

Hnc management – leadership at work outcome 1 flashcard



**ASSIGN
BUSTER**

HNC Management Management: Leadership at Work Outcome 1 DV88 34

Assessment Task Management: Leadership at Work DV88 34 (Outcomes 1)

1. Explain and give examples of the differences between management and leadership in organisations describing appropriate behaviours and skills that should be demonstrated. Theorists believe that Managers deal with day to day duties of the workplace; focussing on organising, planning and dealing with the resources. Leaders are said to be more visionary; having a greater focus on inspiring and motivating staff.

Managers set targets and goals and monitor the outcome whereas Leaders develop and motivate staff to achieve the targets and goals set. As a leader you would expect to have a role model someone who leads by example. A good leader inspires, motivates and develops team members. According to Forster (2005) “ Leadership in English Speaking countries is derived from an old Anglo Saxon word loedan meaning a way road path or journey while Management originates from the Latin word for hand Manus which means literally to make things by hand.

Northouse states “ Management produces order and consistency whereas leadership produces change and movement. ” Managers look to retain the “ status quo” whereas Leaders are looking at improvements that can be made to a process. According to Davies (1972), cited in Weightman, 2004 pg. 142 four traits are linked with successful leaders Intelligence Social Maturity Achievement/Drive Human-relations attitudes Management Theory X – authoritarian, repressive style. Tight control, no development. Production limited, depressed culture. Theory X managers believe that their employees want to be managed.

<https://assignbuster.com/hnc-management-leadership-at-work-outcome-1-flashcard/>

That they are lazy. That they do not want to improve themselves and need constant monitoring. Management Theory Y – liberating and developmental. Control, achievement and continuous improvement achieved by enabling, empowering and giving responsibility. Theory Y managers believe that their employees are valued, at the heart of the business. They want to improve themselves and achieve good results. Theory Y managers are supportive of their staff and include them in the decision making process. The Faboil Ltd Case Study shows definitive managers and leaders.

The MANAGERS in Faboil Ltd are:- Richard Cranberry – Richard has an autocratic approach to management. This is clear by his approach to driving the business he feels he doesn't need to attend a leadership and management course as he has no issues with his leadership skills. Richard wanted the three project teams to develop new products as quickly as possible in order to achieve targets, without considering the consequences taking this approach. And, Fred Windows follows this same approach he is negative about the leadership and manager course, he felt he gained nothing from the course.

Fred states that “ the organisation was making good enough profits without having to do vast forward planning”. Fred showed what is seen as a typical manager approach – keeping the status quo. The LEADERS in Faboil Ltd are:- Dr Alfred Brownlow – Dr Brownlow “ leads front the front”, when developing products. He includes his staff in decisions and is looking to develop his staff and wants them to improve their leadership and management skills, sending them on a course in order to achieve this. Dr Brownlow is aware that he is unable to retire whilst the company is in its current state.

<https://assignbuster.com/hnc-management-leadership-at-work-outcome-1-flashcard/>

Dr Brownlow is also aware that his competitors have taken his company from a monopoly within this area and are now starting to take more of the market share. Brenda Frame – Brenda has admitted herself that prior to attending the leadership and management course she “ issued instructions’ to her staff and demanded that they carry out her orders”. Following the leadership course she now involves the staff and recognises that her staff provide valuable suggestions and contributions to bring to the department. Brenda now encourages her staff to bring forward their concerns and ideas”.

Brenda has learnt to deal with issues in a construction manner addressing those which can be resolved quickly and taking more time over the contentious issues”. Since attending the course and changing her leadership style the number and range of ideas had been impressive. Despite setting up working party groups these were dismissed by Richard as detracting “ from their “ real” jobs. ” Despite Brenda having objected to this Richard rejected the groups. And, Judith Smythe was also enthusiastic about the leadership and management course.

Her new approach had made a huge impact on her staff, the working group had made an impact on how her team where selling to their customers. The team had learnt important information from the focus groups by listening to their customers. 2. Use appropriate theorists to give examples of where the principles of management can affect a function, department or whole organisation. According to Henri Fayol (1841 -1925) five functions are used in management. These functions are:- Planning – this encompasses the direction the company needs to take and the work that needs to be carried out.

