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Developing Workplace Critical Thinking

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Introduction

In the introduction I will cover the meaning of this essay, it will be profoundly describe and explained in every aspect of a business and its organizational structure.

The content of this essay is based on my personal experience within the business. I will face potential threats that might affect the business and its staff members as well as challenges that are interfering with the business reaching its objectives, the prosses of delivering high standard products and the service provided.

I will cover the historical part of the business and how the organization manages recent activities and challenges. I will identify factors and paths, the possibility of changes in a better and successful business activity.

Different methods will be used to visualise the challenges of the organisation, what the present is like and what future has to offer due to rapid changes, mandatory rules that are needed to be followed, in order to ensure long life customers and success.

Any changes in an organisation must be done loudly in order to attract potential employees and customers. Being in a position where it can provide a safe environment towards its employees and making sure it has good service for all social classes. Furthermore, an organization has to interact in a positive and professional manner with different individuals.

Prioritizing assets which can differ from supplier companies to customers value. It is considered to be an external interaction next to environment protection, shareholders and business practice. On the opposite side we have internal interaction which stands for employees, management and technology. [...]

By visualising these principles in regards of how a business is operating, we acquire a way to present with efficiency a scheme which will bring positive changes that will impact the foundation of an organisation.

Visualising the organisational structure of a business by applying critical thinking as a method of criticism. Problem solving aptitudes will be present in accompany with critical thinking for a more accurate result.

The term of bureaucracy and post bureaucracy will be present in this paper, the theories and explanations of how the modern society came along. How employees were treated and judged in the past, based on different beliefs and values, who is the person to implement and bring new rules to the table in order to obtain a more rational approach by the organizations towards mass workers, and to implement a new leadership structure with a more clarifying sense.

Revolution will be another topic to be discussed in this paper, the Industrial Revolution to be more specific. What did it cover and what changes were made in that period of time. The period of innovations technology, transportations and so on.

From large changes, shifting to small and detailed scale actions but with a huge value in an organizational structure which is scientific management. How did Scientific Management help improve productivity and the efficiency of an organization, and again, who is the man standing behind the theory.

Then last but not least, the question and the answer of, “how we should manage people”. This includes a theory called “Classical Management” and it will cover the management activities, which includes a list of tasks for potential upcoming managers that should be able to perform in order to be classified as a manager.

System Theory comes along with any organisation and it has a couple of goals and demands, it describes and explains how business’ work, it describes a variety of ways to accomplish goals.

2. The core topic of this paperwork starts here where a company called Byron Hamburgers will be evaluated and describe.

Byron is a chain restaurant, founded back in 2007 by Tom Byng, this man used to study in America and in the 4-year period, he and his friends used to eat in different restaurants where burgers were served. The time loop, passion and taste for burgers made Tom want to open his own business in London where it had a massive success. (Byron *Hamburgers*, 2020)

Byron Hamburgers is considered to be a tall organizational structure by having investors, CEO, area managers, venue managers, supervisors and so on. Today Byron has an estimate

of 53 venues across London and a mass of 1800 employees. The company ensures integrity and ethical values, slave labour and human trafficking are not tolerated by any means.

(Byron Hamburgers, 2020)

Byron's beliefs and values are considered to be a priority in the business thus for ensuring everyone's wellbeing and delivering a great leadership responsibility.

The main question is what their beliefs and values stand for when the subject is a company who is declaring that they are highly valuing their staff members no matter the background and all walks of life, sounds great indeed.

However, on 28 of July 2016 Byron organized a "trap" for its own employees, they were told to come in a venue who belonged to Byron for a new burger launch. The surprise was that the immigration officers were in the building to "assist" the "new burger launch", twenty individuals were arrested and deported by having illegal stay papers.

According to The Guardian who interviewed one of the workers said. "I was payed £10 per hour and worked 50 to 70 hours every week, they are destroying everything, I worked for this company for over two years, I've paid my taxes, this is immoral". (The Guardian, 2016)

The main question is what other options did Byron have back then? What else could be done to avoid penalties and to carry the departure of its own staff members weight on its "shoulders", and by employing individuals with fake papers. Of course, not long after that incident, sides were made and people from in and out the company start revolting.

The whole company took a massive hit by acting like they did. However, according to the law and the Immigration Act 2016 they took the correct action by reporting fake ID and working papers.

The emotional factor spread towards customers and its own reputation, it had a big impact on the dropping of sales. Questions were asked and still to this day no one would answer them.

Moving on to **Management Theories**.

What exactly is Management Theories and what does it stands for.

Three main components were described as:

- **Industrial revolution**
- **Bureaucracy**
- **Scientific Management**

The core questions related to the Management Theories were "*How are we going to organize all this?*" "*How are we going to maximize productivity?*" and "*How are we going to manage all the people working together?*".

Three people managed to give an effective response at the time.

-**Max Weber**

-**Henri Fayol**

-**Frederick Taylor** (Lyon, 2017)

Who is Max Weber and what was the theory he proclaimed?

According to Wikipedia Max Weber was a German politician, philosopher, who lived between (1864-1920), he has one of the most important theories which helped develop the modern society structure. (*Wikipedia, 2020*)

Talking about Bureaucracy, and how it shaped the organizational structure. Max Weber thought that the organization should look like an extension of Government and Legal System, he took out the so called “Family business” approach, where the head of the family was in charge, he wanted to give opportunities to others who were not on a leadership line but had great ideas and potential.

The fact that large organisations used to have a leader who could control everyone and have responsibilities over everyone in the business was wrong. He wanted to create a workplace where an individual is tied to his or her own position, for rational and balanced power. (*Lyon, 2017*)

Coming back to our company in today's date and explaining how bureaucracy works in the hospitality industry.

Taking into consideration the ideas of Max Weber from early on, by implementing them in a company that is not using technology or mechanics as much as a car factory, it might be difficult to explain. However, Max Weber's theory applies to every work environment, including hospitality.

Byron Hamburgers has a pyramid type system, where the general manager is at the top of it, followed by assistant manager, supervisors, waiters, bartenders and runners.

Every single person has a different responsibility, as mentioned earlier, Max Weber took the whole concept of a single person demanding and being in charge with all the activities and transformed it into a single individual with a specific role in the organization.

Back in the days where Inns, Restaurants and Hotels were visited by tourists and trade travellers. The difference it made back then in the growth of economy was so dramatic that it took a huge time jump and from small Boutiques down the street to organizations and businesses spread around the world. (*Wich, 2020*)

Now we can imagine fifty to eighty years ago where in a restaurant one single individual was in charge with most of the activities that are performed in a restaurant.

From greeting customers, taking orders, to preparing food and so on. It is a difficult and stressful job to be proceeded by a single person.

When the contribution of the hospitality industry towards the economy took a fast forward step and all the venues involved in this were earning capital in big manner, the owners took a different approach by creating organizations and expanded.

The expansion of organizations brought Max Weber theory to life and put in place a system where organization can expand not only through territory, but also their profit by focusing in giving training to new personal to a specific task. By focusing an individual and giving a specific training, it can make that person specialized in that type of work, which can maximize the profit by offering high quality service.

Byron is one of the organizations who applies Max Weber theory by employing individuals for specific tasks like hosting who is in charge with greeting the customers and offering them a suitable table where can enjoy their meal. Waiters are responsible for taking the orders and making sure the customers are safe from any sorts of hazards like allergies and health and safety protocol. Back of house, which is assembled by chefs, from side chef to head chef and like the others, they have their own duties and tasks. Runners are the ones in charge with “running” the food from the kitchen to the customers table, they have the obligation to make sure the food is presentable, that the food does not contain any ingredients or items which may endanger the customers life. Floor Manager or supervisor has the obligation to be present on the “floor” (customers view) all the time during the shift. They are in charge with giving additional help to other staff members, as well as making sure the venue runs smoothly and any sort of complains or issues may occur, they must deal with it.

Overall it is teamwork and requires a patient, friendly attitude and experience, in order to ensure a good customer service. From the point where they step into the venue until they are leaving

This is how Byron is using Bureaucracy in their organization and how they ensure a good organizational structure in order to maximize the profit and focusing on training staff members. By having a responsible general manager who has the experience and necessary skills to ensure all the people are working together in a professional manner and as a team.

Frederick Taylor- When we are talking about efficiency in an organization, Frederick Taylor is a name that has to come up. He is one of the three “fathers” who changed the organizational efficiency by taking a micro approach in every task an individual had to perform.

A different term is Scientific Management with Frederick Taylor as author, and one of the first managements consultants. (*Wikipedia, 2020*)

What is scientific management and how can it be defined? Thinking about efficiency in an organization which has to manage every aspect of performance by studying time and motion of an individual in the workplace.

The idea of every employee doing their job as well as they could and not paying attention on how to do it in a more efficient way, brought difficulties and issues in organizational performance.

Frederick Taylor came with the theory of monitoring the time and motions a worker will spend completing a specific task. Speeding the performance by coming with “*The Right Way*” to do things. (*Lyon,2017*)

Taking Byron into consideration and applying Frederick Taylor theory, we can find out that the system is used consistently and with efficiency.

Talking about a restaurant we can imagine a lot of shredding and cutting is taking place, right? Well this is true, by having an individual who will spend 3-6 hours cutting onions, tomatoes, cucumbers and all the vegetables you will find in a burger. The poor guy who will

spend half of day standing at work by chopping and shredding and being paid with minimum wage is a lack of motivation and efficiency which can result in delays and loss of money.

Byron came up with the idea of replacing the standard chopping knife with a roller blade which can be easier and more practical to use. The second measure they took is to rotate every one and a half hour the individual who is doing the shredding, by taking this approach they enforce the efficiency and motivation of workers.

Another point related to efficiency in Byron is that the supply delivery used to be placed in the back of the restaurant and every morning workers had to spend two to three hours lifting the item from the floor and place them in different storage rooms.

The physical action and the time spend on caring heavy items was a difficult problem and many people were not happy with it, causing delay and tiredness.

Byron came with the solution of placing the delivery by the storage rooms or even inside them, if the items required a certain temperature to be placed at, then the items will be placed inside the storage room, so in this way the workers had to just unpack them and organize the items, without caring them around.

As a small conclusion for the above, efficiency can be created and organized in a manner where in can deliver a smooth work environment and automatically be more profitable.

Henri Fayol- (1841- 1925) According to Wikipedia Henri Fayol was born in Istanbul and is the person who developed a theory called business administration. His theory stands as a different branch from the same tree of *Scientific Management*, and also the modern management method as we see and practice today. (Wikipedia,2020)

“How we should manage people” This is the question he wondered about and started looking for answers. He believed that managers needed to be trained in a much more systematic and rational way.

He set a list of activities that a manager should follow in order to perform and behave like one.

-Planning- Stands for looking ahead and seeing what the future of the organization looks like.

-Organization- Stands for selecting and organizing people in an efficient manner, in that way everyone should be well prepared (trained) in order to perform their duties.

-Command- Stands for a manager overseeing, leading and driving ahead the organization together with the working teams towards success.

-Coordination- Managers should be good at coordinating and harmonizing different activities, even if they were from a separate department, a manager should be aware of everyone's actions.

Control- Managers have the duty to control and make sure everyone is complying with the regulations and policy of the workplace and organization. The second factor is that the manager has the duty to be knowledgeable in other aspect of the organizations, from finance to quality of the product, ambiance and so on. (Lyon,2017)

Bringing Byron Hamburgers into context and implementing the above points set by Henri Fayol in order to visualise in a more detailed way, how a manager is performing their duty.

Being a manager is not an easy role, although most of us think that a manager is just there to supervise the activity and spend hours in the office doing “some” paperwork, well is not exactly correct.

Being a manager in Byron Hamburgers it requires a vast knowledge upon all activities and skills such as, time management, problem solving and critical thinking are mandatory towards a managers role.

As mentioned early supervising the activity of all employees and making sure all of them know their duties and tasks in order to avoid issues and confusion between staff members. Planning rotas for employees and ensure every individual is happy with their schedule, dealing with off days request, holidays and finding covers when the staff are short in number.

Being short staffed might result in delays and unhappy customers, it is essential to a manager to manage how many waiters, runners and hosts are needed in a busy day in order to deliver a good quality service.

Back of house is another area where a manager needs to intervene in case of short members. It is mandatory for Hospitality Industry that the manager is fully aware and train to know all the products sales and how they are made.

As I mentioned earlier, the manager is spending many hours in the office doing paperwork. However, some of that paperwork is planning the forecast of the venue, in order to deliver an accurate rota, determinate how many individuals are needed to work in a shift.

Forecasting means to visualise the performance of the venue in the past week, month and even year, to establish the income it has generate and to assemble the right amount of people who are needed to work in order to not over spend the budge on labour, but in the same time to not under spend the budget, that means to have less members working in a busy day, it will cause massive issues, stress, complaints and loss of money.

