

Report on working with and leading people

[Business](#), [Company](#)



The use of teams for conflict resolution, the methods and benefits of delegation and empowerment, coaching, support and mentoring, training supervision and evaluation

P9 Planning work orientation and job design

There are many reasons as to why team work program increases performance and employee satisfaction. One of them is application of motivation theories and empowerment techniques. Having worked at Tata consultancy and at the human resource department as a human resource officer, I know that team work is important especially where pressure mounts on due to workload. As it is evident in the Tata consultancy services for example, this team work program facilitates real world real people. Conflict is a reality and no longer an abstraction that small and large firms face. One common method of using teams to resolute is mentorship. Secondly, for the firms that want to survive in the 21st century, they must confront globalization by sending their employees to the outside world for the purposes of meeting the real people employees attend to while back in their countries.

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According to Tuck man regarding the issue of structures and interaction, Belbins team role theory best describes it and brings out all the possibilities and realities touching on the benefits of teams for conflict resolution. It also best directs managers and leaders to best delegate roles and work to a team as a whole and not as individuals. This makes the employees more motivated and as a result, they become more effective and enthusiastic

towards work since they work as a team and not individuals (Weinstein, 2009).

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Every company encounters the problem with the politics of working relationships and diversity issues. This arises when measuring effective performance and in many cases when providing feedback going as per by Belbins team role theory, it is no longer an option choosing not to be part of the global market but this begins with the employees who get interact with other employees from all over the world where the teams act as the best platform. Benchmarking performance processes are important in the organization I work for especially in the human resource department. This also has something to do with working cultures and practices as well as the promotion of anti-discriminatory practices and behaviors and regardless of size, all firms should come up with a way to implement team working program to enable them adapt and change configuration as well as competence in the global markets (Weinstein, 2009).

As a matter of fact, teams act as a way of eliminating conflict or rather conflict resolution. It is for this reason that today's managers find it difficult to navigate global waters and establish direction successfully. Contending with complexity is a product of contextual factors in the global environment therefore coaching should come in handy. Confronting competition through support and mentoring is a very good way of responding to such challenges regardless of the degree of global markets Supervision on the other hand relates to training where the best way one gets training the lesser they require supervision styles working culture and practices and as a team they

work together with minimum supervision thus giving quality work (Weinstein, 2009).

Performance monitoring and assessment

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Work manual

Section 1 - Planning work orientation and job design
Application of motivation theories and empowerment techniques
Communication styles and

techniques
Delegation techniques and processes
Supervision styles working culture and practices
Regulations and codes of practice
Diversity

issues
Section 2 - Performance monitoring and assessment
Measuring effective performance
Providing feedback
Appraisal processes
Benchmarking

performance processes
Mentoring and counseling
Methods of correcting under-performance
Legislation
Codes of practice and procedures relating to disciplinary situations
Diversity issues
Management principles
Promotions of anti-discriminatory practices and behaviors

Talking of performance monitoring and assessment as well as methods of correcting under performance, a penetrating appraisal process of an industry that keeps changing is the most effective means to keep organization competitive forces at play and updated when it comes to performance monitoring and assessment. Codes of practice and procedures relating to disciplinary situations that have happened in order to apply the lessons learnt is all what involves finding a competitive edge. Diversity issues should mostly depend on the locations. Managers who follow the management principles to the letter and who are the key players in any group should ensure that feedbacks relayed are on time and if possible face-to-face or

through appraisals in order to maintain their strategic compensation. Groups often engage in competitions, projects and regardless of whether it is an individual or a group, success recognition and celebration is very important. Communication through providing feedback, excellent for strategic compensation, is also crucial in that it ensures that all workers and especially those who come from the remote areas are up to speed on current affairs of the group or company and get fair compensations because of strategic compensation. This ensures that no group or individual feels isolated or left out. Social media under legislation regulations is almost the excellent way to relay bigger issues of strategic compensation within the team as it reaches a bigger crowd and across the nation. It also creates awareness and member feel motivated on seeing the company on social media.

