

Applied Leadership and Management in the Workplace
Module Assignment Submission

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Introduction

This report explores the critical role of beliefs, attitudes, and values in the workplace, it begins by defining and differentiating these concepts, highlighting how values form the foundation for beliefs, which in turn shape attitudes and Values. It examines how these influence workplace decision-making, ethical considerations, team interactions, and employee motivation, also identifying potential biases that can affect outcomes.

The report critically evaluates McGregor's Theory X and Theory Y management theory, comparing their underlying assumptions, strengths, and limitations in relation to employee motivation, leadership style, and organisational culture compared to other frameworks, including Herzberg's two-factor theory and Fiedler's contingency model, to provide an understanding of effective leadership approaches.

Finally, the report reflects on how critical thinking, reflective practice, and structured frameworks draw conclusions and help identify biases, enhance decision-making, and develop inclusive and adaptable work practices. Through analysis and real-world examples, the report demonstrates how awareness of Beliefs, Attitudes & Values, combined with effective leadership strategies, contributes to both employee and organisational success.

In this report Canva has been used to make diagrams to explain and show visual aids for Kolb's reflection model and Blooms taxonomy.

Section 1 Beliefs, Attitudes and Values

View (2020) tells us that Beliefs, Attitudes and Values are the things that we hold true to ourselves and the way in which a person acts on things that are personally important.

1.1 What are Beliefs attitudes and Values

A Personal Belief refers to an individual's conviction or perspective on certain matters, which influence their actions and decisions. It is a subjective understanding that shapes one's approach to various aspects of life (Mudge, 2002). These ideas often come from personal experiences, cultures and social interactions, are often deeply ingrained but are subject to change with new experiences.

Attitudes are the feelings about a person or situation and the way in which its acted upon, they can be negative or positive. Chaiklin (2011) informs us that Attitudes can be formed through Experiences, Learned behaviours and Social and Cultural factors. These same influences can also help to change our attitudes.

Perry, (2022) tells us that Values are a set of principles that guide beliefs and help differentiate between what is good and bad. Everyone has different values and how a person prioritizes theirs can shape how they move through the world. They influence

them through personal and professional decision-making processes and can influence behaviours and how they treat people in all aspects of their lives as these are the things that are important.

Whilst They are used interchangeably, they individually represent different things Beliefs are a person's deepest thoughts and what they think to be true, Values are the principles people hold dear often deeply ingrained. Attitudes are how a person reacts often a combination of the beliefs and values. Beliefs form the foundation of a person's view of the world portraying what they accept as factual or true. In contrast attitudes are more specific and generally more acceptable they are built on a person feelings and behaviours and are often directed towards something more specific such as a person, object or situation. Values are a more permanent standard of which the other two are often formed. The Cognitive structure of Beliefs, Attitudes and Values resemble a hierarchy with Values shaping attitudes and beliefs. (Developing Critical Thinking, 2025). This Hierarchy had a foundation of values these are generally stable and rarely change they build the core principles in which ways a person thinks. These values then cause a person's beliefs these are the ideas they accept as true based on their values it represents what they think is right and wrong and influences biases. These can be changed with information and facts. From these beliefs attitudes are formed this impacts the way the person acts and the approach they take this can be a positive or negative action depending on the situation.

Attitudes, beliefs and values are a big driving force within the workplace they have a big impact on driving workplace culture, employee motivation, decision making and retention.

1.2 Formation and Development

From the text Values, Beliefs and Attitudes, (2022) it is told that People's values, beliefs and attitudes are formed and bonded over time through the influences of family, friends, society and life experiences, by the time you're an adult, you can hold very definite views on just about everything.

