

# **Management and Organisational Behaviour**

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## **Written Report**

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## Introduction

In this written report I was asked to outline the analysis of a given scenario. The task involves going to assess the effects that managerial behavior can have on the employees of an organization.

I will go on to explain in detail a very common problem in my workplace, trying to give a solution and explaining my points of view towards this problem.

To do this we must first understand what we mean by managerial behavior and how important it is in an organization.

Managerial behavior is a skill that any manager of a company or business department must-have. This skill consists in knowing how to make appropriate decisions for the company or your work team. He must be able to deal with problems and solve them in the right way towards his work team.

The benefits of having a managerial behavior in a company are being able to show clear goals to others, integrity, and knowing how to communicate clearly and effectively and help others to see beyond their interests. All these abilities can be found in a leader who through these abilities creates trust in others.

But there are also the disadvantages of having managerial behavior in a company. A manager is always tested by his superiors, he must show them that he has good behavior not only towards decisions concerning the company but also towards his employees. A manager of any department or in command of the company is always controlled and for this, he must be focused and must do his job well.

Managerial behavior has a great effect on employees because the latter is seen as a leader, a person to be followed by an example.

If a manager is loud and abrasive, it will usually negatively impact employees. They will not be interested in their work or they will not do it well and this will lead them to indifference towards their work. If, on the other hand, a manager is always in a good mood, smiling, respectful, and helpful, the employee will feel safe and will want to take an example from the latter, giving their best in their work.

To improve managerial behavior and have good results towards their employees, a manager must first respect his team. He has to be available for them, he has to make them understand that for anything he can help them. He has to show them trust and cooperation. This way you can be sure that you have a team ready to do their job well.

## Scenario

In the hotel where I work, there is a restaurant of which I am partly in charge of the kitchen. Above me, I have two other Chefs and above them, there are other managers. When there is a communication to be given, everything starts from the top up to the last person in charge of the kitchen; that person is me. When there is something to communicate about cooking, such as the product of a dish, an ingredient to be eliminated or replaced for preparation or a product that needs to be sold more often to avoid having to throw away a large quantity, I and my two kitchen superiors often have small meetings that last up to twenty minutes and we update ourselves on this kind of thing that we will then share with the rest of the team. In addition to having communications regarding the kitchen in particular and the products, we also meet for problems that arise in the team; a discussion between two or more people on the team, or even between the chef and a waiter. These types of problems are also common in my team, and I am often the one trying to solve them because I don't like having a team that you don't trust each other and always have to spite each other. What I do is take people one at a time and talk to each other privately to see both sides of the problem, to see who can be wrong and who can be right or who can't be both. Once I have spoken individually with the people concerned, I gather both of them in a small meeting and have them talk to each other to then see the reaction of both, until they understand what the problem is and solve the situation. This approach is often used in my workplace and it always works. Eventually, the people involved resolve and return to work normally.

Instead, I had a slightly different experience, concerning the preparation of a dish. The person in question did not have adequate training or was not given correct information and made a mistake in preparing a dish, leading then to complaints from customers. Once again I spoke

to this person and concluded that he had not been given any communication regarding that dish. In the end, I assembled the team and communicated that anyone wishing to change a dish had to be communicated to the superiors for approval and that when there is a change of a dish by the superiors, the team must be well informed to avoid having customer complaints.

## Team Communication

In an organization or this case in a hotel company, there are many problems that managers and employees face every day. A very common problem, especially in my workplace, is poor communication in the team.

*Poor team communication can destroy a work environment. This can prevent a team from achieving business goals. (A. Kinsey., 2019)*

This problem arises very often in my work department and needs to be solved because communication is an important factor within a work team, as without communication the team does not work well, and employees will not take their work seriously.

I could give many examples of poor or bad communication at my workplace, but what I often encounter is the poor and bad communication between the chef and the waiter, or even between the chefs themselves and waiters. about a specific dish or the menu.

### **Managerial role within communications**

When creating a new menu, ideas come from both the organization and the chefs. Ideas are written down and passed to the organization or executive chef for approval. Once approved, there will be a meeting with the latter to have small testing of the new menu which is usually also accompanied by the new drink's menu. The first phase involves a meeting with the restaurant manager and the head chef. We will discuss the menu, how the dishes are presented, and with an equivalent accompaniment of a drink, alcoholic and non-alcoholic. In addition to this and above all, we will talk about the price at which the dish will have to be sold and the Food Cost of each dish will have to be calculated to understand more or less how much the company can earn on that dish and then look for a quality supplier to fair prices. Once the meeting is over, there will be testing that will be served at the table and shared

between the organization, the executive chef, the head chef, and the restaurant manager. Once the key is also finished, the latter will comment on the menu and decide whether to change something or be able to go on with the latest finishing touches and then formalize the menu at the restaurant.

