

# Working with and leading people in an organisation



**ASSIGN  
BUSTER**

a) Primarily, Elite Tennis needs to know what types of positions they need to recruit for and how many employees they need to hire for their new project. They also need to see if they are going to recruit people from within the organization or externally. If Elite Tennis is recruiting internally, they can satisfy their staff by giving them the opportunity to change their job roles, increasing or widening their responsibilities and being more flexible in their work.

Having an idea of what the job entails, enables the company to have a better vision of what is required to fulfill the position in the most effective and efficient way. In this regard, the company would normally consider information relating to qualifications, experience and to the personality of the potential employee. For an example if the company is searching for an instructor in skateboarding, BMX and scooter riding they must be aware to employ persons who have sufficient knowledge in these sports.

b)

For a company to employ people, a lot of work needs to be done step by step.

First we need to make a vacancy and job description and attach them together.

The job description will be as follows:

Title of position:

Instructor

Department

Sport Facility

Location:

Elite Tennis

Responsibilities:

Instructing persons of all age groups in skateboarding, BMX and scooter riding. Due diligence must be exercised with regard to the health and safety of the patrons at all times. Extra care may be required depending on the particular group being instructed.

Skills:

A good know how in one of these sports, experience in teaching would be an asset.

Personality:

Friendly and outgoing but disciplined.

Any conditions:

Willing to work on a shift basis.

The Vacancy will be as follows:

Date placed: 1/5/10

Job title: Scooter, BMX and skateboard trainer.

Description: A skilled BMX, scooter and skateboard trainer is required due to an

expansion in Elite Tennis. The selected candidate should have sufficient knowledge and experience of either of these sports. The candidate must also be ready to instruct persons of all ages. Prior experience in any of these sports, would be considered as an asset.

Salary: To be discussed.

Duration: Permanent

Location: North England

Start date: 1/6/10

Contact Name: Tom Smith

Contact phone: 111 11111 11

Contact email: info@elitetennis. com

After the job description and the vacancy being made, the HR must also consider the vacancy for his staff. He must first post the advertisement internally to see if he has any interested employees that would like to fulfill this post. If no employees will apply for the job or neither of the staff that have applied has the necessary skill, than the HR must then post the

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vacancy externally and advertise the vacancy through Job centers, media advertising and the internet.

The HR doesn't have to publish application forms because he doesn't expect a large number of people to apply for this kind of job but he will want to receive a good detailed resume.

After receiving the CV's the HR than needs to shortlist the applicants, this is done by choosing the applicants who have met the HR's expectations. When the applicants have been shortlisted then the medical testing and the proficiency testing will take place. The medical testing is a common test to examine if the necessary health requirements are met by the applicant and to meet the terms of the health and safety legislation at the work place. In the proficiency testing the HR assesses the applicant's capability to do the job for which he might claim the necessary abilities.

After all the testing has been done, than the interview will take place, where the HR with the help of his interviewing panel will have a conversation with the applicants and hopefully choose the best one that will fill the post.

c)

The term succession planning means that the company guarantees that employees are recruited and developed to fill up each key role in the company. This is done by training, coaching and mentoring employees so that in any case of problem where you have an employee that's going to leave the business, you will always have another employee to replace him.

Elite Tennis can benefit from such a process by teaching every skill to every trainer. For example if you have two professionals, one on skateboarding and the other on BMX and scooter riding, you train every professional both the three skills so that if you will have one on sick or on leave you will always have someone to make the job. Thus the company will not hire any part timers when the full time employee cannot make it to work. Therefore with succession planning a company can reduce its costs.

d)

Elite Tennis must make sure that their organization takes ethical and legal implications as a strategic priority.

When recruiting new staff Elite Tennis must be aware that the recruiting process will be fair and reasonable to candidates. This means that they will let no candidates but their way to the job by giving gifts or something similar. When it comes to selecting candidates, they must be selected and approved by HR professionals. Elite Tennis must be aware of the personal information of the applicators such as age, family circumstances and sexual orientation so that this personal information would not change the way the HR professionals takes their decisions. Test and reference data must be used as verification of the candidates' suitability. When coming to choose the candidates, candidates must be matched against the selection criteria first and the candidates will be compared to make the best choice for the company.

I think that by recruiting staff ethically and taking considerations of the legal implications Elite Tennis can make a fair opportunity to candidates and afterwards a good achievement to the company.

[http://www.naceweb.org/legal/faculty\\_guide/](http://www.naceweb.org/legal/faculty_guide/)

Task 2a)

A group culture is the behaviour, beliefs and values of a specific social, ethnic, age group, ideas and skills. A group Culture can also be seen as the work environment, the attitude and the style of work of employees.

A culture will have an impact on goals, objectives and strategies of the business. It establishes the way employees are treated and defines the personality of the organization and the identity of the brand.

If Elite Tennis sees herself as a well-established strong culture, then it will have the best advantage to endure and situation and the self-confidence to face any crises. If situations and strategies and changed and the markets are unstable, the business continuous on, this is because the culture of a company gives the stability and reduces the vulnerability to the company.