<https://assignbuster.com/hnc-management-leadership-at-work-outcome-1-flashcard/>

Organising – Looking at how the plans are likely to be put in place, who is responsible, what resources are needed, how the teams will be made up.

Leading – This involves you as the leader to have the necessary commitment

& motivation to meet the targets and objectives set out. Controlling – This

function is about how you are intending monitoring performance. Co-

ordinating – this covers communication, whether it be team or departmental.

In order for the task to succeed coordination is imperative. As well as his

management functions Fayol recognised further principles of:-

Specialisation – having the required training to do the job well, this also

increases productivity. Discipline – rules & regulations need to be in place

Reward – must be reasonable and fair Authority and responsibility – Authority

leads to responsibility Unity of command – an employee should receive

direction & instruction from one person Unity of direction – there should be

one focus for the tasks carried out. Within my own organisation HM Revenue

& Customs (HMRC) the management theories advocated by Fayol are used

within the departments.

There is a clear chain of command each playing a part within the

organisational structure and examples of the functions of Fayol's

management theories can be offered for each. Directors Office Directors

Office HMRC Hierarchy Grade 6 Grade 6 Assistant Officer (Band AO) Assistant

Officer (Band AO) Officer (Band O) Officer (Band O) Grade 7 Grade 7 Senior

Officer (Band SO) 6 Senior Officer (Band SO) 6 Higher Officer (Band HO)

Grade 6 Higher Officer (Band HO) Grade 6 Administration Assistant (Band

AA) Administration Assistant (Band AA) Planning – This is carried out at

directors' office level & encompasses the HMRC Purpose Vision & Way.

<https://assignbuster.com/hnc-management-leadership-at-work-outcome-1-flashcard/>

Director Office then provides instruction to the Grade 6 & 7. Organising – this is carried out at senior management level, it is senior management who decide what teams will carry out what roles, how the teams will be made up and who will lead the teams. Senior Management within HMRC are the Grade 6 & 7, and Senior Officers. Leading – under the Fayol theory, the Higher Officer & Officers work in this role. The Senior Management Team provide instruction to the Higher Officers advising the goals required to be achieved and in turn the Higher Officers instruct the Band O's (Team Leaders) what is expected from the team.

It is then up to the Team Leader to ensure their staff are aware what is expected of them and ensure the team commit to the job in order to achieve the overall goals set. Controlling – Within HMRC we have a number of systems available to monitor productivity and quality. These are available to Team Leader in order to monitor individuals within the team. The Higher Officers have each team's results available to them and senior management have the individual command figures available to them, although both the Higher Officer and Senior Management Team can scrutinize the figures further down to individual performance if required.

Co-ordinating – Communication within such a large department is not always as good as it could be. However, not all information received at Senior Management level is needed by an Administration Assistant. Within Personal Tax, the department I work in we have a weekly PowerPoint presentation delivered from our Grade 7, with information about quality, productivity and sick absence, most of the information is aimed at Band O and above however it is issued to all staff. A daily communication is issued from the <https://assignbuster.com/hnc-management-leadership-at-work-outcome-1-flashcard/>

communications officer; this provides changes to any legislation, guidance or office news which is relevant to all grades.

In both cases the information is covered at daily team meetings with any questions being raised and escalated where needed. HMRC also recognise the further principles of:- Specialisation – owing to the job we carry out specialised training is required on taxation aspects. Depending on the position you hold within the department will depend on the type of work you are required to undertake. Customer Correspondence is carried out by all staff from Administration Assistant to Higher Officer. Complex cases being carried out by Officer's & Higher Officers (who are not in management posts).

Discipline – HMRC have clear policies in place regarding the expectations of its staff and how they are expected to behave. Non adherence of these policies can lead to conduct and discipline procedures being carried out against the person. In the case of Assistant Officer and Administration Officer these are carried out by an Officer, In the case of an Officer this would be carried out by a Higher Officer and so forth. Reward – Within Personal Tax we have two forms of reward both are given to deserving members of staff nominated by their peers and managers.

