

STUDENT NAME | ID:
WIOLETA TERESA KNYSZ | 1919631

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WORKPLACE

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LECTURER:
MOHAMED KALAM

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TASK 1/2

HOW ENVIRONMENTAL FACTORS AFFECT ORGANISATIONAL CULTURE AND ITS PERFORMANCE?

LONDON LASH PRO

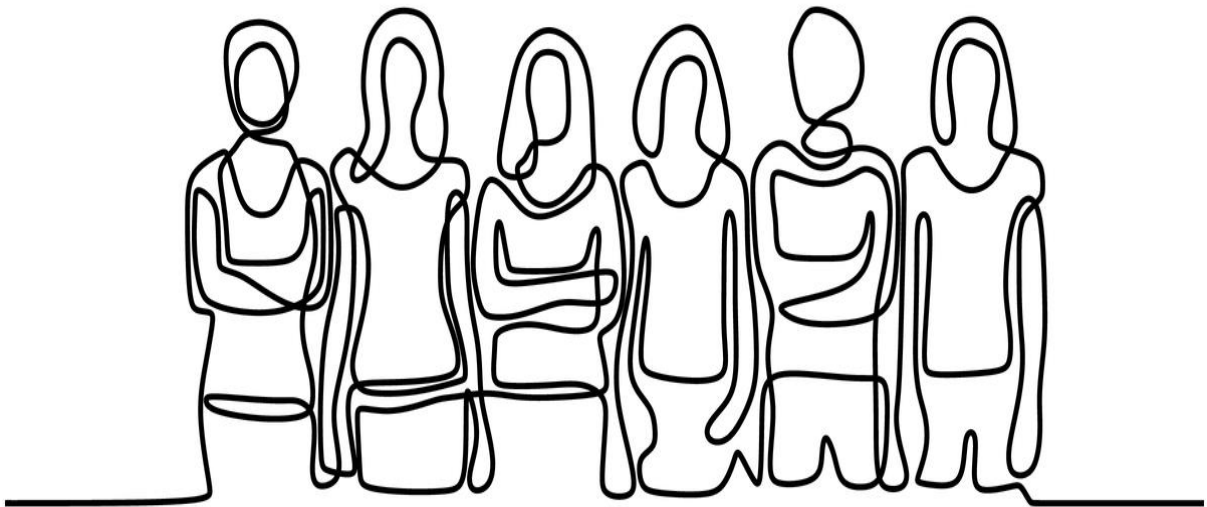


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ABSTRACT

The year 2020/2021 turned out to be exceptionally difficult for organizations to survive in the market.

The Brexit theme was present for several years before anything went from planning to action. Companies, therefore, have enough time to develop strategies that would make it easier for them to adapt to new realities. As a result, performance was maintained at a satisfactory level or, if declining, was closely monitored and fully controlled.

Although every company is prepared for possible failures resulting from internal issues, not every company is ready for potential external threats, and certainly not for epidemiological like COVID-19. It was impossible to predict. But building the strategy that will work for any environmental factors would pay off.

INTRODUCTION

This report will present how important for company's performance are its culture and structure and how much support can give a proper scenario planning.

Using tools and techniques the report will demonstrate the organisation's awareness of upcoming threats and control effectiveness.

The activities undertaken by London lash Pro increase the chances of survival in times of crisis. The weakness of LLP is that it belongs to the beauty industry. Therefore, it is admirable how the organisation has dealt with all the blows that environmental factors target. LLP's core competencies had a lot of merit.

It's incredible how the company sensed the moods, needs and concerns of customers, how sensitive it was in all its tactical marketing moves.

Being an international company based in Bolton (UK), London Lash Pro had a complicated task to deal with the effects of Covid. It was mainly saved by the sector of selling product and online trainings for lash technicians, due to stationary services of eyelash extensions treatments were suspended. Nevertheless, the sale turned out to be a challenge... How to sell if the potential client currently has no purpose of buying?

ORGANISATIONAL STRUCTURE SAVED THE LIVE OF THE COMPANY DURING THE CRISIS

Organisational structure is one of the foundations of business creation, because thanks to the division of the team and people into a different function, it enables full control and achievement of the set goals (Friend, 2019).

When designing the company, London Lash Pro focuses on lash extension education, bring into being a prestigious profession in the beauty industry. However, LLP quickly realised that it would have an excellent financial background and, above all, profit if the organisation will have own branded eyelash extension products.

London Lash Pro is a small company, and there are no extensive organisational structures. Thanks to this, if necessary, and such a need arose in pandemic times, it could develop one department without exposing itself to significant internal changes or budget burdens (Friend, 2019).

And so, the warehouse- the sales department, not only saved dozens of positions and allowed the company to survive all lockdowns but also rose to the top of the distribution. The appropriate organisational structure made it possible to plan, to plan with rescue action.

But let's take a closer look at the LLP.

1. THRESHOLD COMPANY- SME ENTERPRISE

LLP is a small Private Limited Company employing on average less than forty employees (Lash House Limited, 2021), including lash technicians, trainers and depot members.

The company is managed by two directors. One of them acts as Managing Director, the other as Chief Financial Officer and Secretary (Lash House Limited, 2021).

2. 50 BUSINESS PARTNERS (London Lash, 2021)

The company has covered almost the whole world thanks to contracts with international trainers who work under the London Lash Brand and nearly twenty distributors of LLP products (London Lash, 2021).

Thanks to the joint efforts, the organisation successfully operated in the times of the pandemic and did not leave the social media scene.