Byron has entrusted its managers to make sure that every staff member is well trained in regards of a person being allergies.

Byron has a strict policy and a way of approaching customers by making sure every waiter who is taking the orders has the responsibility to ask the customer for allergens and to provide an allergen menu if is the case.

However, on 22 of April 2017, Owen Carey has died due to allergen reaction to dairy. A young teenager who was celebrating his 18th birthday in Byron, passed away from having a chicken burger.

According to BBC who took a report from the scene, it was said that Owen made the staff members aware of his allergic reaction to dairy. The allergen menu had no reference regarding any marinated chicken or any ingredient that had the potential to harm him.

Owen was declared death after a severe anaphylactic reaction which came from consuming dairy products which had proven to be fatal for the young teenager.

One of Owen's family member said that is not good enough to just have a simple conversation between the allergic person and the waiter, in a place where the noise is high and especially on a busy night. She added that a large number of individuals who suffer allergen problems are scared to eat in restaurants anymore because that is the major risk for them. (BBC, 2019)

Could Byron Hamburgers be more prepared to ensure no one's death, by taking the problem more seriously, by making sure the staff are well informed and trained for situations like that.

Of course, it could, however taken the death of a person to implement a strict policy in regards of allergens and to ensure that all the staff members are regularly trained, so problems like that can never occur again.

Byron Hamburgers once again took a massive hit with a much more serious impact, the decrease of the company started, and several sites required to be shut down for not making enough profit to sustain the business.

According to *The Guardian*, twenty sites were closed down due to food inflations, labour cost and business rates.

Simon Coup the chief executive of Byron said that it will do everything necessary to redeploy the staff members from the closed restaurants to different venue where they are needed.

(*The Guardian*, 2018)

Sustainability

Sustainability is composed from three main pillars which are *social*, *environmental* and *economic*.

A different term well known is ***Triple Bottom Line***. The idea started from the bottom line which prioritises and evaluates the short-term effect in regards of profit.

Sustainability is a long-term effect which requires investments on a large or small scale, depends of the organization size and structure. Once the investment is made in most cases the profit will follow. (*Rouse*, 2014)

In terms of long-time sustainability Byron Hamburgers takes different approaches in order to ensure the business will prosper and generate profit.

One of the ways was to close down twenty restaurants which were not generating enough profit in order to contribute to the whole business efficiency.

The second approach Byron Hamburgers took was to invest a large amount of capital into different venues by refurbishing them completely, from new equipment to a new interior look of the venues, a new colour of the interior along with completely changed furniture,

new display signs, and much brighter which will attract attention to potential customers and new uniforms for the front of house employees.

Social Sustainability is a different area where Byron Hamburgers is dropping down by making changes in quality of the meat, by using products which are not made in the house. Byron use to prepare all the additional sauces and having the skin-on fries made in house, it required time and labour work. However, the quality and the impact it had on customers was exceptional.

Nowadays most of the population is turning towards a healthier life and sport. By having the same item in the menu for over six, seven years, will not have the same impact that it had at the beginning.

Byron Hamburgers constantly changes the menu by adding new toppings and new type of burgers, the only items missing are the ones who supposed to be on the same line with the customers taste, like gluten free items, vegetarian and vegan items.

Recently Byron hamburgers tried to advertise the brunch menu, which turn out to be a massive disaster. Byron never had brunch menu before and by telling the chefs to come at eight o'clock in the morning to make the preparations for brunch will not bring any profit. The only advertising towards brunch was displayed on social media which had no positive return.

Another step down for Byron, which has invested capital along with labour work for three whole months and making no profit.

The last approach made by the company towards its customers was to bring and deliver something new, besides burgers and couple of salads, Byron decided to implement stake in the menu. However, the lunch supposed to be made by 20th of March 2020, unfortunately is was interrupted by COVID-19, who stopped the entire operation of Byron Hamburgers, which brought again a massive decline in operation and profit of the business.

Conclusion

In conclusion this paperwork provides different information's in regards of how organisations should be managed and sustain. Delivering and perform critical thinking on Byron Hamburgers, it showed how the business is ran, how is approaching its customers and how many difficulties has encountered which contributed to a rapid decline.

This essay enumerates different individuals and their contribution towards the way organizations are performing nowadays from different point of views.

Sustainability and efficiency are present in this paperwork in order to grant information's and examples of how businesses are performing and what type of actions are required to improve customers service along with profit.

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