The culture a person grows up in acts as a foundation it shapes the norms within a person from traditions and expectations a lot based on the time when they were born. Baby boomers (1946-1964) grew up during a post-war era and influences included civil rights movements and early TV they are more focused on financial security, respect for authority and traditional social structures, Gen X (1965-1981) experienced a greater independence during their childhoods and experienced the growth of technology and gained a belief in self-reliance and independence focusing on a better work-life balance. Millennials (1981-1997) are influenced by the rise of the internet and a world of social media, experiencing the impact of financial crisis forming a stronger acceptance of diversity and inclusion a focus on meaningful, community-oriented work rather than

more traditional career paths. Gen Z (1997-2012) grew up in a fully formed digital world with a constant access to immediate information from around the world that is always changing they are more they are more focused towards an environment with a heavy online Presence especially the use of social media, inclusivity and immediacy. An article from John Hopkins university tells us that Workplace values are the most important guiding principles for how, when, and why employees work. Over time, these values have become increasingly progressive in the workforce, transforming from work-centric ideologies to person-first mindsets. Where Baby Boomers were content with devoting their lives to the work they found, Millennials and Gen Z seek purposeful devotions that serve both themselves and the communities they care about (The Changing Generational Values, 2022). These different influences can complement each other in the workplace a baby boomers worth ethic, drive and experience combined with technical knowledge and fresh approach of a Gen Z can help to take projects to a new level with both parties learning and improving on skills they already have. Working together and combining skills and knowledge to achieve a better outcome. This however can cause conflict when both parties are confident that their way will work better or that the way they do it is easier, cheaper, more effective.

These beliefs, attitudes and values also transfer into work life, the process of professional socialisation allows the individual to adapt to the specific culture of the profession they wish to pursue allowing them to acquire the knowledge, skills and behaviour to excel.

1.3 Workplace behaviours

Beliefs, attitudes and values are important parts of the workplace the values guide an employee to make the right decisions especially in situations where the right decisions are not clear. They encourage ethical decisions helping a business grow and develop. Beliefs influence behaviours and performance in positive and negative ways introducing biases of which the person may not even be aware of, these unconscious biases can include an affinity bias where preferring people who share a similar background or attitudes leading to less diverse teams with little room for development as everyone has similar thoughts and experiences. Attribution bias where a person bases personal success to hard work and failures on other parties never taking responsibility for their own actions (e.g. a bad workman blames his tools). This can lead to conflict blaming other for mistakes or an unsuccessful project whilst excusing themselves from blame.

Cognitive filtering is defined as a negative filtering of all the positive information on a specific situation and only taking in the negative of the situation (Bonfil, 2015). It is common and everyone does it from time to time.

How people think and what is cared about determines how a job is done. Beliefs are what is assumed to be true about the job, attitudes are the feelings about daily tasks,

and values are the rules the person lives by. When these three things line up with what the company expects, employees are happy and productive. If personal values don't match the that of the environment, employees can be left feeling drained uninspired or frustrated. Using Targeted behavioural development managers look at these areas to understand why an employee acts the way they do and how to help them improve.

There are multiple leadership styles, and it is important for a manager to identify which leadership style they will adapt for a specific task. For (2022) explains that leadership style describes how a leader behaves and what methods they use to encourage, direct and manage the team. It is important for the manager to be aware of the style being used and the ability to adapt them to the current workplace situation. Not being aware of personal leadership styles can unintentionally lead to potential biases especially during a recruitment process the employer could favour candidates with similar backgrounds and interests to themselves overlooking candidates who may be better qualified and more experienced for the role simply because they are different. Belbin team roles is a theory of 9 clusters of behavioural attributes and the belief that each one brings something different to the table so If everyone thinks the same and does the same role nothing would ever get done a manager has to know what leadership style to adopt for the task in order to recruit the right team, a diverse team that is made up of a variety of people with varying beliefs attitudes and values in order to get the task completed. Because simply putting together several people and expecting them to work as a team is not enough (Belbin, 2026) (see appendix A Belbin team roles). In a real-life scenario, a Hotel manager was approached about organising a charity ball the hotel manager adopted an affiliative leadership style in selecting the team choosing staff who shared views and beliefs of the charity over staff who had previous knowledge of organising such events. They found themselves in a situation where there were more team members with lots of ideas and no one who knew how to implement these. If the hotel manager had adapted a Democratic approach during the planning and then changed to a more directive for recruitment, the team could have been handpicked based on the needs of the event.