The use of mentoring is also a good way of getting information when working and leading people. It creates stronger bonds and develops skills. Use of e-learning and virtual classrooms is good way for enhancing development in strategic compensation. On the other hand, team involvement is efficient with the use of job coaching as members of the team interact with each other and get to bond so that strategic compensation can take place. Other than the line manager, companies or groups find it helpful to get counseling partners so that individual members get a senior person to talk to and interact about strategic compensation. An additional great thing that is of good help to team cohesion is ensuring that all the team members understand the mission and vision of an organization.

Team working relates to the responsibilities morally and socially in the market place globally. Many companies that have created more awareness

on the need to implement this team working program like Tata consultancy services limit the environment from going bad since employees enjoy their job and improve performance as a result. Another major area is employee evaluation as a team for the well being of the public and this is in respect to social responsibility, which directly improves their performance. Mostly this is an important issue in the development of careers as a method of team working where employees choose what they would like to do without getting pressure from the employer. In conclusion regardless of culture and practices, employees working together enjoy touring other countries and at the same time make more money and most of all generating more experience to take back to the home country. Meeting customers face to face answers the whole question of whether the team working program increases job performance and employee satisfaction. The standards of product safety should be parallel to international standards and this can only happen if the employees get into the real world out there to meet the people they work for behind computers and local workstations (Kreitner, 2000). Again regardless of where the firm is intends to go within the global market; there must be response to forces shaping the challenges present and the global surroundings. This makes it clear that in order for the firm to be successful, it must put more effort in satisfying its customers and employees as well who mutually benefit from the working program (Weinstein, 2009). The current legislation has many challenges to employees and they therefore require different responses on the market depending on the level of involvement. This is where management principles involve them fully making them more comfortable with the managers or leaders after knowing

who they really are. There has been no adequate research to help draw conclusions concerning the value of working and leading people. This is regardless of positive experiences as it has been the case in Tata consultancy services. To many companies, working and leading people act as a vehicle to place the employees in jobs of their choice and countries of their choice to work in (Kreitner, 2000).

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Training and development needs

This section contains interviews of two colleagues from different backgrounds and different departments but in the same human resource office. The interview intends to get vital information from the interviewees regarding training and development needs. Having in mind that an interview is between two people, there will be two different interviews in two different settings. One interview will be at a restaurant and the other one will be at an industry. In the first interview, John will be the interviewee and he is a human resource officer as well while the second interview will be in Tata motor garage where Michael will answer several questions concerning his role as a supervisor in the same department.

For Preferred learning style and processes a leader ensures that things run smoothly in any organization and preferred learning style and processes there is no order. It is the work of John to ensure that he goes round the company everyday to make sure that things go well something he says is a good learning style for his junior employees. It is not easy to be a supervisor, John says. This is because the manager blames everything on you in case there is no nature of individual learning and lifelong learning plans.

Supervisor's role is the same as the managers role only that the manager manages from the office and the supervisor has to be in the field at all times but the preferred communication style and technique of giving notices directly to employees remain similar.

Being a normal employee, he has to deal with so many people who work in the company and uses teams as the preferred delegation technique and process to have order at the end of the day. These people could be above or below him by rank but he has to make sure that they do what they should do. According to John, he supervises over one hundred and fifty employees and he has no assistant. Having no assistant makes him work every day and whenever he fails to attend job, things do not go very well especially in areas where he has to work with the employees to work. He makes sure that every resource is in order meaning he has to go in all offices to make certain. It is his role to know who attends and who fails to attend job so that there is even distribution of work.

A supervisor deals directly with the employees and like John, he has to relate well with them so that both parties work well together and in harmony. John says that before he became a supervisor, he had to take public relations course, which took him around two years. After that, he went for management classes so that he could comfortably manage people like human beings and not animals. It is after the two courses, John learnt how to deal with people and how to be a good supervisor and the integrated qualities helped him get the job at the hotel as a supervisor.

According to John, a supervisor must be firm but fair. This is because when a supervisor is not firm, employees will take advantage and misuse the trait of

being soft. This will lead them to being unenthusiastic in their duties and poor working habits like cleaning in the evening instead of morning and attending work late. Being fair on the other hand ensures that there is even distribution of work. This is a necessary ingredient in supervision and without the supervisor is not complete.