3. MATRIX STRUCTURE OF ORGANISATION- THE BEST STRATEGY TO SURVIVE

The matrix structure is a mixture of two or more types of organisational structure (Westland, 2018). In agreement with Westland (2021), such a management system allows introducing a balance into prospering, blur any imperfections, which in turn only strengthens the business.

LLP employees have more than one manager, and work can easily be moved from sector to sector (Lotich, 2021). In addition, some LLP staff have double functions, for example, lash technician and lash trainer or lash trainer and manager.

London Lash Pro leads the following departments:

3.1 FUNCTIONAL

This type of structure separates individuals into different functions that are most directly reported to the directors (Lotich, 2021).

The advantage of the functional form is that managers are highly qualified in the function assigned to them, so they can effectively achieve the goals. The only downside may be that they will not be able to completely fulfil the duties of other managers if such a need arises.

And so, London Lash Pro divided responsibilities between many functions, so such diversity of profession allowed the company to fine-tune the smallest details of rescue marketing strategy during the pandemic.

3.2 TEAM-BASED

By introducing this structure into the organisation, the company shows great trust in employees, consider them important and valuable, regardless of what position they have (Quain, 2019). Therefore, the staff is given a free hand to make decisions and have flexibility in their duties (Quain, 2019).

Of course, it can be highly risky, especially in difficult times on the only operating system, which is the warehouse. But London Lash Pro assumes that people respect the LLP workplace environment, appreciate each benefit and can contribute to the company's success. That stands out to the organisational culture.

3.3 DIVISIONAL

Divisional structure is usually introduced into relatively large organisations in order to extend the range worldwide (Writing, 2019). Nevertheless, LLP, aware of its culture, ventured a step in this director to achieve an unprecedented prestige. The whole trick of this strategy is that separate businesses or individuals operate under the approval and supervision of the brand and work on its success (Writing, 2019).

And so, London Lash Pro released their products to the sixteen destinations throughout the land and gained trainers all over the map (London Lash, 2021), quickly becoming famous as all lash technicians desired only one thing- being a part of London Lash Pro as their customer community.

The division also took place in the company's predisposition sectors.

One side of the business was comprehensive education, the other- retail. It was thanks to this organisational structure that LLP survived such difficult epidemiological times.

Even though replacing classroom courses with the online version played a large role, having the luxury brand of eyelash extension assortment kept the company at the helm. Properly selected marketing strategies and understanding customer behaviour and needs help to sell the goods regardless of disinterest of their type during the pandemic.

So far, all members of the team coped with the changes related to the pandemic perfectly, and each disadvantage of various organisational structures did not have a significant impact on company's performance.

In agreement with Brodie (2021), to be unique is to have an ideal strategy and even more perfectly worked out a system in the organisation. Thanks to this, the company distinguishes itself from competitors in terms of values and effectiveness (Brodie, 2021).

DIAGNOSTIC AND MONITORING OF PROCESSES AND MANAGEMENT

An indispensable element of running a business is continuous monitoring and screening of everything that may not be favourable.

While monitoring is an extremely productive matter of increased observation, controlling the quality or rising objections (Krokidas, 2016), diagnostic relies mainly on the recipient, who will be able to catch the first symptoms of the main issue (Krokidas, 2016).

Either way, both approaches are required to increase the company's productivity and the satisfaction of the target group. To achieve those goals, the organisation must preferably use more than one of the techniques below:

1. 360 DEGREE VIEW

According to McAleer (2019), thanks to a 360-degree view, which is mainly provided by modern CRM software, decisions are completely justified as they are made on all data collected, not on simple statements or intuition. The company has a fair view of threats and the right set of circumstances, which makes it easy to implement fully conscious ones quickly (McAleer, 2019).

As sales dropped along with the lack of demand for lash products during the COVID19, London Lash Pro was able to quickly react thanks to capturing the goods of greatest interest and the most desired topics by customers. Careful monitoring of the company's functioning in the CRM system (financial, customer behaviour and needs, deals) and the brainstorming with the LLP crew allowed for the clear assessment of organisation's strengths and opportunities in an epidemiological crisis and certainty of decisions made.

2. SIX SILENT KILLERS

Six Silent Killers are blockades that prevent the organisation from introducing new conceptions and plans of action or have a direct impact on them (Beer, 2021). And while London Lash Pro was aware that it had no problem with an aspect of the Beer Model, it had gone through a thorough analysis process for double-checking.

- NOT CLEARLY DEFINED VALUES AND STRATEGY (Beer, 2021)

People feel burdened with everything because they have too many assigned priorities (Beer, 2021), which gets them off the beaten track and leads to frustration.

London Lash Pro clearly defined values and laid out responsibilities between sectors so that everything was understandable.

- LOW EFFICIENCY OF SENIOR STAFF MEMBERS (Beer, 2021)

Seniors are less effective at work. They have a lack of modern skills and are passive in the team, very often slowing the crew down.

LLP does not have seniors in their team, not because the company does not want to take them on board, but because it has not even had such an opportunity. As seen, it turned out to be beneficial conditions in crisis as no one affected the team performance.

- LEADERSHIP TOO CONTROLLING OR TOO GENEROUS (Beer, 2021)

The leader does not show up very often, has poor control over what is happening in the company and does not solve the problems quickly enough (Beer, 2021). On the other hand, a supervisor may even force to attend stressful meetings (Beers. 2021) and focus too much on unnecessary issues, which makes employees feel the leader's breath on their back.

