

# Critical accommodation booked and cleared for medicals

[Business](#), [Decision Making](#)



Critical Reflection Assignment PART A Reflection piece on leadership experience

Introduction As part of this critical reflection assignment, it is a requirement that I reflect on my own experience as a Leader where I have demonstrated a high level of emotional intelligence. It is also a requirement to use theories to demonstrate my learning's. Example 1 I was a Human Resources Manager for a Mining organisation, supervising four staff members at various locations within Queensland, my goal was to oversee and ensure that all contract employees were processed in a timely manner, for example, inducted, reference checked, accommodation booked and cleared for medicals before entering a mining site, all data was required to be updated in the company's data base.

Furthermore all letters of offers were to be cited for my approval. I found it difficult to manage one of my staff members who was habitually taking time off or not turning up for work, this was proving to be detrimental in the organisation's ability to function, and furthermore her absence was notably having an adverse impact amongst the other team's members, this was creating animosity, this in turn was placing a tremendous amount of pressure on me. I was able to exhibit and maintain self awareness, (Goleman, 2009) by organising a team meeting to consult and update the team on their accomplishments and reinforce the organisation's goals. During the team meeting, members were encouraged to participate, be proactive and articulate a vision for the organisation. Effective teamwork is critical for success and teamwork starts with team players (Parker, 2011).

The team were enthusiastic as this involved them in decision making. They were informed during the team meeting that I would be having a one on one informal catch up, which provided me with an opportunity to discuss my concerns with the staff member's absenteeism. As the meeting concluded, I observed that the team were motivated and empowered, this concept of Leadership connotation was amicable with Transformational Leadership Theory (Burns, 2012), which in turn lead on to positive outcomes associated with intrinsic motivation (Brown et al., 2015), furthermore this enabled the team member to feel at ease and upfront when faced with the situation of absenteeism.

I chose to approach The Transformational style of Leadership based on the discussion with the team member after I was provided with a considerable amount of information together with an explanation. In conclusion of our meeting, I drew her to the attention that she was a valuable member of the team, furthermore I enabled to provide her with an opportunity to enhance her performance and initiate a vision that aligned with the organisations goals, by referring her to an agency to support her, by doing so I wanted to create a positive change, furthermore enable to create a culture of trust and respect. This created synergism amongst the team; as a result of great performance, we reached our organisation's goal, with everyone being on board, harmony was created within the team. Having empathy and social skills as a Leader is paramount, by delegating more responsibility within the team, provided an opportunity of ownership, growth and accountability. Example 2 I was a Recruitment Manager for a labour hire

company, overseeing four staff members. My goal was to develop and manage strategies, lead the team and report on their performance.

Oversee that all labour hire employees paperwork was entered and updated in the database. Manage major shutdowns, furthermore to monitor costs, as well as contribute to organisational growth, by seeking out new opportunities. I found it arduous in managing one of my employees who was demonstrating unsatisfactory performance, for example, arriving late for work on a regular basis, leaving early, making personal phone calls and not following up on customer's requests for labour hire therefore not filling in orders or following my instructions. Even though she had just returned back to work after maternity leave, I felt that was no excuse and seemed unfair that the rest of the team was left to complete her work, I felt that everyone was required to pull their weight to reach the organisation's targets. Due to increased work pressure, I found that I was becoming irritated, frustrated and showing a dark side personality trait of scepticism, (Hogan, 2004), towards the staff member for example I was constantly checking and questioning work that had not been completed, she was observed demonstrating no motivation, ultimately this type of behaviour was interfering with my ability to maintain the team's performance within the organisation (Tilin), furthermore, I felt she was enticing me and thereby attempting to cause instability within the team (Kellerman, 2004). I assessed the situation before deciding which leadership behaviour would be the most effective to approach the team member; I came to the conclusion that Directive Leadership style (House, 1971), in this instance would be best, I felt I needed to set firm boundaries,

clarify how the work that she did connected with the other team members, remind the team member of the organisation's targets that were expected to be met quarterly, I explained that an organised daily work schedule would be maintained, in addition mandatory meetings once a week to monitor their performance. The impact of this style of leadership was used on this particular team member as there was a sense of urgency, the team were showing signs of stress at the possibility of not meeting their targets; eventually the team member left the organisation; however the team members expressed their relief as we had an opportunity to employ another team member and meet the organisation's quarterly target. Conclusion I believe that my Leadership styles played a crucial role in both examples in the team's development in meeting their goals which I had demonstrated through solving problems that arose, delegating and creating harmony together forming a positive relationship between leader and followers.

These examples also identified areas where I required further personal development, for example on reflection, I could have managed the team member in example two by being more understanding and empathetic for example she had come back from maternity leave and was not coping emotionally. PART B Reflection on Leadership and Motivation Introduction In this part of my assignment I am required to reflect my leadership style in motivation, identify a strategy where I demonstrated motivation as a leader to staff that was successful. There is an old 12th Century English proverb, which says you can lead a horse to water, but you can't make it drink, the horse will only drink water if it is thirsty, I believe this to be the case when

you are dealing with human behaviour, unless employees are motivated in some way or other to reach any targets or goals, they will simply not do it, they need to have a reason.

