is able to develop the work place critical thinking, and therefore make the appropriate decisions necessary to manage the different situations. One should be able to evaluate the circumstances and events leading to a particular incident and deal with a particular situation (Becker, 1998). If integrity is a valuable asset to a manager, it is more likely that they will take time to ask the relevant questions and rather than just taking sides without conducting a more thorough investigation of the situation. This may require a manager to conduct a root cause analysis to understand why, what happened and who was affected and when and where the incident occurred.

Having the right set of values in the work place provides a sense of direction for staff to follow and work towards achieving the desired goals and objectives of the projects within the work place. For a work place to function properly in the light of the values, beliefs and

attitudes, it is important for the manager to be able to apply the appropriate management theory to manage the situation (Mihelcic et al., 2010).

3. Management theories

Management theories can be referred to as a collection of ideals that come together to form rules that govern a business of company. These theories guide managers on the implementation of company strategies in order to achieve the organisational goals as well as motivating employees to perform. But regardless of whether its employee motivation, decision making, resource allocation, deal negotiation, management theories are vital for the development of the company (Olum, 2004). Managers play a very important part of the business. These management theories have been around since the industrial revolution and have since become a part of the business standards for operation. Older theories form the foundation for the development of new theories of modern management theories.

But over the last 10 years, the workplace has greatly changed from the first management theory that was developed and therefore getting a good understanding of the management theories and how to apply them. A full understanding of management theories enables managers to be able to manage their employee relations well (Olum, 2004). Management theories all have things in common while handling people, processes, and information. Sometimes it is necessary to motivate employees and staff in order to better implement strategies that would best improve the performance of an organisation. And management theories provide a foundation for the successful handling of managerial responsibilities (Olum, 2004).

Several management theories such as classical management theories which is focused on the execution and product maximization while behavioural management theories focus on the view of a work place as a social environment and increase of human elements. However modern management theories are focused on the incorporation of systems thinking and modern scientific methods (Kwok, 2014).

3.1 Classical management theory

This theory focusses on the standards 'creation and operation of standards to increase output in terms of production. In this theory, employees are motivated by means of compensation. Classical management theory managers focus on improving output and rewarding employees with high performance in the organisation using wages, salaries, and promising bonuses at the end of the year. Classical management theory is made up of three management theories such as the scientific management theory, administrative management theories and bureaucratic management theories (Mahmood et al., 2012).

Scientific management theories

This theory was focused on the reduction of production times and waste minimisation. This model was developed by Fredrick Taylor when he used a scientific approach to improve operations. The scientific method emphasized incentivizing the performance of an employee towards perfection (Bell and Martin, 2012).

Administrative management theory

This theory was developed by Henri Fayol also known as the father of management theory. the administrative management theory comprised of all business activities with management as the primary business activity and thus working as a detailed guide for managers (Bell and Martin, 2012).

Bureaucracy Theory

The bureaucracy theory discourages nepotism and charisms by providing a guide to management discussions. Max Weber the father of bureaucracy emphasized a formal kind of authority systems. Organisations' authority and unity are the central part of this theory (Kitana, 2016).

3.2 Behavioural management theory

Increased industrialisation and organisation lead to an increase in human interests in a work place. People oriented management methods were needed more than ever before. Employee human need satisfaction became more important and a central part of management. This should mean something to a manager as they are then required to focus on individual motivation through collaboration and team work. The behavioural management theory comprises of the human relations theory and the behavioural science theory (Bruce and Nyland, 2011).

3.2.1 The human relations theory

In this theory the organisations are considered as a social entity where money is not considered to be motivation that can satisfy an employee. Employee morale is very important for the overall organizational performance. However, the theory has a weakness of being full of assumptions about behaviour which may not be true (Bruce and Nyland, 2011).

3.2.2 Behavioral science theory

This combines elements of sociology, psychology, and anthropology to purposes of having a scientific basis. This theory examines the fact that staff are mainly motivated by other factors such as meeting their social needs, self-actualization, and conflicts. The theory focuses on individuality and sociability of the managers (Bruce and Nyland, 2011).

3.3 Modern management theory

Over time, organisations have changed and therefore modern organisations must adapt to the complexities of the change. Technology has played a very big part in this business change. The modern management theory has therefore sought to incorporate these traditional theories with the human changes beside the technology. Modern management managers depend more on data and statistical information to make decisions about the performance of the organisation as well as encourage cooperation across the different departments of the organisation. Modern management has three main theories, and these are Quantitative theory, systems theory, and contingency theory (Dent and Bozeman, 2014).

3.3.1 Quantitative theory

During the second world war, shortage of managerial efficiency was created that required the collection of scientific experts from multiple scientific disciplines in order to solve the pending issues about the integration of systems, people, and material as a means of empowering and supporting the military during the decisions making (Dent and Bozeman, 2014).