LLP crew has the full trust of the managers, who go through reports and monitor the company's environment and performance in a highly professional way at the end of every day.

- LEADERSHIP WITH LACK OF COMMUNICATION AND PROPER INVIGILATION (Beer, 2021)

Unclear structure breakdown in the organisation making the performance drop (Beer, 2021) and lowers the mood in the workplace when team members feel insufficiently appreciated.

LLP has highly developed leadership and beliefs that satisfied employees are a strong foundation of the business. Appropriate division of topics between managers allows the company to meet all the goals and reduces the risk of misunderstanding. That is a valuable technique, especially when LLP is facing a serious threat.

- LEADERSHIP WITH LOW COMPETENCES (Beer, 2021)

Management is not focused on progress (Beer, 2021). The leaders do not plan steps of achieving organisation's goals; therefore, by focusing on unnecessary issues, they avoid the key ones (Beer, 2021).

London Lash Pro has broken down the goals to the smallest details, with as many managers as necessary. As mentioned before, all of them are specialised in their functions.

- COMMUNICATION AFFECTED ON UP AND DOWN LEVEL OF HIERARCHY (Beer, 2021)

People have communication barriers due to different levels of employment (Beer, 2021).

LLP represents a friendly workplace environment. Every crew member has the right to indicate comments and inconveniences. All ideas, whether they come from a depot worker, are treated with the same attention as those from a higher rank.

3. TOTAL QUALITY MANAGEMENT (TQM)

TQM is a wonderful management tool created for organisations that beliefs that victory is strictly associated with the commitment of each individual unit in the company who follow the quality and meeting client expectations guidelines (Pratt, 2019).

And this is what London Lash Pro does in four related to TQM steps.

- Reduce imperfections (Pratt, 2019)- if there are defective products, LLP sells them for pennies with full and honest descriptions.
- Make customers happy (Pratt, 2019)- that is the greatest value that LLP confesses (lash stylist for the lash stylist, only the highest quality of goods and services)
- Reduce cost as much as possible (Pratt, 2019)- LLP does not expose to unnecessary costs. Every decision made is carefully thought out.
- Organisational culture faithful for their values (Pratt, 2019)- LLP's team and partners around the world have no doubts about the company's mission and vision (quality, fast delivery, luxurious, education on the weight of gold and the assumption that lash community is one big family).

TQM has an advantage not only for the company but also for all staff (Pratt, 20219). It does not matter whether they are lash technicians, trainers, managers or depot workers. Everyone in LLP, without exception, knows that they are doing valuable things. They feel the trust and desire that all customers bestow in the company. That introduces a cool atmosphere at the workplace, and every challenge is willingly undertaken. The staff does not turn back when problems occur, as for example, COVID19.

4. HERSEY-BLANCHARD SITUATIONAL LEADERSHIP THEORY

Hersey-Blanchard Theory of Leadership says that no management style is greatest and the key to success is which approach the individual superior with possessing achievement and predispositions take in a specific situation (Cherry, 2020).

In London Lash Pro, there are mainly three directions of management style:

- Telling (S1) (Cherry, 2020)

If managers agree on specific strategies or have guidelines from the CEO, in accordance with S1 situational leadership theory, they provide the detailed instruction to the entire team. However, all LLP's staff members strongly supported each other in tasks, so strict guidelines do not affect the relationship between ranks. That was the case with GIVEAWAY campaigns and special offers.

- Selling (S2) (Cherry, 2020)

While guiding employees, it is necessary to direct their actions and, at the same time, to show trust (Cherry, 2020). London Lash Pro has the principle of mutual trust and awareness of the maturity and responsibility of employees. Therefore, projects or activities that did not require close supervision were entrusted to the team members.

- Participating (S3) (Cherry, 2020)

If they only get the illumination of the concept of achieving the goal, they adapt to it personally, which stands for participation (Cherry, 2020). When LLP trainers got a green light from the CEO to get more interest from the audience via social media, they started to share educational Instagram stories and funny Reels videos, which have been warmly encouraged by the CEO.

However, the typical delegating (Cherry, 2020) did not really take place often in LLP. S4 give a completely full hand in all matters (Cherry, 2020) what London Lash Pro must watch out for, especially in times of crisis.

Situational Theory holds that different levels of maturity influence management style due to education, experience, commitment and understanding of possible consequences that may be incurred (Cherry, 2020). Therefore, LLP is only the best of the best. Lash technicians and tutors are pearls in their profession, and depot crew know the lash industry inside out.

LONDON LASH PRO AND ITS BROADER ENVIRONMENT

While running a business, it is important to keep an eye not only on internal but also on external threats, totally independent of the organisation because they may affect its fate seriously. And while London Lash Pro is a company perfectly made in every corner, the epidemic, in the beginning, hit it hard. This is how LLP looks in PESTLE and PORTER'S FIVE FORCES analyses:

PESTLE

POLITICAL

The spreading COVID19 caused the government to place strong restrictions on beauty salons and education institutions as places of lacking social distance. LLP lost the source of income which were lash extensions treatment in London based salon and training in the tutoring centre.

The company received support from the GOV but in delay, so it had to make an effort to ensure that the situation did not affect the salaries of employees.

ECONOMICAL

COVID19 reduced the priorities, so lash assortment fell out of the customer's needs. That was a massive challenge for London Lash Pro to re-enter the client value hierarchy.

SOCIAL

As the social distance was severely tightened due to the pandemic, LLP had to change the workflow in the depot, making it operate twenty-four hours a day with shorter staff on each shift. In addition, social distance restrictions were constantly on and off, which resulted in frustration due to the instability of the lash room and tutor centre.

