# Introduction. H Leffler, S Carlsson, M Hedlund, Y Qian (2002). Introduction to galectins. No journal available, No volume available, No pages available.

Leadership and management are the two concepts that are closely related but not interchangeable and are the key to the efficiency of an organization.. T Bush (2020). Theories of educational leadership and management. No journal available, No volume available, No pages available. Leadership may be explained as the processes through which a person influences others to accomplish organizational goals while on the other hand management is all about efficiently coordinating people and their resources to achieve goals of the organization.

This report was developed with the following objectives: Analyzing the current management practices in operation at Mars Inc (Mars) and offering recommendations that the company needs to adopt in order to enhance its performance within the food and veterinary services business. The report will cover the following sections: a review of Mars’s mission statement, organisational values, and management styles; an identification and discussion on business issues; an assessment of the effect of management behaviours on employee motivation and organisational performance; and an evaluation of management skills, specifically on managing teams using models and frameworks in providing recommendations towards the growth and mentoring of present and future managers at Mars.

# Task 1 - Management Practices

## Mars’s Mission

Mars is an international manufacturer and marketer of confection and food products with some of its popular brands including M&M’s, Snickers, and Twix. Company’s strategic aim consists of several objectives as it operates in a multifaceted sphere. First of all, for Mars, it is crucial to deliver the best quality and innovative products that would be enjoyable by consumers across the globe. Second, the reduction of environmental impact and encouragement of the responsible sourcing approach is one of the company’s priorities as it focuses on the creation of the sustainable future. Thirdly, Mars focuses on the employees’ Affairs providing the Equal Opportunity in the Company and ensuring that all employees can work effectively and efficiently for the organization’s benefit. Further, the company has relationships and programs with charities and non-profit organizations for a purpose of enhancing people’s and communities’ standards around the world. Lastly, the long term strategic goal of Mars is to achieve profit for the firm and its shareholders as well as provide value to the society as a whole through the realization of the organizational values of quality, responsibility and growth at Mars.

## Mars Values

Mars Incorporated (Mars) is an organization that prides itself in its pillars of the business, which are the belief systems that drive its behaviors. Central to Mars’ code of business behavior is quality, to guarantee customers are provided with quality goods and services. Second, Mars is goal-oriented and responsible to the environment and society – preserving and promoting environmentally friendly, socially beneficial business practices. Thirdly, the company encourages respect and tolerate all employees regardless of discrimination, and the company allows all talented workers to work as their will and achieve their ideals in their career lifetime. Also, it is important to indicate that the company pays attention to the growth as it means both the actual expansion of its operations, as well as the constant enhancement of its business, and the services and products provided. Last but not least, the company embraces the spirit of partnership with regards to the fulfillment of goals and objectives hence, engaging partners and other stakeholders in the development of new ideas that are capable of creating value for all the parties involved. These five principles serve as the foundation of the business mission for the company of Mars and also influence business operations on an international level.

## Mars Management Practices

Mars Inc. (Mars) is responsive for having effective and competitive management strategies in place and that have reinvented the firm. These practices build on the foundation of timely development and growth of its employees and providing them with autonomy in their work. By providing appropriate training and professional development programs at work, Mars ensures that its employees have all the necessary tools that will help them perform well in their duties as well as help the company achieve its strategic objectives. Furthermore, it encourages the devolution of decision-making processes to avoid centralized decision making and only make central decisions which do not allow local teams to be innovative within their region through making well-researched decisions that favor the cultures and needs of their specific regions.

Sustainability is another one of the many aspects that Mars’ management emphasizes in their operations. It also engages in sound environmental and social responsibility policies and measures, extending from purchasing and raw materials acquisition up to power generation with preference to renewable sources and technologies in a bid to establish a manageable impact on the natural environment. Moreover, Mars also cares a great deal about effective communication and the voice of its employees, who are encouraged to express their opinions and present their suggestions, problems or suggestions as well as feedbacks that are to be taken into consideration to make decisions and improve the organisational processes in the long run.

At the base of all these practices, there is a strong sense of cooperation and partnership, regardless whether it is internal or external. Through interacting with suppliers, customers, and competitors, Mars is thus able to discover and utilize opportunities as well as discover and respond to risks leading towards delivering appropriate, reliable, and value-additional ideals that would fit the global markets.