Communication within a team is essential to establish a good knowledge of personal beliefs, attitudes and values it can help to identify areas where a certain staff member can offer a good insight into a project or to help avoid conflict in the future.

Managing conflict in teams with different Beliefs attitudes and values can be difficult so it is important to be aware and implement conflict management models. One that is widely used is the Interest-based relational model developed by Roger Fisher and William Fry in 1981. From Conflict Resolution – HOSA (2022) (Appendix B) it is a 6 step model that works by maintaining the relationship through calm, respectful communication, which leads directly into the second step of separating people from the problem this keeps the problem separate from the person for example The hotel

manager's Training is boring and uninspiring not the hotel manager is boring and uninspiring. The third and fourth steps involve listening to all problems first before talking letting the colleague who has the issue talk first and freely, this allows all parties to feel heard in a calm and respectful way while uncovering the underlying problem. Once the air is cleared, the process moves to setting out the facts to establish a shared reality of the situation. Finally, the model concludes by exploring options together to help solve the problem. so what would be a better way to deliver the training, what would make it more engaging and fun. Producing a solution together that would benefit everyone and not cause conflict for now and the future.

A situation occurred when a Hotel manager walked through the bar area on a busy Saturday night there was dirty glasses on the bar and a staff member sitting on the floor. The hotel manager immediately assumed the employee was lazy and not doing their job correctly. The hotel manager did not stop to take time to find out what was happening. In reality the dishwasher was broken and the employee on the floor was trying to fix it, This was seen from a Theory X view that the employee was being lazy sitting on the floor and not doing the work that was needed to be done. The hotel manager assumed a bias on the employee by focusing on the negatives that being a messy bar area and a lazy employee sitting on the floor, ignoring the positives that showed glasses had been collected and the employee was actively trying to solve a problem that had arisen. A theory Y manager would have observed the situation in a different way they may have asked the employee on the floor what they were doing on the floor and would have immediately got to the root issue, and would understand the disruption and could have offered advice or helped handwash glasses allowing the employee to carry on and solve the issue quickly and promptly instead of causing a negative uncomfortable environment.

Section 2 Critical Assessment and Evaluation

The critical evaluation of management theories with a workplace focus on a Hotel Manager.

2.1 Critical Evaluation of Management Theories

The team at CFI (2018) explain that management theories are concepts and recommended management strategies that include framework and guidelines that implemented within workplaces help increase productivity, improve quality and help avoid conflict.

There are many different types of theories, so it is important for a manager to identify which kind of manager they are and assess if this works for the workplace they are in.

Some of the most popular are Classical Theories Which think of a business like a machine it's all about following strict rules, a clear boss-to-worker chain of command and finding the one fastest way to do a job. Human Relations (H.R.) Theory where a business is like a community it focuses on the people, believing that if employees are happy, social, and feel valued, they will naturally work harder. Then there is the Contemporary Theory where a business is thought of like a living organism, it is flexible and there is no one size fits all way to lead and to change your style based on the specific situation or data you have.

The next part will critically evaluate and assess a classical theory drawing some comparisons with others.

2.2 Theory 1- McGregor Theory X and Theory Y

McGregor's theory X and theory Y are contrasting management styles based on assumptions on what motivates employees. Theory X is an authoritarian approach whilst Theory Y is a participative approach to the workplace.