TECHNOLOGICAL

LLP operate just online due to epidemic times (virtual courses, retail), so when the system is suspended or under maintenance, the company lose the opportunity to earn.

LEGAL

The current health and safety police had to be adapted to the new virus existence, and hence a recommendation for wearing the masks, temperature checking, testing, isolation and quarantine. And according to the law, regardless of whether there is someone to work or not, the company must stick to the guidelines.

Having two different business names, one reserved for the Companies House and the other for the public, is completely legal (Munnery, 2021). London Lash Pro uses this opportunity to be more attractive to the lash community and is registered as Lash House LTD in the government system. That is a good move, but it has a huge disadvantage. Someone can set up the business at Companies House using the name London Lash Pro and then LLP lose the established image associated with the brand. In a word, a trading name is not protected by the law, but the one registered with the government is.

ENVIRONMENTAL

During the pandemic, the airline cancelled flights which limited contact between LLP and their distributors and trainers outside the UK. Also, the import of goods has been affected by huge delays. Because of Brexit, the import and export between the UK and European Union have slowed down, requires more paperwork and become more expensive due to duty and extra fees.

PORTER'S FIVE FORCES

Porter's Five Forces is an irreplaceable tool for a reliable assessment of competition on the market and its clever workaround (Martin, 2019). As the name suggests, the analysis must take place on five levels:

COMPETITORS

The basic question is what the competition looks like and what exactly does it focus on (Martin, 2019)?

Most of the companies involved in eyelash education do not have any backup plan. LLP has long been running free online coaching, creating a loyal lash community on its fan pages, and stationary tutor classes for already practising lash technicians had its online version. In addition, the company was selling its own well-designing system and accessories for eyelash styling.

POWER OF PROVIDERS

The second issue concerns the universality of suppliers, which influence the quality, prices and long-term cooperation (Martin, 2019). Currently, eyelash products distributors compete for every customer. Thanks to this, LLP has a provider who makes an effort to not disappoint the company.

POWER OF CLIENTS

Is the target group wide enough (Martin, 2019)?

Eyelash extension is a new prestigious trend in the beauty industry, and there are more lash technicians every day. Each company has a chance to reach its clients because every each is different. LLP has gone one step further and has become UNIQUE.

THREATS OF NEW BUSINESSES

Another question is the risk of increased competition. Is the market easy to access, or does it require high risk, investment and bureaucracy (Martin, 2019)?

Due to the prestige type of the industry and the opportunities associated with it, each educated lash technician is slowly becoming a competition.

THREATS OF REPLACEMENTS

Can customers easily choose between many companies when making a purchase or whether the uniqueness or products matter (Martin, 2019)?

Although every potential lash trainer launches the product line, LLP is still at the forefront. The strength of the London lash pro is that the stylists educated in LLP academy stay with the products of their brand. And luxury, quality and deals that the company offers attract everyone else.

THE KEY DRIVER FOR THE CHANGES.

The basis essential for all progress and breaking out of the rivals are CORE COMPETENCIES (Ward, 2020). That is a collection of literally everything that can make the business stand out from the crowd, from the smallest detail to marketing ideas (Ward, 2020).

Many skills can be acquired, many quality attributes can be learned, but only having the best of the best, SPECIAL BENEFITS have a chance to slam the market.

Once again, the report will admire the uniqueness of London Lash Pro and list them all:

- Luxury
- Quality
- Values and attitudes- won hearts of lash technicians over the world
- Free support and education of the lash community
- Excellent customer service
- Marketing making the brand desired

Without all the above-mentioned core competencies, LLP would be one of the common brands, and it would be hard for the business to survive, especially at times of the pandemic.

LONDON LASH PRO WORKPLACE CULTURE

It is amazing how the LLP has worked out the finest details of the organisational culture, so do not really have to worry about any internal threats resulting from the crew and can hold the standard. The company takes on board only the people of the same beliefs, values and attitudes, possessing the knowledge and experience. In the lash industry, that cannot be deceived.

WEB MODEL

However, from time to time, LLP returns to studying its culture using the WEB model. That includes an in-depth analysis of whether the introduced strategies are perceived as they should be (Hoyas, 2021). Does nothing need polishing (Hoyas, 2021)? Does the company do everything to improve its efficiency (Hoyas, 2021)?

The structure and its power (Hoyas, 2021) has already been described; the rest four factors as presented as follow:

HISTORY (Hoyas, 2021)

The company's background about girls full of passion and dreams about a prestigious beauty sector translated this uniqueness and sparkles into the feelings of stakeholders. They want to be part of this wonderful lash story.

MODE (Hoyas, 2021)

The LLP staff work with great commitment. The trainers share their knowledge in a reliable and enthusiastic way, and the depot team, aware of working with the products of the highest quality and their prestigious purpose, behave in the same hi-fi manner by completing the orders with pleasure.

IMAGE (Hoyas, 2021)

Everything related to the company is transparent and luxurious- starting from design and dress code to the services provided, ending with the staff and atmosphere at the workplace.

SUPERVISING (Hoyas, 2021)

Depot's crew are trained to check the quality of goods; therefore, they verify the condition of each batch of eyelashes and accessories that appear in the warehouse.

LLP appreciates not only the loyalty of clients sending them free gifts from time to time, but also staff who receive cash bonuses for each holiday and during increased work.