## Alignment of Mission, Values and Practices

In evaluating the degree of confluence and coherence between strategic mission and organizational values, as well as the management of Mars Inc. (Mars), it is possible to state that the company has taken considerable efforts to establish high levels of integration between these value-chain parameters. This is demonstrated by their corporate social responsibility by offering excellent and improved products including its flagship ones like; M&M’s and Snickers therefore falling squarely under the mission of making the consumer happy across the world.

On the positive note, Mars implemented its mission of making a difference in the future by ensuring the company’s core values that entail responsibility for the environment. This commitment is backed up by the company management practices that focus on expenditure on sustainable material sourcing and purchases of renewable resources including a policy to use 100 percent renewable electricity by 2025. As Mars establishes all these initiatives alongside its mission, ample evidence shows that properly managing environmental issues may considerably benefit the company through a favourable reputation among consumers who are sensitive to environmental concerns.

Also, Mars’ strategic commitment to creating a diverse and inclusive global workplace is reflected in thecompany’s core mission and vision statements about valuing the mutual respect and empowering of people. This alignment is particularly evident in the company’s management processes that embraces comprehensive staff trainings, and decentralized decision making that empowers ground level teams. For instance, while evaluating Mars’ social inclusion policy called “Principles in Action,” which enable employees to fight for numerous social and environmental issues in their societies, there is ample proof of the company’s dedication to providing opportunities for inclusiveness and empowering workers.

Thus, that is why it is highly relevant to think of the potential areas where strategies may not seem rather aligned or where certain issues can be expected. For instance, although Mars has a clear vision and mission statement that assert the significance of sustainability concerns in its business model, it can be realized that there may be times the firm’s operations, policies, or supply chain or supply management practices may not fully embrace environmental concerns or address local communities’ concerns adequately. This could be seen in the company’s palm oil sourcing, that has been criticised by organisations such as Greenpeace for failure in sourcing for goods without the cost of deforesting our environment.

In addition, the concept of decentralised management though mostly effective may also have its downside in that it may at times be rather difficult to standardise how the different regions and business units of the company interpret, apply and uphold the company’s mission and ethical values. The day-to-day communication, sharing of information and knowledge, and supervisory mechanisms are considered essential in an effort to avoid the formation of a number of ‘silos’ or significant inconsistency regarding the strategic imperatives of the company.

# Task 4 - Management Competencies Development

Managing Resilience

The 4Sight Model of Organisational Resilience, developed by Denyer (2017), is a comprehensive framework that emphasizes five key competencies for building resilient organizations: It focuses on five elements: Hindsight , Foresight , Oversight , Insight , and Act . This model offers a systemic way of building and enhancing resilience management capacity among managers as rated above.

Hindsight

Unsurprisingly, as the global business landscape also evolves and becomes more complex, it is crucial to strengthen “Hindsight” factors in order to build and foster potential and existing managers’ resilience management competencies in the presence of an uncertain Mars. This covers involves identifying right behaviors that needs to be retained or avoided from past experience whether good or bad for the purpose of enhancing organizational adaptability.

An example of this could be Mars’ management of supply chain disruption. One of the organizational issues in the company’s context has been disruptions of supply chain due to natural disasters or geopolitical instabilities. If these disruptions are critically examined in terms of their root causes and the company’s understandings of the lessons learned and aptitudes for effective responses, Mars can then empower its managers with the avaible knowledge and information to proactively address similar forces in the future.

Another area where “Hindsight” may be useful is in corporations planing and evaluation of new product development. This way, Mars is able to study the various factors that lead to the success or failure of past product launches and improve the innovation strategies to create a more robust product portfolio.

Foresight

Mars organizational exigency plans require enhancement of “Foresight” capacities so that managers within the company will be in a position to foresee future difficulties and opportunities most likely to manifest in the course the firm’s operations. This would enable the organisation not only to predict the general trends within the industry but also expectations concerning the technologies to embrace as well as the expected trends concerning the consumer demand.

The ‘Foresight’ aspect can be improved in Mars through the evaluation of its market and competitor environment, and through business simulations. It can also entail collecting information on trends and challenges in production and consumption processes, in customers’ opinions and sentiments, or in new technologies that may pose threats in the context of innovation and on the basis of this information, to develop approaches to combating such threats.

For example, as Mark pushes forward with its new directions, it is critically important Mars to think about the future with the “Foresight” in delivering products that are not only more plant, but also more sustainable food products that fit consumer trends. This could include seeking different sources of ingredients, testing other ways of food production, and working closely with industry players in this business to make sure they are ahead of others when it comes to sustainability issues relating to food.

