

Table of Contents

INTRODUCTION.....	2
TASK 1.....	3
1.1 Analyse the impact of organizational objectives, values and culture on the leadership and management role.....	3
1.2 Evaluate the leadership and management skills required to support the achievement of organizational objectives.....	4
1.3 Assess personal leadership and management skills and identify personal development required to support achievement of organizational objectives.....	5
TASK 2.....	8
2.1 Assess opportunities for development of leadership and management skills.....	8
2.2 Construct a personal development plan to develop leadership and management skills.....	9
2.3 Manage personal development of leadership and management skills.....	11
TASK 3.....	12
3.1 Review personal development plan against original objectives.....	12
3.2 Evaluate the effectiveness of personal development of leadership and management skills.	13
3.3 Analyse areas for further development and update personal development plan.....	14
CONCLUSION.....	16
REFERENCES.....	17

INTRODUCTION

Leadership can be defined as leading and guiding the people and motivating them to work towards the objective of the organization. This assignment wants us to learn personal leadership and management which will help us achieve personal goals in life in **Hilti Corporation**. In the first task the impact of objectives of the organizations are determine with the respect to leadership and management. It also briefs us about the different leadership skills which will help us achieve goal and objective of the company. A person should also make a personal development plan in order to access himself. The second task makes us familiar with the different opportunities for the personal development at work. Personality development plan is also made.

TASK 1

1.1 Analyse the impact of organizational objectives, values and culture on the leadership and management role.

The objective of an organization like Hilti Corporation can be defined as the results that an organization wishes to achieve in a long period of time. It covers all the aspects of the business. Some objectives are short term while some are long term. Some of the business objectives are mentioned below:

- **Profit**

Earning high profit is the major aim of any organization like Hilti Corporation. The organization must ensure that the revenue earned is always greater than the investment.

- **High production**

Productivity of a company includes training of the employees and maintenance of equipment. The company must be provided with all the resources in order to remain productive.

- **Customer care**

Good customer service helps to keep the employees satisfied and happy. Customers are the major asset of the company.

- **Retention of employees**

Employee satisfaction is also important as it increases the productivity of the company. Experienced employees are better at problem solving.

- **Core values**

It is a set of beliefs and the values of the company. The company's core value are the objectives of the company.

- **Fast growth**

The growth of **Hilti Corporation** is determined by comparing the previous data of the company and predicting its future. (Norman, 2015)

- **Reducing finances**

The production cost of the company must be reduced in order to maximize the profit. Accounts of the company must be properly made.

- **Marketing**

It includes promoting the products and convincing the customer into buying it. It helps in increasing the sales of the product of the company. (Hofstede, 2015)

- **Survival in long term**

It is really essential that the founders plan for the survival of the organization in the long run. The organization can sustain if it follows all the rules.

- **Organization culture and structure**

The structure of the organization determines its culture. They both are interdependent. Maintaining a healthy culture should also be the objective of the company.

The impact of the objective of the organization, culture and values on the leadership are as follows:

- It separates the functions of one department of organization from the other.
- It provides identity to the different departments
- It enhances the social values of the company. Culture of an organization is responsible for healthy and friendly atmosphere at the workplace.
- The managers are responsible for making the employees work by motivating them. (Vitez, 2015)

1.2 Evaluate the leadership and management skills required to support the achievement of organizational objectives.

The major objective of any organization like **Hilti Corporation** is to achieve all its objectives. The management skills that a leader must possess are as follows:

- **Good observation**

A good leader must have a good observation skill. They should have the ability to judge things by just looking at them. The leader must observe employees, their habits, action and behavior. The behavior of the employees with the customer is observed very keenly. With the good observation skills a leader can remain up to date with all the proceedings of a workplace.

- **Performance monitoring**

The performance of the employees is checked on a regular basis. The employees are given appraisals and rewards on the basis of their performance in the company. There is the assessment of their paperwork and evaluation of their personal and professional progress. (Tracy, 2011)

- **Professional development plan**

It is the duty of the leader to identify the weakness of the employees. They also provides training and guidance to the employees in their weaker areas.

- **Knowledge and experience**

A leader can instruct its employees only when he has a good knowledge of the subject and is well informed. Leader is the one whom employees seek in case of expert consultation. He should be precise and expert in his area. (Zenger and Folkman, 2014)

- **Decision making**

Good leadership comes with the ability of taking good decisions. A leader must be clear with his decision and flexible in his approach. A good leader involves the employees in the process of decision making. He takes consent of all the employee before coming to the final decision.

- **Review and research**

A good employee must review all the projects and processes going on in a company. A good leader must conduct the research of the market environment before starting a new project. The company must be ready for all the future challenges. (Geisler, 2012)

- **Motivation of the employees**

It is a duty of the leader to motivate the employees to perform better. Through motivation the leaders can get the work done on time.

- **Good communication skills**

For the success of the company it is essential that all the employees communicate efficiently with each other. Effective communication is the key to success.

- **Innovation and creativity**

Creativity and innovation is essential for the new ideas to flow in the company. It helps the company to come up with new products and ideas.

TASK 2

2.1 Assess personal leadership and management skills and identify personal development required to support achievement of organizational objectives.

Hilti Corporation prepares an audit must be performed to assess the leadership and the management skills. All the skills are given the rating on a scale of 5.

1= Excellent

2= Good

3= Average

4= Satisfactory

5= Not good

SKILLS	1	2	3	4	5
1) Critical thinking		✓			
2) good communication			✓		

3) Influence on others	✓				
4) Ability to solve problem		✓			
5) Teamwork				✓	
6) Analytical thinking			✓		
7) Technical skills			✓		
8) Professional ability	✓				
9) Strategic formation		✓			
10) Ability to take decisions				✓	
11) target setting			✓		
12) goal setting	✓				
13) personal development			✓		
14) professional development		✓			
15) emotional attachment					✓
16) guidance	✓				
17) organizing ability		✓			
18) motivational skills			✓		
19) leadership skills			✓		
20) delegation skills		✓			

For the personal and professional development of the employees certain skills are mandatory for the employees to learn over a period of time. For the success of a company it is very important that an employee has good technical skills as the technology is the major driving factor these days. Strategic and critical thinking is also required as it enhances the decision making ability of the employees. Setting of the goals and objectives beforehand is also essential for its completion on time. It is the duty of the leader to mentor and guide the employees in completing their targets.

2.2 Assess opportunities for development of leadership and management skills.

The small gap between the failure and success is bridged by good leadership and effective management. Leaders set some long term and some short term goals at Hilti Corporation.

- **Ability**

The employee must have the ability of good leadership and effective management. The employee must be able to understand the problem and solve it effectively. They should follow the proper planning for the achievement of the goal of the company. The leaders

must motivate the employees to work towards the goal and give in their hundred percent in the company. (Miller, 2012)

- **Outcomes**

All the work done by the employees must be result oriented. If the result of the employees are good then his style of work and skills he lacks in can be ignored. During the process no rule of the company must be violated. (Weimer, 2012)

- **Training and mentoring**

The company provides the candidates with the training in the beginning to make them familiar with the culture of the company. The leaders provide all the necessary guidance and assistance to the employees.

- **Leadership styles**

The leadership style determines the structure and culture of **Hilti Corporation**. The different type of leadership styles is autocratic, participative, laissez-faire and transformational. For the effective leadership the leaders must adopt a mix of all the styles. (Lublin, 2003)

- **Attitudes**

The personality traits of the employees are affected by the leadership style it follows. If the company follows “talk when necessary” strategy then the employees will lack friendly behavior with each other. Good communication skills, emotional intelligence and decision making power are the essential traits for the employees to possess.

- **ACT technique**

The full form of ACT is acceptance and commitment therapy. According to this method the learning can be performed by accepting the challenge and then taking control of it. Learning can improve the perception and commitment of the employee. (ACT Mindfully, 015)

- **Surface and deep learning**

In surface learning the employee just read and understand the topic in brief which in deep learning the employees specializes in a particular area. The learners study the topic they are interested in.

- **Learning in dual loop**

In this type of learning strategy the work of the employee is evaluated two times to give them the best possible feedback. This method of learning gives the major emphasis on the precision and sophistication. (AFS, 2012)

2.3 Construct a personal development plan to develop leadership and management skills.

Objectives	Activity	Time required	Assessment
Time management	The best way is to maintain a list of important work.	6 months	The person should wake up early and work in a more organized manner (Amazonaws, 2015)
Strategic thinking	Various case studies must be solved to enhance the problem solving skills.	Approx. 3 months	Case studies with solutions must be provided to the employees to help them learn in a better way.
Instant decision making skills	Employees must be advised to study various books on decisions making. They must also be given practical	Approx. 2 months	The employee must be asked to report the books completed and feedback of their decisions. (Mike, 2014)

	knowledge in this regard.		
Business awareness	It comes with reading different magazines and reading news on the internet	1 year	It makes the employee more aware of the surrounding.
Good Communication skills	Different lecture and seminars must be conducted in the company on improving the communication skills,	2 months	It helps the employees to build friendly relation with each other
Leadership skills	This requires practical training of handling the team	4 months	It helps in the achievement of the goal and objectives
Mentoring ability	This skills is best developed by mentoring the team. Experiencing the real life situations	3 Months	It helps in achieving the goals at a faster rate.
Teamwork	It comes with participating in various games which requires working in a team	2 weeks	Reading books with teach cooperation. (Gallerily, 2015)
Guidance skills	It comes by leading a team and facing real work situation.	4 months	It improves the leadership skills.

Gathering knowledge and information	It comes by reading books especially the autobiographies of the famous leaders all around the world. Different documentaries on various leaders can be watched.	2 weeks	It helps by learning from the example of great leaders.
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TASK 3

3.1 Manage personal development of leadership and management skills.

The leadership and management skills of the **employees in Hilti Corporation** can be enhanced by the following methods:

- **Review and result**

Important personality trait of a leader is a continuous self-review and improvement. The leader also reviews the performance of the other employees and gives them feedbacks accordingly. The employees receive rewards for their payment. Continuous reviewing helps in the improvement of work.

- **Experienced learning**

A man learns from his mistakes but repeated mistakes are not tolerated in the work environment. An employee is expected to learn from his mistakes and improve himself. (Biz Move, 2015)

- **Feedbacks**

Feedbacks make the employees aware of his weaker section. They also help them improve their work. A good leader always gives a fair feedback.

- **Record of achievement**

Monthly achievement of the employees must be recorded to help in the yearly appraisal of the employees. This also helps the employees to determine its USP and maintain his complete record.

- **Sharing and caring**

Other important thing is sharing of the knowledge and information. Manager must share his experience and learning with the other employees to help them grow. (National Academic press, 2000)

TASK 4

4.1 Review personal development plan against original objectives

Personal objectives that are expected from an employee in **Hilti Corporation** are as follows:

- **Time management**

Time can be managed well by prioritizing the important work and attending them first. The employee must have the habit of waking up early in order to effectively manage their time.

- **Critical thinking**

Critical thinking helps in solving a problem in a strategic manner. The critical thinking can be best developed by handling real life problems.

- **Better decision making ability**

Employees must be made to solve a lot of case studies in order to help them take better decisions. The best decisions making ability comes with solving real work based problems and trying to take a control of them.

- **Business awareness**

Business awareness comes with reading a variety of magazines and newspaper on a daily basis. Business awareness helps the employee to be aware of the recent trends in the market.

- **Leadership skills**

Leadership determine the culture and structure of an organization at **Hilti Corporation**. Leadership also determine the employee behavior at the work place.

- **Good communication skills**

Good communication skills are required for the interaction with the employees. It is gained with lectures and interacting in person.

- **Teamwork**

Teamwork comes with participating in various games and activities which requires working in a team. Teamwork helps in improving the quality of the work in the company.

- **Better knowledge of subject**

Better knowledge of the subject and the recent information helps in increasing the self-confidence.

- **Guidance and mentoring**

Proper mentoring and guidance is required at the time of training of the employees. It helps them learn the basics in a better manner.

4.2 Evaluate the effectiveness of personal development of leadership and management skills.

In order to evaluate the leadership and the management skills it must be measured and recorded. The result of the leadership and the management skills in **Hilti Corporation** are as follows:

Personal leadership and development program helps in better management of the time and completing my task on time. The beginning of the time management program is

difficult at first but it gets easy as the time passes. A good leader must be patient with the learning and allow them to learn at their own pace.

Critical and strategic thinking is also required for good leadership skills. Critical thinking helps in taking the important decisions in real life problem. Critical thinking develops by case and problem solving. The management skills can be best achieved by practices in the real life and handling a team. The ability to take decisions can be best improved by solving the case studies and taking decisions on the own.

There should be business awareness of the current trends of the market. With the good knowledge the person becomes confident and well informed. A person can be aware of the recent trends by reading various magazines and reading newspapers daily. Developing good communication skills is also for interacting with the employees. Communication skills can be developed by watching different seminars and lectures. Teamwork exercise help the employees to coordinate with each other in a better way. (Chartered Management Institute, 2013)

The activities which are not very efficient are given below:

- Too much reading of books and less practical work. This reduces the exposure to the real life problems.
- Video lectures do not make things very clear at times.
- Guidance by a leader can be sometimes annoying for the employees.

4.3 Analyse areas for further development and update personal development plan.

The areas which needs further development are mentioned below:

Objectives	Activity	Time required	Assessment
Time management	The best way is to maintain a list of important work. The important work must be prioritized	6 months	The person should wake up early and work in a more organized manner (Amazonaws, 2015)

	in order to complete it on time.		
Strategic thinking	Various case studies must be solved to enhance the problem solving skills.	Approx. 3 months	Case studies with solutions must be provided to the employees to help them learn in a better way.
Instant decision making skills	Employees must be advised to study various books on decisions making. They must also be given practical knowledge in this regard.	Approx. 2 months	The employee must be asked to report the books completed and feedback of their decisions. (Mike, 2014)
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Mentoring ability	This skills is best developed by mentoring the team. Experiencing the real life situations	3 Months	It helps in achieving the goals at a faster rate.
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Gathering knowledge and information	It comes by reading books especially the autobiographies of the famous leaders all around the world. Different documentaries on various leaders can be watched.	2 weeks	It helps by learning from the example of great leaders.

CONCLUSION

This assignment helped me in learning the practical implication of the leadership skills and the management skills. In this assignment we also made a personal and

professional development plan of the employees at Hilti Corporation. It makes us review the self-performance and self-development. This assignment also made us aware of the various skills. In the end we had a better understanding of the personal and professional skills.

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