If Elite Tennis offers a culture where employees are treated with respect and reward or recognition for good work is given and performance standards and strategic points are clear then the company can be successful.

In this case Elite Tennis can be successful by focusing on customer services as her first priority, having a lively culture, which gives you higher productivity, having a more contented workforce which means a lesser

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employee turnover and having a better performance which gives you higher quality.

Elite Tennis can make or recruit a leader in the company's team which will definitely help the company to build a better and stronger culture.

<http://www.hinduonnet.com/jobs/0905/2009052750040400.htm>

2b)

The team charter is a team-oriented document with the intention to support them in carrying out the required project. This document gives guidelines on behaviour, administrative functions and relationships. It also gives the team members awareness in team expectations and each team member's role within the team.

The team charter for Elite tennis would be developed before the new trainers are recruited and also would be visible for everyone to see it and also updated by team consensus.

This document would entitle to encourage colleagues to work better and happier together as one team so that the trainees of skateboards, BMX and scooters would find it more enjoyable and thus they will train them better and with more confidence.

## **Purpose**

The team charter identifies a team's purpose, approach, and infrastructure to support them in carrying out the project. It is a team-oriented document that provides guidelines on behavior, administrative functions, and

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relationships. It allows team members who are otherwise unfamiliar with their peers on the team to be aware of team expectations and their role within the team dynamic.

## **Application**

The team charter is developed early in the project by the team to be used as guidance for team behavior and administration. Throughout the project, it may be updated by team consensus, but it is normally posted in a highly visible location to ensure that team members can use it as a reference.

<http://e-articles.info/e/a/title/Team-Charter/>

2c)

With a good team with qualities such as trust between members, communication and collective spirit Elite Tennis's project will run smoother and unwanted costs are reduced.

Belbin offers different roles that will help Elite Tennis to work and understand each other better.

Plants is a role that will help Elite Tennis with the project to turn the purchased waste land into the BMX, skateboard and scooter facility. This is because plants role is very usefull when it involves creativity at the beginning of the project.

Resource Investigators will give a good hand when it comes to communication with other member as well as exploring, reporting and

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investigating the new wasteland project so as to notice if the project is going to be a success.

Although Monitor evaluators are very slow in decision making, they can give a very good hand in Elite Tennis when it comes to evaluating and analyzing ideas about the wasteland.

Coordinators will give a good hand coordinating the workers when it comes to the project of the wasteland as well as the workers of the company in general. This is because they work towards the goal and they work collaboratively.

Due to shapers having a good drive they can force some shape in Elite Tennis's discussions and activities and they make things happen because they are good effective team members.

Implementers can give a good hand to Elite Tennis when it comes to implementing things in the project, this is because they are highly disciplined, they are members that can be relied they do job on how it needs to be done.

Team Workers is one role that Elite Tennis must rely on. This is because they are supportive and they can adapt to every situation and when they can prevent when problems arise, thus the project carries on with less problems.

Completer-finishers will play a good part when it comes to making the track for the BMX, skateboard and scooter, this is because they are confident when handling a project, thus they give attention to detail and accuracy.

Elite tennis will spend a quite some of money when handling this project, so a good attention will help the company make less mistakes.

Specialists can help Elite Tennis because they know how things go better than everyone else and they offer a good range of skills thus the less mistakes the lesser the costs.

<http://www.belbin.com/>

3a)

Elite Tennis will be better off employing a leader than a manager. This is because the company involves more leading people for example trainers, than managing work. The leader in this case took the risk of turning a wasteland into another court, whereas the manager would definitely try to minimize the risk. The leader seeks vision and his horizon is set long term, in this case he say the new project of the wasteland as on the long run profit will be made.

After all, one needs to be good at leading first, than managing. That means that first we see what type of project we are going to do and why, then we see how will the project be and when.

However I believe that they are two unique types of action, which are both essential and look for different things.

[http://changingminds.org/disciplines/leadership/articles/manager\\_leader.htm](http://changingminds.org/disciplines/leadership/articles/manager_leader.htm)

<https://assignbuster.com/working-with-and-leading-people-in-an-organisation/>

<http://www.thepracticeofleadership.net/2008/04/08/leaders-vs-managers-are-they-really-different/>

3b)

There are four different styles that Elite Tennis can use when it comes to leading people.

There is the Exploitative autocratic where the leader has no trust in his subordinates, he doesn't communicate and thus not a team worker.

The Benevolent authoritative I where the leader has unreal trust in his subordinates but he motivates by reward.

The Participative is where the leader has a little confidence in his subordinates, encourages and uses opinions but is always the leader who makes the decisions

The democratic is the leader where he has a hundred percent trust in his subordinates and lets them take decisions. He encourages by rewards and wants sharing of suggestions and beliefs.

I think that Elite Tennis should employ the participative leading style. This is because if a team will feel confident and trusted then better ideas will be shared to team and thus a better work is shared throughout the whole company. He challenges and motivates his subordinates with the aim of receiving good, improved and creative work and in return he rewards them.