This is a process that I have seen several times having at my workplace, of which I was a part and manager of the staff preparing the testing.

This is a completely normal formality; it is from here that communications begin which will then be shared with your staff.

Most of the time the message is clear, as both the manager and the head chef will have paid close attention to what the organization wants.

At the start of the launch of the new menu, everything will go as requested. The kitchen team will work to ensure that each dish on the new menu will be complete and well-presented and above all will taste good. The restaurant supervisor will ask for feedback from customers so that the organization can then know if the new menu is working or not.

*“Quality in a service or product is not what you put into it. It is what the client or customer gets out of it.” (P. Drucker., 2020)*

## Common communication problems

Above we saw how a menu is created and what are the procedures to be followed in managerial terms. The problems that may arise during this process may be that during testing the dish may not be satisfactory and you have to think about a replacement, and this can lead to the delay of the menu publication.

A problem that I always encounter at my workplace is when a dish is changed, and the people concerned are not informed. I have encountered this problem many times in my workplace, I could do many examples on modified dishes without having notified the people concerned, which in this case can be both the chef and the waiter.

One of the simplest dishes that can be found on the menu of my restaurant is the Penne Arrabbiata, the word "Arrabbiata" in English means "angry", as the tomato sauce contains hot pepper. This dish is also served as a small portion on the children's menu, and of course, this should not contain any chili. Precisely because that sauce already contained chili, we were advised by the Head Chef to use the tomato sauce we used for the pizza instead, since that contained only tomato and basil. I thought that this sauce was not good for serving it to a child and that it deserved the same sauce as the main dish as it tasted better. But to do this the chili had to be eliminated, but I could not do it completely because otherwise, the name of the dish would not have made sense. So, I thought about making the tomato sauce without adding the chili and only doing it before serving the dish to the customer, so that the dish could be served to anyone who did not want the chili. I pointed this out to my superiors and my request was accepted and said they would inform all staff of the change. One day it happened that one of the breakfast chefs, who therefore did not have enough experience in the restaurant menu, as breakfast is served only as a buffet, as requested he prepared the tomato sauce for that dish as we had finished it the night before. While he was preparing the sauce

following the recipe book, probably because he is from South America and therefore for him chili is a very normal thing to add to any dish, and not only did he add it when the recipe was changed but he also added a dose abundantly. Nobody had noticed it because he had finished preparing the sauce, and that evening during the service we had sold a couple of that dish, mainly to children. We have received many complaints about it, including on the restaurant's Trip Advisor, saying the dish was too spicy and impossible to eat. As soon as we got that complaint and the dish back, I immediately went to try the sauce and it was too spicy. All the chefs present, and the restaurant supervisor wondered who would make that sauce since we had changed the ingredient and would only add it later if requested or at least in a small dose. I remembered then that I had seen the breakfast chef prepare it. That evening we could no longer serve that dish as it was impossible to eat and had to be redone, and for this, we had to throw away an entire container of sauce. The next day I spoke personally with the chef who had prepared the sauce, asking him if he had been told that the recipe had been changed and that the chili had to be added just before serving the dish to the customer and in small portions. The chef told me he had not been told anything and apologized for that mistake. I told him that he did not have to worry, that mistakes happen, and that from that day on if he had to do some preparation he would have to consult me or the other superiors.

Since the mistake was made by the Head Chef, because none of the other chefs knew about the change, I requested a meeting of the kitchen team talking personally that when a dish was changed it had to first be approved by the superiors and then it had to be communicated to the whole kitchen team, so that the dish could be the same and not receive any complaints.

*“To err is human; to forgive, divine” (A. Pope., 2011)*

## Conclusion

As already mentioned, such mistakes often happen in my restaurant but I found myself having to solve that specific problem because the change had been made by me but it was not I who communicated it to my team, and maybe I should have done it myself. In this episode, more than one person was wrong. My superior for not communicating the change to the team when he said he would, the chef who made the sauce added too much chili and myself for not anticipating the communication anyway, as I could.

That way we could have avoided having complaints on the plate and throwing out a whole container of sauce since that was a waste of food.

I think I played my role quite well in the end when I tried to resolve the situation and try to avoid future problems like that. I can say that from that moment on we have fewer and fewer problems of this kind, but sometimes even if the change is communicated it is not always received as due and in that case we have to go deeper into the matter and see if the mistake is in the team or the single person.

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