Oversight

In this case “Oversight” implies observation, scrutiny, evaluation of the shifts and occurrences pertaining to the organization as well as the external environment. This allows the managers at Mars to compile the right information they need in order to wayl lay strategies in relation to new challenges or opportunities.

There is one area where “Oversight” can be especially helpful for Mars and it is environmental consideration and its measures. Through effective systems and tools of monitoring and reporting the company can monitor itself to ensure that it was on the right path and respond appropriately in case it was facing a challenge on sustainability.

For example, when it comes to climate change Mars can set up regular working groups or panels that will constantly evaluate the company’s energy yield, water utilization, generation of waste, and GHG emissions. The analysis of this data collected frequently by the managers allows them to notice that the corporate activity has not been sustainable in the way defined by the company, and to inaugurate measures so that Mars stays on the right path concerning its environmental responsibilities.

Insight

Mars will build new sets of “Insight” capabilities that will make its managers proactive in the way they handle situations that exist today. This involves the actual collection and evaluation of data, or information that is as current as possible, other persons in the organization and their knowledge to give a well-informed decision.

An area where it is potentially most useful for Mars is in activities that directly cut across its customer interface now, for instance, in the veterinary service line of business. If customer feedbacks and the usage rate of the specific service, combined with other industry information, are well managed, the managers can better grasp the customers’ needs and demands from the services, then adapt the services, prices and methods of service providing.

Managing Teams

stages of team evolution: There are five stages that are Forming, Storming, Norming, Performing, and Adjourning. This model gives a strategic framework for learning and enhancing the team management skills of current and prospective managers of Mars to enable the firm to achieve better results in the food and veterinary services sector.

Forming

This stage is the first stage of team building where the team members get to know themselves, each other and the task assigned to them and the goal or objective to be accomplished. To further enhance the team management competencies within this stage, the managers at Mars can aim to promote the team ownership, ensure the team has proper understanding of the roles and objectives, as well as clarify the norms, values and beliefs that will foster the organizational performance.

For instance, due to new product development team, the managers of Mars can organize informational sessions, group game, or any other method that can make the participants more familiar with one another. Communication also enables discussions to be made with the team informing them of the set goals, the timeframes and the major activities to be accomplished within the project so that the team is in harmony on what is expected of it at the initial stage.

Storming

The “Storming” stage is a period of disagreement, conflict and leadership resistance as members seek to restore their individual identity in opposition to the overall team. In this stage, Mars’ managers can elaborate more on the issues related to increasing the level of communication, constructive confrontation and cooperation.

Mars can counter ‘the Storming stage for instance by implementing measures that do not offend the other team members while at the same time encouraging such teams to express themselves. Some of the practicable strategies that managers can put in places include conducting periodic check-up sessions, embracing the use of talk time and engaging in group discussions with a view of ascertaining the likely existing rivalries and contentious issues within the teams. They also can offer help with personal development sessions or seminars about non-violent conflict solving tools, peer-listening skills, compromising, and consensus building to your team for them to confront this phase effectively.

Norming

The ‘Norming’ stage marks the time when individuals start to form an integrated and refined framework of norms supported by numerous group members. In this stage, there are various strategies that Mars’ managers can invest in to promote the enhancement of team management competencies namely; promoting shared understandings of the norms and practices, enhancing cohesiveness of the teams as well as granting levels of authority to the teams.

Performing

The final stage that was labeled as the “Performing” stage is a stage where the team attains optimal performance where every member of the team pulls in the same direction he/she understands the role he/she has to play in enhancing the overall directions of the team. In this stage, Mars’ managers can foster and enhance the aspects of effective team management competencies through critically theological decisions such as enabling the team, promoting creativity, and offering essential tools and requirements.

The first process that Mars can facilitate the “Performing” stage is by easing up the micromanagement and allowing team members to take charge of the project and consequently, make their own choices. The supervisors’ role here is more of an advisor or an expert who steps in to give direction from time to time, but the main role is that of an enabler, protecting the team from possible interferences, obtaining necessary resources for the team, and celebrating the team’s accomplishments. This, in turn, can lead to positive conditions of power, as well as transformation in the team that can indeed improve performance and eventually build prudent strength.

Adjourning

“Adjourning” is the final stage which entails the team winding up from the particular task or project which it was set to accomplish. The strategies to building team management competencies for leading the team to navigate Mars for development at this stage are: Transition management, The manager can ensure that: Celebration of achievement The manager can ensure that: The identification of lessons learned The manager can ensure that: