Management Report

24/08/2023

Summary

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# Introduction

The purpose of this report is to describe the behaviour of a leader in an organisation I have worked in and compare it to relevant management theories. This report is also about describing my specific working conditions in the context of optimisation, productivity and employee motivation and wellbeing.

I work as a warehouse storeman at Americold. Americold is a distribution company that has sites in Europe, US, Australia, and New Zealand. In New Zealand, Americold distributes chilled and frozen goods to Countdown, Fresh Choice and Supervalue from 3 sites around the country. There are several other sites that distribute to restaurant brands, this includes chicken to KFC. The site I work at is in Hornby and distributes Chilled and Frozen goods to every Countdown, Fresh Choice, and Supervalue in the South Island. My role in the business is mainly as a Reach Truck Driver, but because the business struggles with keeping employees, I help with all parts of the business as I have been there for four years. This includes picking orders, unloading trucks, staging pallets on the dock and checking and accepting inwards orders. My current shift is a night shift when we get all our inwards where we have 5 employees and 1 supervisor.

# Hersey and Blanchard Leadership Model

My supervisor, when training me to learn his job as Inwards Coordinator, started by telling me what he does and how he does it. After he showed me do it a few times, he got me to do it while he told me each step. Once I was able to do it without any help, he would leave me alone to do it while he did the other parts of the job so I could get faster at doing it. He would then introduce more things over time, so I wasn’t overwhelmed. Once I was able to do all parts to the job, if he was sick or wanted leave, I was able to do the job for him. This training only happened on quiet nights as on busy nights, I was needed on a reach truck to help put away pallets.

This is an example of the Hersey and Blanchard Leadership Model as my supervisor applied a progressive approach to my training and delegating tasks. The Hersey and Blanchard Leadership Model, also called the Situational Leadership Model (SLM) proposes four styles which are telling, selling, participating, and delegating. The Telling style, employees aren’t capable enough to perform tasks, this can cause employees to be unwilling or postpone those tasks. My supervisor demonstrated this style by showing me how to do the tasks with clear instructions. This stage aligns with the readiness level R1, characterized by low competence and high commitment. My supervisor changed his leadership style to cater for my initial lack of experience by explaining and demonstrating tasks for me to learn.

As I did the tasks more and my competence improved, my supervisor changed to the selling style. his style involves a higher level of interaction and communication