It could be for work carried out or staff suggestions taken on board. If it is used within the business area a “ Simply Thanks” letter & ? 20 gift voucher are usually given as recognition, however if the suggestion is used department wide then a Pacesetter Award is given this is usually a larger monetary amount if it is saving the department money, recognition is also

given on the intranet and an award presentation is given to the person/people involved. Authority & Responsibility – Whether you are the Grade 6 or an Administration Assistant you have the relevant authority and responsibility for that grade.

Unity of Command – Each employee has a manager to report to in the case of Administration Assistant and Administration Officer both grades report to a manager who is Band O (Officer). The Band O reports to the Higher Officer who in turn reports to a Senior Officer, they report to the Grade 7 who reports to the Grade 6, although he is ultimately responsible for the running of the office he also has to report to Directors Office who have overall responsibility for personal tax, the responsibility doesn't stop there as Directors Office need to report all actions to the Treasury.

Although the department appears top heavy with management layers ultimately each grade knows they are responsible to their own manager.

Unity of Direction – the focus of the tasks to be carried out is measured by the HMRC Purpose, Vision & Way, ultimately this outlines our aims as an organisation. Max Weber (1947) Another theorist, Max Weber, considered organisational problems. Weber's bureaucratic theory recognised the need for a hierarchical structure of power, in order to achieve the organisations objectives.

Weber focussed on clear structure, rules and regulations, with decision making being no longer at the discretion of the staff involved and Fair ; Equal distribution of work. Elton Mayo (1880 – 1949) Mayo carried out experiments manipulating light conditions in the work environment (e. g. , intensity of

lighting) and how this impacted on productivity. Mayo found that any change had a positive impact on productivity, as the group felt special.

The conclusions were that by paying attention to employees in a friendly and non-threatening way was sufficient by itself to increase output.

3. Explain the importance of vision and goals for an organisation

An organisation requires a means to achieve its purpose. Within the organisation that I work, HM Revenue ; Customs we have the HMRC Purpose, Vision and Way.

HMRC Purpose, Vision and Way

Our Purpose * We make sure that the money is available to fund the UK's public services * We also help families and individuals with targeted financial support

Our Vision We will close the tax gap, our customers will feel that the tax system is simple for them and even-handed, and we will be seen as a highly professional and efficient organisation

Our Way * We understand our customers and their needs * We make it easy for our customers to get things right * We believe that most of our customers are honest and we treat everyone with respect * We are passionate in helping those who need it and relentless in pursuing those who bend or break the rules * We recognise that we have privileged access to information and we will protect it * We behave professionally and with integrity

We do our own jobs well and take pride in helping our colleagues to succeed * We develop the skills and tools we need to do our jobs well * We drive continuous improvement in everything we do.

This outlines our aims as an organisation and answers the reasons why we exist. There are links between individual, team and organisational objectives. From "The Vision" departmental strategic objectives (DSO) are then formulated and fed into

departmental objectives. From this individual Personal Development Evaluations (PDE) are prepared.

I have shown this from one of my own Objectives written into my PDE and the links between them. One of HMRC's Strategic Objective set is:- Improve customer experience of HMRC and contribute to improving the UK business improvement. This is linked to my own personal objective of: To achieve business targets and objectives to agreed quality, quantity and timescale standards and national QME targets. This objective is put into the PDE as it is seen as imperative to improve the customer experience of HMRC. In order to do this HMRC are looking for individuals to meet goals for quality and productivity.

Managers/Leaders should ensure their teams strive to meet these goals. Focussing on continuous improvement and driving performance and quality within individuals. As a manager/leader I put continuous improvement plans in place for each team member. These plans had steady increases week on week in order to allow the team member to reach their full potential. By doing this the targets and goals can be put in place in order to achieve the Business Plan. References Management: Leadership at Work DV8834 (Candidate Support Pack) [www. hmrc. gov. uk](http://www.hmrc.gov.uk) – HMRC Purpose, Vision & Way