CHARLES HENDY'S CULTURE TYPE

Summarising the organisational culture of London Lash Pro, it is clearly seen that the company identifies itself with TASK CULTURE, which is one of four types of culture expounded by Charles Handy.

The division into small teams- trainers and depot, which focused on the implementation of strict guidelines, flexibility and mobility to adapt to new conditions (Dininni, 2011), proved to be efficient in times of pandemic.

CROSS-CULTURE

Although multinationals in LLP team has only benefits, thanks to the possibility of extending the concept and assessment of problems and situations, the company have made their employees aware of the differences that may result from various backgrounds. The company conducts interpersonal communication coaching sessions, thanks to which team members can understand colleagues mentality and train their English.

FINANCIAL AND NON-FINANCIAL PERFORMANCE.

The company sustained trade via the internet by following all government-imposed guidelines according to protection on virus transmission (Lash House Limited, 2021). LLP resigned from unnecessary financial elements and took advantage of the furlough plan offered by the UK Prime Minister (Lash House Limited, 2021).

London Lash Pro is currently able to meet working capital requirements through its cash balance and loans obtained from United Kingdom government measures (Lash House Limited, 2021).

LLP has only a basic financial mechanism of proceedings and operates in GBP (Lash House Limited, 2019).

SCORECARD MODEL CONTROLLING THE BALANCE BETWEEN FINANCIAL AND NON-FINANCIAL PERFORMANCE:

FINANCIAL PERFORMANCE (DURING COVID) ACCORDING TO THE STATEMENT OF LASH HOUSE LIMITED (2021)

MERCHANDISE- LOWER SELLING COST AND NET WORTH (Lash House Limited, 2021)- constant deals and GIVEAWAYS

DEBTORS- TRADE AND OTHER BORROWERS, AMOUNTS OWED BY RELATED PARTIES, REPAYMENTS AND ACCRUED INCOME

CASH-CASH IN HANDS AND DEPOSITS

CREDITORS- BANK LOANS, TRADE CREDITORS, TAXATION AND SOCIAL SECURITY

INTANGIBLE ASSETS- WEBSITE DEVELOPMENT EXPENDITURE- 3 years contract

OPERATING LEASES- RENTALS (Lash House Limited, 2021)- the company reduced the storage space to lower costs

INTEREST INCOME

FINANCE COSTS

PENSION PLAN- furlough

HOLIDAY PAY- UNDISCOUNTED SALARY

PROVISIONS FOR LIABILITIES

TRANSACTIONS WITH DIRECTORS

RELATED PARTY TRANSACTION

NON-FINANCIAL PERFORMANCE (DURING COVID)

Under small business law, LLP completes the requirements and do not have to submit a non-financial statement (Lash House Limited, 2021).

However, non-financial data are crucial to implementing decisions (Sherman, 2019). LLP tracked its non-monetary performance according to the following:

RELATIONSHIP WITH CUSTOMERS (Sherman, 2019) AND WORD-OF-MOUTH MARKETING

The company has fully gained the customer's satisfaction by meeting their requirements in terms of the quality, price, speed delivery and type of payment delayed in thirty days or extended to three instalments.

ATTITUDE OF STAFF MEMBERS (Sherman, 2019)

LLP provided employees with safety, support and ensured the liquidity of salary payments, thanks to which the mood of the crew and their approach to work remained unchanged.

GOOD COMMUNICATION WITH SUPPLIERS (Sherman, 2019)

The company undertook to follow regular imports, provided that the supplier's products sell them at a slightly lower price, and LLP will accept a lower quality as long the products do not deviate significantly from current standards.

Thanks to this, LLP gained confidence in its strategies, reduced the risk of failure and gained recognition (Sherman, 2019) among the lash community.

ETHICAL DILEMMA VS PERFORMANCE OF ORGANISATION.

Ethics is a set of positive and negative standards, which push people to make choices (Hegde, 2020). Based on the article of Hegde (2020), the key to the agreement is the alignment of ethics with the target group in order to achieve the goal in a specific situation.

An ethical dilemma arises where there is a conflict between other group's ethics which make the decision making difficult due to the possibility of serious consequences (Hegde, 2020).

The pandemic has swept the whole world, expanding the concept of ethical unpleasantness in many ways (Robert et al., 2020).

The LLP had a hard time to cracking. How to conduct lash assortment sales campaigns when the virus is spreading, leading to many restrictions and taking lives? Many lash technicians were losing their jobs and, therefore, the main source of income. How to look in their wallets now?

LLP had no choice and had to develop a good strategy to survive. The company based the tactic on the support of the lash community by mentoring sessions and encouraging them to develop the lash skills at home. LLP tried to detach the stylists from the prevailing problem and draw their attention to the lash profession by posting educational content, pictures of wonderful lash extensions and funny videos. The strategy worked. Warehouse prospered, and online courses found their fans too.

CONCLUSION

The COVID times were a clear confirmation that a company created with passion, permanently and honestly representing its value and beliefs, has a good chance to survive everything if it has a solid culture and constantly checks for internal and external threats.

Culture is everything. It helps to hire the perfect team, create excellent core competencies that win the hearts of the target group and translate into employees in the context of productivity and wellbeing (Moseley, 2018). By keeping the fingers on the pulse, the organisation can catch a plane that needs some fine-tuning to survive the worst.

Each organisation should focus on those three things: the right structures, uniqueness and culture of goodness that will appeal to the hearts and also minds of customers and the company's crew.

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Appendices

1.

Organisational Health Check

This quick self-assessment has been developed to give you a general idea of the state of your organisation in terms of overall good practice. Going through these questions will help you identify the strengths and weaknesses of your organisation, and to draw up an action or development plan.