Theory X

Hancock (2025) informs that a theory X manager assumes People are inherently lazy they need to be motivated with rewards or punishments. It is assumed that employees do not like working, are unmotivated, need to be controlled and in some cases threatened to complete tasks, need constant supervision and have no incentive to work without a reward. The approach is a very hands-on type of management and usually involves micromanaging teams to make sure the work is done and completed to the managers standards. Whilst it is not used so much in the current times it is still used by large companies that have many employees and strict deadlines to meet.

Theory Y

Hancock (2025) also informs that a theory Y manager believes that employees take pride in the work they do and this acts as self-motivation to keep employees challenged. It is assumed that employees are happy to work alone using their own initiative, being involved in decision making, needing little direction, are better at solving problems and enjoy taking ownership of their work accepting responsibility. This approach builds trust within the team and encourages employees to develop personal skills and encourage communication. This is backed up by Bouttell, (2025) it is stated that Responsibility distributes throughout the organisation. Managers trust employees to determine how to accomplish objectives and provide the independence to do so. Theory Y has become widely used in large and small companies especially within well-established experienced teams looking for input from employees regardless of their level of seniority.

2.2.1 Critical evaluation

McGregor's Theory X and Theory Y present two contrasting managerial assumptions about behaviour within organisations. Theory X assumes that employees dislike work, avoid responsibility and require close supervision to perform effectively. These assumptions reflect values associated with the works of Frederick Winslow Taylor's scientific management theory where it was stated that employers should reward workers for increased productivity to ensure efficiency (Peek, 2018). The underlying value system prioritises productivity and managerial authority over employee independence. This perspective has been criticised for presenting in an overly negative and simplified view of behaviour, it ignores the possibility that employees may be motivated by intrinsic (internal) factors such as achievement or recognition. In contrast Theory Y assumes that work can be satisfying and that employees are capable of self-direction, creativity and responsibility when provided with the right organisational conditions. These assumptions reflect values by Abraham Maslow's self-actualization theory which is a part of a hierarchy where people strive to reach their fullest potential (Vinney, 2018). The underlying system prioritises values of trust, participation and employee development. This perspective has heavily contributed to many modern management approaches such as empowerment and participative leadership, critics have argued that it may also be idealistic, as not all employees desire increased responsibility. It ignores the possibility that employees may be motivated by extrinsic (external) factors.

When compared against Herzberg's two-factor theory (appendix C) McGregor's comes across as lacking complexity, simplistic and very one dimensional. Herzberg's focuses on hygiene factors such as salary and working conditions and motivation factors which relate to workplace satisfaction such as achievement recognition and advancement (Kurt, 2021). Herzberg's model provides more details of what drives motivation and suggests that simply adopting a Theory Y approach may not be sufficient unless jobs are fulfilling. In a comparison that contradicts McGregor's theory is Fielder's contingency theory. How (2024) reports that there are times when we're left with no choice but to adapt when our leadership style doesn't match the project we are assigned to. Fielder believed our leadership styles are largely fixed, so in these situations you must do everything you can (within reason) to change the situation to match your style. Fielder argues there is no single best way to manage people and instead assess the situation such as the task, capability of the team and the way the organisation works and adapt to these things not the human side of the workplace as McGregor suggests.

The table below highlights the strengths weakness and limitations of theory X and theory Y.

	Strengths	Weaknesses	Limitations
Theory X	Sets easy to understand goals with a clear structure and result. Encourages productivity.	Employees have a low morale feeling untrusted and scared to make mistakes. Staff feeling unvalued, Negative work environment.	Outdated approach and not suited to the modern-day workforce Can encourage high staff turnover from staff feeling untrusted and not able to use own initiative.
Theory Y	Employees are more motivated. More positive work environment. Managers can concentrate on their own work not having to oversee employees.	Unmotivated employees will not get the guidance they need. Employees can become lazy doing bare minimum to get by without supervision.	Too idealistic some employees need motivation. Inexperienced employees need the direct supervision and guidance to learn the role. Not good in crisis situations where a manager has to take control quickly and efficiently.