Although he listens to his subordinates and giving them the chance to participate, he will still have total control in his company because it's the

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leader who retains the control in decisions and thus the chance of Elite Tennis in total chaos is ignored.

3c)

Elite Tennis can motivate its employees but giving them new responsibilities for example who works in the club restaurant as a waiter can also be a head waiter so as to extend his job range and thus giving the waiter job satisfaction.

Elite Tennis can also motivate its employees by giving new opportunities, for example if someone working in the club restaurant is interesting in BMX, skateboarding or scooter riding, Elite Tennis can give him this opportunity by training him and use him if any of the trainers will be on sick or on leave.

Another important motivating factor is empowerment. For example in the process of the new facility being built, a lot of small decisions needs to be taken, Elite Tennis can motivate its subordinates by giving them more responsibility when involving decision making, therefore subordinates will be empowered by more freedom and self-control over their work. Finally I believe that due to employees being more motivated and thus happy, better work will be carried out.

4a)

I think that above all, all learning styles can be found by the individual, either by the individual knowing it naturally or knowing it by socializing.

There are four types of learning styles these are Metacognitive, Kinaesthetic, Visual and Auditory.

The Metacognitive is when the individual that is learning thinks about how he has learned, what he have learned and how will he put what he has learned in the future.

The Kinaesthetic is the type of learning that you learn by doing actions. For example, this type of learning comes into practice when doing sports.

The visual style is when the individual learns what is meant to learnt by watching and listening for example television.

Another style is the auditory style, which comes into practice when the learner learns by listening.

Elite Tennis can observe their workers, in this case their trainers, and see which style is most likely to match. I think that Elite tennis will likely observe that their trainers will have the Kinaesthetic learning style; this is because this type of learning is by touching and repeating action, which eventually the individual will remember.

Another style that can use Elite Tennis is the visual and auditory. They can put this style into practice by showing videos to their trainee's before they begin teaching them practically, thus trainees will have a good knowledge before they actually start practicing the sport.

Learning styles can be identified by Elite Tennis through psychometric tests, appraisals and observations.

With the help of a psychometric test Elite Tennis can measure the sensitivity, intelligence, aptitude and personality.

By observing and appraisals, which is more a more practical method, Elite Tennis are observing every action of the individual examines it, evaluates it and compares it to the specific standards.

<http://www.thefreedictionary.com/psychometric+test>

4b)

## **Type Of Organisation**

### **Organisational Goals**

### **Individual Organisation**

### **Individual Organisational Goals**

Club Restaurant

To make profit

Fine dining - Elite Tennis

Grow by supplying good and not expensive food.

School

Teach customers

Elite Tennis

Ensure all trainees's learn the sport and meet their goals.

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Manager

Leader/ Manager

Assistant manager in sports

Assistant manager in catering

Team Leader

Head Waiter

Team Leader

Head Coach

Trainers

Court Hire

Tennis/BMX, Skateboard and scooter lessons

Function Room

Club Restaurant

In this type of organization the company strategically is divided into two sectors, the catering sectors and the sports sector.

In the catering sector the leader is more focused onto how he is going to retain and attract more clients. He has the function room to lead, that requires making adverts and giving the best service ever to the clients that



wishes to use it. In the catering sector the leader must be aware that the head waiter is looking after the restaurant that includes food and drink and sees that the restaurant runs smoothly and thus attract customers.

In the sports section the team leader must be aware that the court is in good condition whereas if anyone wants to hire it the customer will enjoy it and thus come again. The team leader must also be aware that the head coach is taking care of his trainers by keeping them motivated and seeing that they are giving the best teaching possible.

4c)

Elite Tennis can monitor its staff performance by watching for its staff performance and keeping records, therefore a good appraisal. By watching your staff and keeping records you are studying if your staff is doing a good job or not. Elite Tennis can also do a performance review, which you are assessing your staff's job as described by their job description

Elite Tennis can experience various types of performance issues such as inappropriate behaviour, late arrival, missed deadlines, complaints from customers and repeated mistakes, which fall into three categories such as productivity, attendance and conduct issues.

When facing these kinds of problems the manager need to calm down, addresses the issue in front of the person only, doesn't generalize and doesn't make it personal.

Other solutions for Elite Tennis are to make certain that there is

communication and trust between the assistant managers and the team  
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leaders. If the person is going through personal life difficulties Elite Tennis must make sure to give them external support.

Elite Tennis must find the cause of the problem before taking any action and facing the issues immediately and eventually they will move on by focusing on success.

<http://www.officearrow.com/small-business-management/managing-people-addressing-performance-issues-yes-it-is-hard-oaiur-203/view.html>

[http://www.dop.wa.](http://www.dop.wa.gov/strategichr/ResearchAndResources/HRManagementIdeaBank/Pages/AddressingPerformanceIssues.aspx)

[gov/strategichr/ResearchAndResources/HRManagementIdeaBank/Pages/AddressingPerformanceIssues.aspx](http://www.dop.wa.gov/strategichr/ResearchAndResources/HRManagementIdeaBank/Pages/AddressingPerformanceIssues.aspx)

<http://www.catererglobal.com/rzhowtomonitor.html>