1. Stating our purpose	No	Nearly	Yes
1.1 We have a mission statement	☐	☐	☒
1.2 Our (current) aims (still) comply with our constitution	☐	☐	☒
1.3 We ensure that all the people working in our organisation understand its purpose at an appropriate level (staff and volunteers)	☐	☐	☒
Notes:			

2. Information on services and promotion of work	No	Nearly	Yes
2.1 We have an up-to-date leaflet or written information on our services	☐	☐	☒
2.2 We have a website or webpage with up-to-date information	☐	☐	☒
2.3 We make information available to users with special needs, on request	☐	☐	☒
2.4 We produce an annual report	☐	☒	☒
2.5 We keep our stakeholders (e.g. funders and potential funders, key organisations and groups) informed about our work such as sending them our annual report or invite to AGM	☐	☒	☒
2.6 We make use of the media to promote our work (press releases, radio etc.)	☐	☐	☒
Notes:			

3. Administration and paperwork	No	Nearly	Yes
3.1 We have a clear administrative system in place	☐	☐	☒
3.2 All our procedures are documented (so that staff and volunteers know what to do in case of absences or sudden staff changes)	☐	☐	☒
Notes:			

4. Finances	No	Nearly	Yes
4.1 We have written financial procedures (for banking, petty cash, cheques etc.)	☐	☐	☒
4.2 We produce quarterly reports (at least) on accounts	☐	☒	☐

4.3 Accounts and financial reports are presented to our Management Committee for review and planning (at least quarterly)	☐	☐	☒
4.4 We have a fundraising strategy which seeks funding from a variety of sources	☐	☐	☒
4.5 We know what level of reserves we need and what we can spend them on	☐	☐	☒
4.6 We have this amount set aside	☐	☐	☒
Notes:			

5. Internal Communication	No	Nearly	Yes
5.1 We hold regular staff meetings (as appropriate)	☐	☐	☒
5.2 Volunteers are invited to or represented at staff meetings	☐	☒	☐
5.3 The minutes of staff or management meetings are available to all staff and volunteers	☐	☐	☒
5.4 We communicate project updates internally on a regular basis	☐	☐	☒
5.5 We hold an annual 'away-day' for teambuilding and/or planning for trustees, staff and volunteers	☐	☐	☒
Notes:			

6. Governance or Management Committee	No	Nearly	Yes
6.1 We have a competent management committee and actively seek out people with appropriate skills	☒	☐	☐
6.2 We offer training and information to trustees on their roles and responsibilities, on legal issues and changes in legislation	☐	☐	☒
6.3 We have an induction procedure for new Committee members	☐	☐	☒
6.4 We invite our trustees to teambuilding, planning and social events	☐	☒	☐
Notes:			

7. Compliance	No	Nearly	Yes
7.1 We ensure that we comply with the regulatory requirements of our legal structure and submit accounts (where required) and other required material in a timely manner	☐	☐	☒
7.2 We comply with statutory regulation and have clear policies in place (including Health and Safety and Data Protection)	☐	☐	☒
7.3 We are complying with other required regulation applicable to our organisation (e.g. safeguarding)	☐	☐	☒
Notes:			

8. Equal Opportunities	No	Nearly	Yes
8.1 We have an Equal Opportunities policy that applies to all areas of our work	☐	☐	☒
8.2 We comply with the Equality Act (2011) legislation, including for recruitment of staff and volunteers and the provision of services	☐	☐	☒
8.3 We monitor Equal Opportunities and use this information to develop our services	☐	☐	☒
8.4 We include Equal Opportunities in our induction and offer training on equal opportunities to all staff, volunteers and trustees on a regular basis	☐	☐	☒

Notes:

9. Staffing	No	Nearly	Yes
9.1 All staff have an up-to-date contract of employment, job description and terms and conditions	☐	☐	☒
9.2 We comply with employment and equal opportunities legislation and inform staff of relevant changes	☐	☐	☒
9.3 All staff receive regular reviews, support and supervision	☐	☐	☒
9.4 All staff are offered training and development activities	☐	☐	☒
9.5 There is a personal file with records of review and supervision sessions and other information tracking personal development	☐	☒	☐

Notes:

10. Volunteers	No	Nearly	Yes
10.1 We have a volunteer induction pack and procedure with information on our organisation and its policy	☐	☒	☐
10.2 We offer to reimburse our volunteers expenses	☐	☒	☐
10.3 Volunteers are covered by our insurance	☐	☒	☐
10.4 Volunteers receive a clear task description and their situation is reviewed informally or formally through regular support and supervision	☐	☒	☐
10.5 We offer training and development opportunities to all our volunteers	☐	☒	☐
10.6 We invite volunteers to social events	☐	☒	☐
10.7 We hold exit interviews with volunteers	☐	☒	☐

Notes:

11. Training and Development	No	Nearly	Yes
11.1 We identify the training needs of staff and volunteers through regular reviews or supervision	☐	☐	☒
11.2 We have an adequate budget for training and development	☐	☒	☐
11.3 We have an IT policy with a code of practice, which includes the use of internet, email and social media	☐	☒	☐
11.4 We evaluate training for the benefit of the trainee, the team and the organisation	☐	☐	☒
11.5 We have a written training policy linking training expenditure to our development or business plan	☐	☐	☒
Notes:			

12. Monitoring and Evaluation	No	Nearly	Yes
12.1 Our services or projects have clearly defined outputs, including those agreed with funders	☐	☐	☒
12.2 We monitor our activities and collect information on 'soft outcomes' (case studies, anecdotal feedback etc.)	☐	☐	☒
12.3 We evaluate the results of our monitoring activities	☐	☐	☒
12.4 We measure our performance against indicators or quality standards	☐	☐	☒
Notes:			

13. Planning our Service Provision	No	Nearly	Yes
13.1 We use monitoring data and user feedback to plan our services	☐	☐	☒
13.2 We have a work-plan or development plan and review it regularly (short, medium or long-term, as appropriate)	☐	☐	☒
13.3 We have a business plan (if applicable) and review it regularly	☐	☒	☐
13.4 Our planning process involves staff, volunteers (as appropriate) and trustees	☐	☒	☐
13.5 We involve service users in the planning process (indirectly, through feedback or directly, through representation)	☐	☒	☐
Notes:			

14. Networking and Partnerships	No	Nearly	Yes
14.1 We actively network with other organisations	☐	☐	☒
14.2 We work in partnership with other organisations	☐	☐	☒
14.3 We evaluate our partnership working and include this info when planning	☐	☒	☐
Notes:			

15. Resources and Information Technology	No	Nearly	Yes
15.1 Overall, we have sufficient resources to deliver our services effectively	☐	☐	☒
15.2 Our premises have been assessed for health and safety	☐	☐	☒
15.3 We use computers in several areas of our work (not just for typing letters)	☐	☒	☐
15.4 We back up our work on a regular basis (at least monthly)	☐	☐	☒
15.5 We have adequate technical knowledge or support, to cope with problems	☐	☐	☒
Notes:			

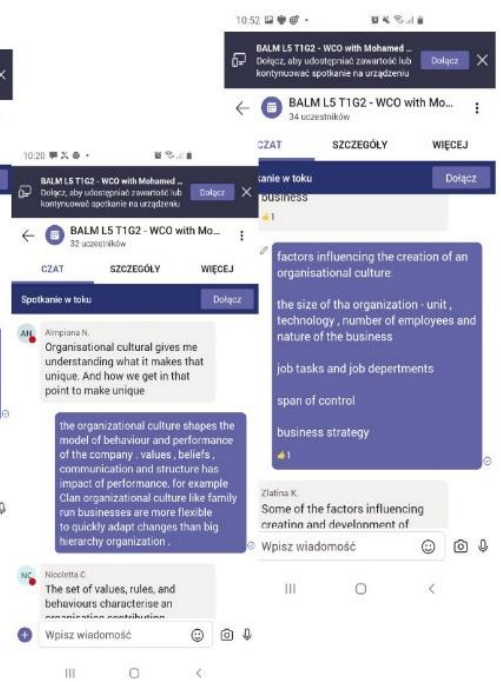
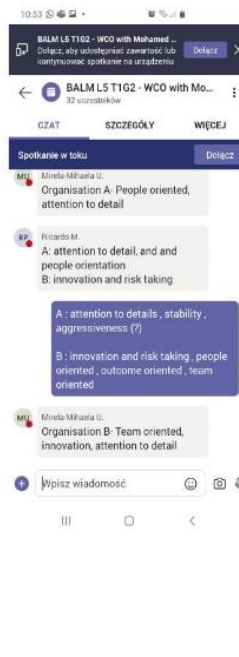
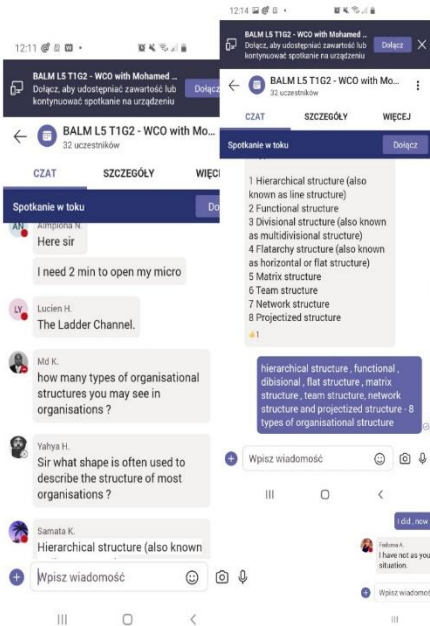
Please use the space below to list other things in your organisation which you feel are relevant. This could be particular areas that require support/and or issues you feel have not been covered in this Healthcheck.

