

Module 201AAE – Aircraft Management – Human factors activity

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- i. Watch and read the supplied documents “Simon Sinek on Millennials in the Workplace, Millennials: What They Offer Our Organizations and How Leaders Can Make Sure They Deliver and 5 Key metrics for engineering departments” available on the module MOODLE page in the activities folder and answer the following questions. You may need to consult other resources in order to answer the questions fully.
- ii. You should use this template for your answer and insert it into your portfolio of work (CW1).
- iii. Ideally your answer should be no more than 800 words.
- iv. Additional sheets can be added as required.

1. List the main topics of interest raised by the video “Simon Sinek on Millennials in the Workplace” and articulate your views on the topic raised.

The primary topics of interest in the video were:

- Millennials like all generations are a product of their upbringing;
- Technological advancement and its magnitude influenced millennial values; and
- Environmental change has affected the understanding of patience and work.

Having taken some time, namely a few days, to think on this video I can say that I remain in total support of the viewpoints and understanding of the issues raised by Mr Sinek. It is true that all generations are a product of their upbringing, and the impact socially that changes in the environment take on forming values and conceptual ideals cannot be understated.

Technological advancement has been so great in my lifetime, and in this generation, that older generations have rightly revelled in the new possibilities, and being family orientated individuals naturally wish to share this brilliance with their children also. Unfortunately, the rate at which technology advanced far surpassed any knowledge of the affect it has on developing minds, and my generation was unintentionally the test subjects.

I myself was fortunate enough in some regards to have the upbringing I did, where the value of money and personal work was taught from a young age; particularly compared with others. However, I believe greatly that the sharing of this gratification-lead technological advancement in its full capacity with us indirectly induced a world view of unknowingly high expectations. It is only when some of my peers have been forced to pay for their own mobile phone or car that they have begun to realise the lessons I was taught so young that anything of value in life requires high personal work effort.

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2. Identify the leadership approaches that align to the workplace values and the expected changes to workplace culture?

The main leadership approach identified by Dannar as appropriate for the changing workplace is the coaching or mentor style (2013: 8). The style includes a development based manager who helps and encourages employees to develop their strengths and improve areas of weakness (Kokemuller n.d.). It's a particularly effective style when the leader is experienced and the employees are both self-motivated and seeking personal development (Cardinal 2015).

Although a diverse application of leadership styles is often a necessity in a dynamic working environment, the application of a mentoring style is one which in my opinion is more flexibly integrated continually with other methods. Often a key part of coaching is the ability to listen to the needs of the individual, and to reflect accurately on both the process and its subsequent result to form key points of feedback for future development (Bacharach 2013), something which when utilised regularly need be little more than an informal chat in the staff break room. This makes the style less demanding to apply and more naturally occurring aiding its own implementation.

Dannar also identifies a key need for millennials to be offered the opportunity to have an input to feel responsibility for the work they undertake (2013: 8). By employing a mentoring approach, a dialogue is created which provides a clear platform for input and feedback, often in a bilateral direction. This itself builds firmly on various key values identified by Gibson, Greenwood and Murphy (2009) which Dannar later used to suggest leader responses (2013: 8). The mentoring approach leads to a sense of caring about the progress of the individual as well as cultivating their abilities. At the same time, it engages them with personal input formed feedback offering opportunities to improve and potentially gain more responsibility, all of which tap in to the core values of a millennial workforce.

The key change in workplace culture this style induces is a more wide-spread collaborative 'open door policy' style environment, with less reliance on a rigid traditional hierarchy and more focus on the workforce as individuals with strengths and weaknesses. Creating a more open and forthcoming feedback environment will likely in turn help to naturally identify improvements or even eliminate problems for the business owing to more effective communication.

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3. **Current engineering Key Performance Indicators (KPI's) are seen in the article “5 Key metrics for engineering departments”. Based on the previous two documents about the evolving workforce, in your opinion what 5 KPI's should engineering companies use to enhance staff performance to reduce error and improve productivity?**

The 5 key metrics for engineering departments as identified by Rye Design (2014) include:

- Process Metrics
- Quality Metrics
- Technical Metrics
- People Metrics
- Skills Metrics

These categories cover most areas of interest within an engineering company as is their design, and ultimately, in my opinion, do not therefore require their overarching area changing. However, for the metrics to be compatible with the evolving workforce, metric bias should perhaps be applied with a greater focus on people and skills based KPIs.

Sinek points to a need to cultivate skills and encourage motivation through mentoring with definitive feedback (2016). As such, personnel based KPIs including staff turnover and training request rates could be analysed monthly with a keener interest applied to the results with investigation into why individuals are regularly leaving, or perhaps what encouraged an employee to request further training opportunities.

By focusing predominantly on the workforce's abilities and the dynamic atmosphere or 'feeling' about the other key areas of interest, it's likely to generate ideas as to how they can be improved and will in turn cultivate a greater feeling of purpose among the employees. The sense of belonging and personal value often self-propagates and includes an increase in motivation, which can be applied to improving the other KPIs such as optimising processes and ensuring continuous quality improvement.

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Reference and Bibliography: (Must conform to CUHarvard format)

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