I believe that to motivate or be motivated is a skill that anyone can learn for any organisation to enable to reach its targets or goals. I am currently employed as an Advisor in a non for profit organisation; my goal is to target early intervention by assisting parents who are at risk of long-term welfare dependency, identify their education and employment related career pathways and to participate in activities that help them achieve them.

Connect parents to local community services that are able to address their barriers to employment; furthermore I am required to interpret The Parents Next Deed and Guidelines, monitor service delivery and performance reporting on Key Performance Indicators as well as drafting management and Departmental reports as required. We were in the process of applying for another round of funding for the Parents Next Tender, as I was collating data to present to the Regional Manager, it came to my attention the team had not met one of the stipulated KPI'S in the Deed, namely using the Work STAR system, this was a tool to measure outcomes for our participants, which involves participants to complete a survey with their case manager face to face, which once completed, required to be updated in the Departments portal. I observed the data and ascertained we were far behind in comparison to the all other providers nationally, this was a serious concern furthermore it was going to prove to be a challenge for the team to attempt to achieve. We were already overwhelmed with appointments, meetings and other events,

how could we possibly see any more participants, how were we going to accomplish this goal due to time constraints? As a leader I felt that to succeed in achieving this goal, attitude was everything (Meyer, 2003). By utilizing my Transformational Leadership style I called a team meeting to address this task, in an attempt to develop a strategy to motivate, inspire and encourage (Bass, 1985) my staff to complete the STAR's quickly and efficiently furthermore to obtain the desired outcome to achieve this goal.

At the meeting, I outlined what the situation was to the team, organised the steps required to accomplish this in a timely manner specifically to be, being mindful not to impact or contribute further undue stress on the team members. By adopting the goal setting theory, (Locke & Latham, 2013) firstly I needed to obtain the team's acceptance, acknowledge and to participate, collaboratively we all needed to be involved to focus on how we were going to achieve this. For example, we identified that 180 Work STAR'S were required to ensure our KPI was accumulated, by doing this I informed the team that the best way to manage this as we were time poor was to firstly divide the stars equally, even though my work load was heavier, as a leader I needed to set an example, the second was to contact the participants by phoning them instead of setting up an appointment for them to come in and see their case manager. My strategy behind this was that by approaching the goal in this way meant it would be achievable, furthermore based on past data, there was evidence of participants not turning up for their appointments, we could not risk this, invariably participants normally answered their phones when we contacted them to arrange

further appointments or activities. This seemed the logical thing to do; it was not an ideal situation, nevertheless by adopting this strategy, would mean we would meet the KPI's required by the department within the timeframe. This meant that we needed to juggle our appointments to fit these telephone conversations in with our daily calendar. I acknowledged that it was going to take an incredible amount of effort for everyone and I would provide them with feedback on a daily basis on their development. To ensure the team remained motivated throughout (Bandura, 1986), this task, I advised that on completion and in recognition of all their hard work, we would all go out and celebrate at the organisation's expense.

Conclusion Then impact using the goal setting theory strategy for motivating staff was effective in this instance for example, by identifying the need, the team were provided with a clear achievable goal they could easily attain, the task was broken up in chunks over a period of a week, to make it work they showed commitment from the start in realising the importance it was to meet our KPI's. My learning experience from this was in order to motivate teams, goals should be SMART (specific, measurable, aggressive, attainable and time bound). Feedback is paramount, as the team were able to track their positive changes that they were making daily. Practicing by keeping communication open and transparent, I believe that goal setting is a skill that can be learnt over time. Part C Reflection of Journal Article Change is a process that happens within organisations globally. Although at times change could be for the better, employees resist, remain fearful (Burnes, 2017) and



not always readily embrace change. This could ultimately be perceived in a negative or positive manner.

It all comes down to the Emotional Intelligence coupled with servant leadership as whether it will prove to be successful or not. The concept of servant leadership focuses on fulfilling the needs of the followers, which is intended to inspire leaders into a more caring and serving leadership role (Greenleaf, 1998). Emotional Intelligence which is perceived as being able to monitor and understand one's own feelings and have empathy for other people as well (Salovey & Mayer, 2004). Emotional Intelligence plays a huge role within organisational change, leaders who possess high intelligence are the key, (Goleman, 2001) and leaders need to have the capacity to sense employee's feelings in their work environment, for example An example where our CEO demonstrated emotional intelligence in servant during an organisational change Write about manus, her strategic, redundancies, how she articulated a vision, Emotional i how did she use it Could there be dark side manifestations in servant leadership??? read paper again When is servant leadership a strong motivating factor during organisational change? How Kieran managed the process -