From this we learn that there is a place for both theories and neither is right or wrong. The theory a manager adopts should be individual to the needs of the employee and the situation.

2.2.2 Analyse the theory

There is a place in management for both, Theory X is best for employees who are inexperienced and need motivation, it works well in crisis situations where firm direct control is needed. Theory Y works better with skilled teams where it can be used to build trust and responsibility allowing the manager to move on with their own work. McGregor assumes that a manager is one or the other where the situation calls for a different approach a theory Y approach will suit a senior well-established employee like a baby boomer, but a theory X approach will suit a newer less keen employee like Gen z.

An employees beliefs attitudes and values could affect the way they see these theories cultural and generational differences could lead to employees feeling that X managers are being toxic and having too high a standard, lacking empathy and not being open to new opinions or ideas. Y managers having favourites, not being supportive or encouraging enough and not offering enough direction.

The theory a manager adopts is like a mirror to their own beliefs and values its reflected in the way they choose to lead mainly based on previous experiences and the way they learnt.

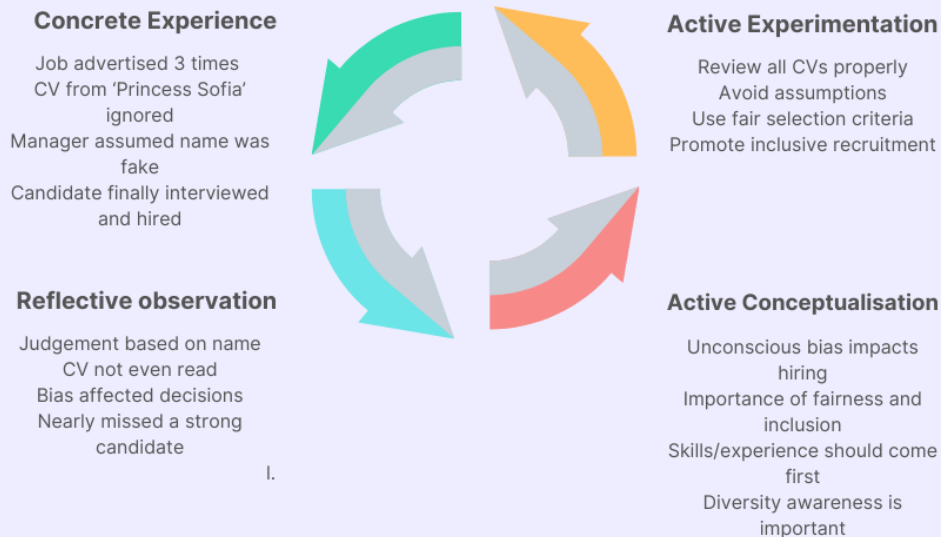
2.3 Theories in practice

In the workplace, a manager's attitudes, beliefs, and values influence whether they adopt a more controlling or empowering approach. A strict, control-focused style can increase short-term efficiency but may lower morale, trust, and creativity. A more trust-based approach can improve motivation, job satisfaction, and teamwork, encouraging employees to take responsibility and contribute ideas. However, not all employees respond the same way, and some may need more structure. Therefore, the benefits depend on how well the approach matches employee needs and the organisation's culture.

2.4 Reflection

The Deputy Manager of a hotel favours a theory Y approach leaving employees to get on with tasks and encouraging staff to progress within the organisation. The Hotel Manager uses a theory Y approach where it's assumed all staff needed to be micromanaged. Having the senior management team using conflicting approaches works well to a degree as the employees have various levels of support where needed. Within the Management team itself this has caused conflict between them, arguing that not enough support was being given and that one was not doing enough to make sure everything was running smoothly and generating enough income for the organisation. A real life example of this was when a position for Events assistant became available, over the course of 2 years this position was advertised 3 times as a suitable candidate could not be found, each time there was the same C.V from someone that the Manager had automatically dismissed without even reading based on the applicants name (Princess-Sofia) assuming that the applicant would not be suitable and fit the hotels aesthetic. The deputy manager having read the C.V managed to convince the manager to get the applicant in for an interview they were obviously keen and experienced, when the applicant arrived it was visibly clear that the name was a cultural name. this applicant was hired and within 6 months they had been promoted to supervisor and within 10 months promoted to events manager and the current manager demoted to head supervisor. Using Kolb's Reflective model to reflect on the recruitment process highlighting what was learnt from this and the new recruitment process that was used going forward.

Kolb Reflective Model



This experience highlighted the need of understanding inclusive practice, ensuring recruitment processes were guided by objective criteria and awareness of cultural diversity.

Section 3 Synthesis

The analysis of beliefs, attitudes, and values alongside management theories highlights their critical role in shaping workplace behaviour and decision-making. Values form the foundation, influencing beliefs, which then shape attitudes and behaviours. While these frameworks guide ethical decisions, they also help reveal biases including unconscious bias like affinity or attribution biases these can impair judgement and limit inclusivity.

Critically assessing McGregor's Theory X and Theory Y management theory shows how managerial approaches reflect Beliefs, Attitudes and Values. Theory X emphasizes on control and efficiency, whereas Theory Y encourages trust, independence, and employee development and shows that neither one is effective in all areas of the workplace, employees cultural or generational values shape how these styles are interpreted. Working alongside other models like Herzberg's two-factor theory or Fiedler's contingency approach provides a more refined understanding of motivation and leadership effectiveness.

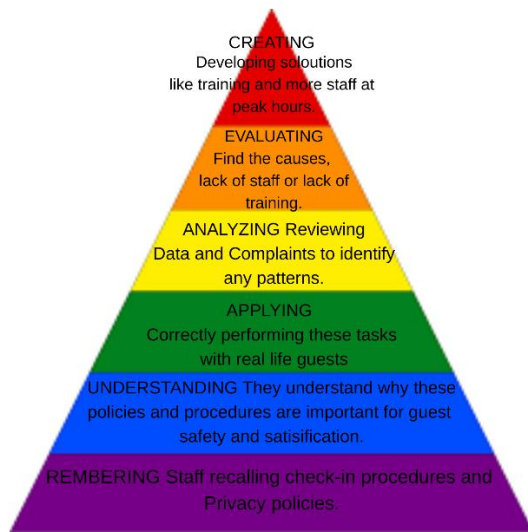
Exploring Beliefs, Attitudes and Values in the workplace can strengthen professional practice. Reflecting using Kolb's model and by using frameworks like RED model of critical thinking (appendix D) allowing managers to **R**ecognise assumptions, **E**valuate information and **D**raw conclusions to navigate often complex and difficult decision in a calm clear way. It helps identify biases, evaluate decisions critically, and allows managers to adapt leadership styles to the team needs. Teams learn to question assumptions, analyse issues more deeply, and arrive at consensus through logic rather than hierarchy or intuition alone (Disruptive Leadership Institute, 2025). In recruitment and task allocation these models have provided positive outcomes in understanding personal and team values providing more inclusive and objective outcomes. Like those seen in real hotel management scenarios where culturally biased assumptions were corrected through reflection and structured evaluation.

Critical thinking enables growth by highlighting areas for development, improving communication, and adopting ethical and adaptable leadership. Awareness of Beliefs, Attitudes & Values reduces bias, enhances decision-making, and builds high-functioning, diverse teams. This ensures Managers can navigate complexity, support employee development, and create a workplace where both the employee and the organisations can grow and become more successful.

3.1 Blooms Taxonomy

Blooms taxonomy is a hierarchy six level framework that is used to develop training and developing growth in the workplace and helpful in problem solving. It works in different ways depending on the situation where it is applied. Working from the bottom once each stage is complete move up to the next stage until the triangle is completed and the problem solved.

This diagram shows how the framework works in a real-life situation where a Hotel manager is receiving complaints based on long check in times and guest's rooms numbers being spoken aloud.



The hotel manager can identify mistakes such as poorly staffed reception at peak times, old computer systems and can resolve the problem by implementing changes such as adjusting rotas, updating computer systems and Staff training. These improvements can lead to faster service, guest satisfaction, improved staff efficiency, and a stronger reputation for the Hotel.

Section 4 Conclusion

This report highlights the significant influence of beliefs, attitudes, and values in the workplace, demonstrating what frameworks help decision-making, behaviours, and team dynamics. Learning that values form the foundation for beliefs and attitudes, which in turn influence actions and interactions. This allows professionals to identify any biases, or cognitive filtering, which can impact inclusivity, fairness, and team bonding.

The evaluation of McGregor's Theory X and Theory Y demonstrates the importance of adapting leadership approaches to match employee needs and demands of a situation. Theory X is effective in structured, high-pressure environments or with less experienced employees, while Theory Y demonstrates a need for trust, independence, and employee development in skilled teams. The report also demonstrated that no single theory is universally effective, highlighting the need for managers to reflect critically on their own beliefs and values when leading teams and adopting other frameworks like the RED model and Blooms taxonomy where needed to solve problems and encourage growth.

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Appendices

Appendix A Belbin Team Roles

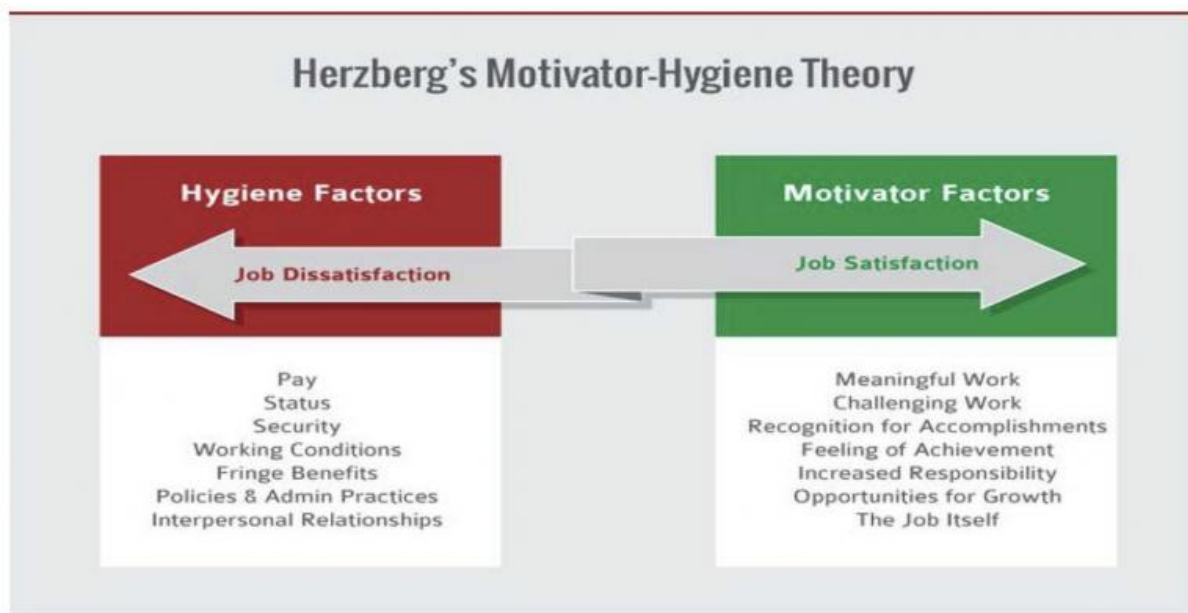
Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Appendix B Interest-Based Relational Approach

INTEREST-BASED RELATIONAL (IBR) APPROACH



Appendix C Herzberg's two factor theory



Appendix D RED model of critical thinking