The second quality is respect. John says that for him to get respect from others, he has to respect himself first and in so doing respect others.

Respect is not only a good quality of a supervisor but of anybody working with human beings. This is because as a supervisor, there are many things he tells people to do off their duties and without respect, the employees cannot do them.

The third quality is humility. He does not boss around those he works with because incase of anything while in the line of duty, employees are the closest people to him and it is from them that he gets help. Being humble makes one earn respect from others according to John, it costs one nothing to be humble.

John recalls a situation when he quarreled with an employee and almost got into a fight. He had to cool down and many employees assumed that he feared being beaten but to him that did not matter. He called the employee in secret and they settled the issue without even getting to higher administration. The employee thought he had lost his job and on realizing his calm attitude, he learnt employee awareness of diversity issues. He says this was a difficult supervisory situation and he would to have another one of the kind.

The second interview conducted at the garage involves Michael who also

happens to be in the human resource department and being the supervisor, he has to supervise them every day. This he says is not easy, as he gets no free time to interact with other members of staff like him. Michael plays a big role as a supervisor in ensuring that all the vehicles brought for repair get immediate attention. He has to know the mechanics he supervises so that the best customers get the best mechanics although he works towards making them good as a group. Without him, Tata motors would always be in kales as he adds that the most difficult moments in his life is working with mechanics who do not see the need for cleanliness and the same time the garage has to be clean at all times.

In his supervisory duties, Michael recalls when he got involved with a late employee and the management told him to take action on him but having in mind that he is also a poor performer when it comes to time, he told the employee to get time management skills and that him help him even in the future. He did something that the management did not understand but the employee never came to work late from that day.

In the two interviews, it is almost clear that being a supervisor is the same and training and development needs remain the same regardless of where one is. The interviews relate closely to task oriented behaviors of the leaders as well as the people oriented behaviors. In both interviews, the two supervisors have at one time made democratic decisions. This concurs with the decision-making concepts in the textbooks. The chapter on leadership is however helpful to everybody who intends to supervise, as it is universal. The two interviews conclude that organizational behavior is applicable from anywhere. The same way john supervised is the same way Michael

supervised and the only change is the location as John works in the office therefore dealing with customers. Michael on the other hand works in a garage therefore dealing with drivers, mechanics and customers. If John was given the role of Michael and vice versa, there would be no difference or challenges in terms of the training and development needs.

P14 Evaluation of the success of the assessment process

After getting involved in a mock therapy session, it was clear that there was so much to learn from the assessment process. Already there is a feeling of being free and at home with the assessment process and all should appreciate what was included in the assessment process. One of the areas mentioned regarding the employee's performance is the importance of discovering one's strengths, weaknesses and areas that need to be improved. The assessment process was helpful as many are able to have an identity and appreciate my culture and other people's culture. I could hardly understand concepts used in different cultures. Assessment process acted as platform for many to have more insight and awareness into therapeutic growth that is present today. Therapeutic growth includes confidence and maturity in terms of culture.

There was a discovery that everybody has strengths that help them when relating with employees from other cultures. Many can confidently say that they have familiarized themselves with several culture as well as different cultural settings. When evaluating culture, people especially leaders should know what to do and what not to do. If many did not have assessment process, they could still have not developed intercultural skills, which help them to discover their strengths and work on them to get even stronger.

One of the areas noted to improve concerns attitude towards fellow workers with different beliefs and values. Leaders should appreciate the differences and build on what unites a company as a team. Appreciating the differences will help many learn more about other cultures thus widening the scope of their knowledge. To achieve this, they ought to be open-minded, understand that no culture is greater than the other is. Secondly, it is important leaders become the change they want to experience. Instead of complaining about other employee's behavior, they should change to accommodate them. By setting an example, they are able to influence their workers and the society positively. Changing how people view a certain community in relation to a culture is not easy but with commitment and confidence that leaders gather, they should empower communities deal well with different cultures to improve socialization standards.

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