3.3.2 Systems theory

This theory sees management as a vital part of the organisation where by every department is seen as a part of the bigger systems or organism. There management works had to support goals and objectives of the individual projects within the organisation to ensure that the entire organisation as a system is healthy and ok (Dent and Bozeman, 2014).

3.3.4 Contingency theory

After examining the reasons why some companies perform better than others, Joan Woodward developed the contingency theory as she discovered that organisations making better use of technology made better decisions when faced with circumstances as they would be able to make informed decisions with in times. Within Autumn leaves care home, this theory is applied from time to time to minimise the risk of safeguarding that is very common with in care homes (Van de Ven et al., 1984).

4. Conclusion and Recommendations for organisational changes for the post-COVID mindset in terms of beliefs, attitudes, and value to tackle.

In conclusions, Post COVID, there have been many new technologies that have developed such as zoom and Microsoft teams and that are going to necessitate new roles within the organisation and thus encouraging new skills development in order for staff to copy with the changes. Employees stand to benefit from acquiring new behaviours, mindsets, and values in the quickly changing workplace. Several changes must be adapted for the modern workplace to survive.

Reskilling rapidly

Developing a learning mind set is very essential as employees will be taught to build a learning mindset, to prepare them well enough to be able to deal with the constantly changing environment. The quick adaptation to advanced technology is important and therefore more likely to lead to an acceleration as the organisation creates roles to meet the new Changes in workload created or lost during the pandemic. And thus, reskilling could help employees move from one department of the business to another.

Changing management and leadership competences

The COVID-19 crisis shocked industries and economies, but it likely that its greatest impact has been fear and uncertainty. Suddenly work from home. Together with pushing for digital skills and an improved infrastructure, it is necessary to incorporate leadership and cultures as well as emphasize empathising and formation and disruptions become the new normal. Companies must build a culture of transparency, trust, and openness.

Part 2: Reflective Journal

1. Beliefs values and attitudes

In my reflection on my values, attitudes and beliefs while interacting with my classmates' friends, peers' family, and teachers. I now understand that it is easier to agree and listen to peers, classmates and teachers who share the same attitudes beliefs and values as we do. And there a harmonised values systems is making the relationships work. At all levels regardless of whether it is personal of relationship. I have found that understanding the core values that underpin one's values make it easier to teach and individual since then you are able to reach out to them by appealing to their own values and beliefs and this is bound to change their attitudes. Therefore, to change one's attitude requires to appeal to their innermost beliefs and values and by this it becomes more possible to inspire change within that individual.

Moreover, appealing to one's believes, and values can improve performance of that person in class and in the organisation since they are then able to open up to learn new skills and develop the right attitudes and in that case they are more willing to engage in more difficult tasks and take them on head-on and ensure that they have been completed. you may come across some people who appear to possess the skills and knowledge to do a task, but only without a positive attitude towards the assigned task they will not be motivated, and reduce engagement as well as the intention to accomplish the task.

While reflecting on the 'iceberg' diagram, one can see the relationship between ones' hidden beliefs, values, and their outward behaviours. However, out of the two factors displayed, only two things directly influence behaviours. The attitude underpins the behaviour, while the other creates the capability to express one's expected behaviour.

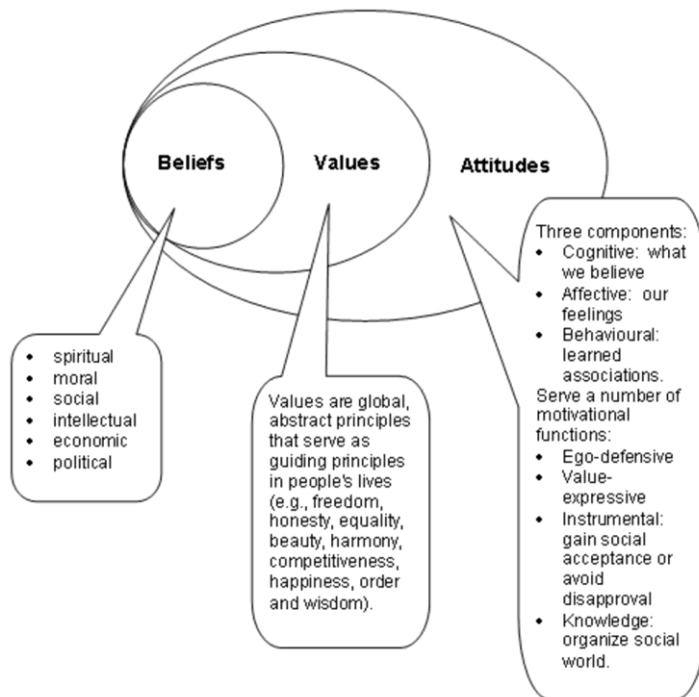
“The power of knowledge to organise, select, learn and judge comes from values and beliefs as much as, and probably more than, from information and logic” Thomas Davenport and Laurence Prusak (2000).