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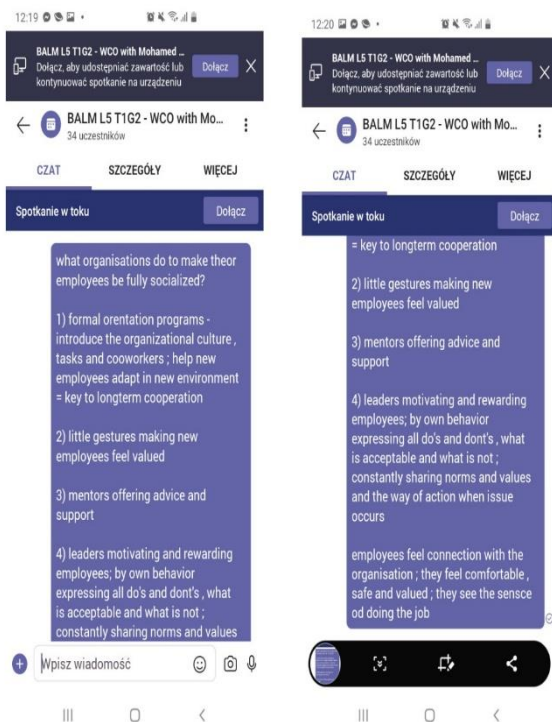
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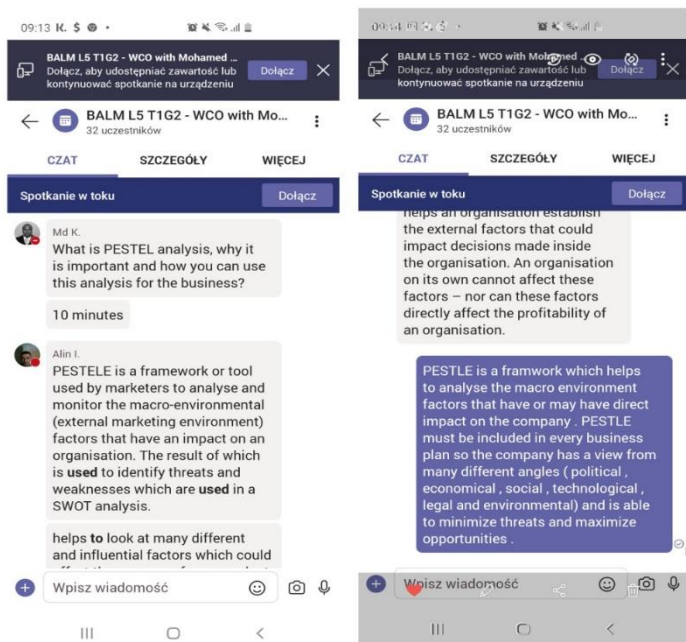
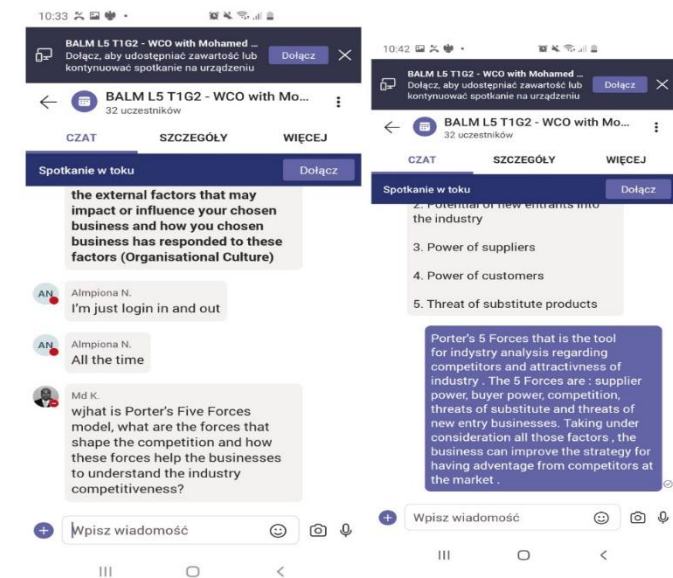
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Date: **20/8/21**



2.





TASK 2/2

HOW GAINING THE ORGANISATIONAL CULTURE KNOWLEDGE CHANGED MY ATTITUDE AND FUNCTIONING AT THE WORKPLACE

As a passionate lash technician, I have always been impressed with my position in such a prestigious company as London Lash Pro. I knew that there nothing is happening without reason, from marketing to the smallest details that would seem irrelevant. Everything in the company was the principle of three priorities- quality, crew and customers. I understood that behind the picture of the uniqueness of LLP, there is SOMETHING more. But I could not recognise what.

It was only thanks to the classes at UWTSD that I realised that everything the company was about is workplace culture. It is incredible how London Lash Pro, professionally and in accordance with its values and beliefs, has turned into a carving the entirety. Thanks to my university lectures, I began to take a closer look at the company, its divisions, the techniques it uses, and its focus on non-financial performance. I put myself in the CEO's shoes and understood how many issues related to organisational culture she must go through, being efficient but sensitive in ethical scenarios related to customer service and marketing, as same as clever approach multinational of the crew. Not to mention creating function in the team, which is not only the segregation of tasks between people. Thanks to the UWTSD tutor's lectures, I realised that building the organisational structure, it is crucial to focus on the goal that the company intends to achieve, whether this is effective communication between team members and speed of making decisions or standing behind the employee's backs in order to supervise their every move personally.

I knew that everything that is inside was reflected in what was outside, but I did not notice that the culture created by the company translate to us, people at the workplace and beyond. That is why I take an interesting lesson, apart from theories... organisational culture does not only impact our attitudes as employees but also changes our private lives. I personally notice such a change after several years of being an LLP staff member, for which I am grateful. Today I know where this greatness and exceptional company came from. Not only from quality and understanding the lash technician needs, but from SPECIAL BENEFITS- strong core competencies. Today I know that that in order to keep the company on the level so stable that it has a chance to survive any crisis, it is not marketing but keeping the fingers on the pulse to predict and analyse external and internal threats.

I believe that one day, thanks to education, constant development, experience and passion, I will run my own lash business. I used to think that business only needs commitment, hard work and a lucky dip. Today I am reached with reliable knowledge, which is a solid foundation of it. I am glad that by learning about the organisational culture at UWTSD and watching it from the inside at London Lash Pro, I will be able to recreate everything by fulfilling my dreams of success. Leadership and Management in the Skills for the Workplace program opens the future for me, and my understanding of organisational culture and structure build my confidence in conscious steps in the world of entrepreneurs.