Attitude: the definitions of attitude vary from author to author. While others have described them as being hypothetical constructs representing the person's dislike or likes. Then comes the judgement made on an object as the attitude. However, these Judgments can be positive, negative, or neutral. Attitudes are known to arise from within the values and beliefs, developed over time.

The ABCs of attitude

Attitudes are known to comprise of three components are mainly behaviours, emotions, and thoughts. These components are often described as the 'ABC' model: which refers to affective, behavioural, and cognitive. Responses can also be affective behavioural or cognitive. The 'affective' response is embodied in one's emotional response to the assigned task. The 'behavioural' response is often displayed verbally or as a behavioural tendency towards a particular task, on the other hand the 'cognitive' response has to do with the cognitive evaluation of the set task based on an internal belief system.

Beliefs, Values and Attitudes



Behavioural based attitude

Personal reflection predicts that people always assume that attitudes are based on observed behaviours. For example, person who keeps coming late for class is considered to be unorganised and not punctual at all. And often without knowledge of the actual underpinnings behind this student's late coming for example they may have a sick relative or neighbour they are helping out. Then our attitude towards that person changes once we get access to data or information that informs our judgement. It is more like the scientific management theory whereby military personnel are able to make decisions on the basis of this statistical data.

So, in a way everything is interconnected.

Once the military general gets the information, then need their attitude may change from positive to negative or remain neutral. So, I can now say that the type of management theory applied can influence one's belief system. And the choosing a particular management theory for a particular situation is subject to their values but also sometime purely on the situation at hand. The task can also influence the attitude of the individual as they may feel overwhelmed by the task assigned and this may impact their values. For example if someone appears to be skiving while the managers values hard working people, the manager once they find this person they may assign them more tasks and then make them even more frustrated.

Personal reflection on the Contingency theory

When Joan Woodward developed the contingency theory she had examined the reasons for the failure of some companies while others were performing. Her discovery meant that

organisations technological factors play a vital role in the development and success of an organisation and that most successful organisations embrace the digital change and are able to transform their internal work processes to ensure successful full completion of the set tasks. I noticed in some organisations that have remained on analogue and do not care to embrace the technological change, performance tends to be slow, and staff may get overworked and overwhelmed, and this affects their attitudes and beliefs as well as their values. In the end the performance and reward systems which in the end influence the required or most appropriate management style.

Sometimes there appears to be a clash between multiple management styles applied at the same time while on other occasion application of the multiple management styles is successful. This may be due to the fact that there is no one size fits all but rather taking case by case and applying the most appropriate management style.

Reflecting on the systems theory

The systems theory appears to be the most applied management theory although it is done indirectly and often some times going in noticed, but most modern organisations although they have departments separate one from another, they seem to ensure that there is coordination of the work processes with between departments for example, an It firm where they design websites, the front office department receive the customer's request and pass it on to sales , sales will conclude the deal and pass on the customer details to the technical team to go ahead and design the website. In the mean time the customer care department and the technical department remain in contact with the customers making sure that the customer is happy and kept aware of what is going on. In this way, I see the organisation operating as an entire system where individual departments are integral parts of the organisation.

Reflection on the quantitative theory of management

This management style is very efficient not only in big corporate organisation but should rather be applicable even in the smaller organisations. It is very important for organisation to be able to make decisions based on facts and then re adjust their plans. For example if the, if the patients in the care home where I work are presenting challenging behaviours and the management needs to do something about it . it would be very helpful if they had statistical data that can prove that the once the changes are done, the desired results can be achieved. But first of all, one needs to see how many patients in other places have been positively changed by the intended changes they want to make. And why was that particular change implement and not the other. Contrary to just running around doing trial and error, it better to apply tested and proven methods that are reliable and applicable. That way one can be guaranteed of the desired out comes.

Same thing can be said about a marketing department within my organisation , if the sales are not coming in and no new client s are being signed on, one must ask what needs to be done and changed in the marketing and adverting department but with out data to benchmark against, it is worthless to make changes that have not be tested of proven before you re more likely to simply stayed in the same place despite the heavy investments in changing the organisation's entire marketing plan and drive. One needs to under stand the necessity to refer to statistical data and make the right decision as opposed to following their intuition . however, since there is no once size fits all in management, it essential to understand that may be what may have worked before could also have worked under difference circumstances. That means that even if its been done before, it may not necessarily give you the desires results since ethe situations are not exactly the same even though they are similar. For example patients may hav ethe same diagnosis but have

different triggers for their challenging behaviours and therefore playing the same approach may lead to a disaster instead.

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Part 2 (50%)- Reflective Journal- 2,000 words +/- 10%) Write a reflective learning journal by including the teaching and learning session from week 1 to week 9 with Harvard References. Your learning journal should focus on learning that took place in weekly lessons and practical exercises.