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Executive Summary

This report will be considered as the guideline of gaining leadership by effectively managing the changes being offered by the environmental forces. Changes are being occurred every now and then. Everything is changing at a fast rate. Organisations must adapt their policies and bring changes to keep pace with the changing demand. This report is expected to provide outlook over changes being faced by the organisations, identification of the nature of changes, identification on finding out the contemporary issues and finally pointing on the organisational culture being practised in order to cope with the changes.

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Introduction

British Airline is a flag carrier and based on flight size as well as passenger carrier it is the second largest in the company in the United Kingdom (Britishairways.com, 2019). Change has become the only constant thing to be considered. Change is the difference being made in order to gain a potential outcome by using certain tools, techniques and practices. Organisational changes occur due to various social, economic and environmental demands. Normally the organisation do not change rather the driving forces of the organisation is changed in order to create a stable situation for the organisation to operate. In terms of strategic management consideration, the economic decision holds an important position. But recently more emphasis is being provided on the external and internal environmental aspects. This report will provide a brief analysis of the aspects of change that are affecting the organisational strategic management decisions. Growth of the organisation is depended much on how well organisations tap into the opportunities being offered by the environmental elements. To make the growth sustainable, this report will provide strategies on how well the organisations can use the opportunities and faces the threats associated with the environmental elements. There has been a linear relationship between organisational outcomes and environmental changes. The environment offers with various unwanted situations, organisations must develop the ability to face the situations effectively and efficiently. In this competitive era, it is one of the most necessary things for any organisations to have the capacity to change along with the changing situational demand. This report will be entirely focused on providing insights over how well organisations can develop their capacity in order to effectively tap the opportunities being offered by changed environmental elements. All these insights will be provided by considering the situation of British Airways, one of the leading air transport service providers of the United Kingdom.

LO1. Analysing critically the relationship between environmental change and organisational capability

The environment is the sum of external and internal forces that influence the organisations including employees, customers, suppliers, management, value system, corporate culture, organisational structure, physical resource and technological capabilities, economic, political, technological, social, environmental etc. (Babatunde et al., 2012). The external forces for change are demographics characteristics, technological advancements, customer and market changes, social and political pressures etc. and the internal forces that influence the environment are low job satisfaction, low productivity, conflicts, strikes etc. Organisational capability means how much the organization can respond with its resources in environmental change.

External environmental change and organisational capability

Demographics Characteristics: UK trend populations are going above over the last 25 years and the people who aged 65 has increased from 15% in 1984 to 16% in 2009 that means the population increased of 1.7% million, in other words if we say UK population is ageing and in the same time the young population has just decreased from 21% to 19% and from these it possible to understand that people are focus most of their career and perhaps take one child or no children in some case that aftermath, the young are decreasing and the old are increasing (Leonidou et al., 2013). As old are at an increasing rate, British airways can take advantage of this because people in this age want to travel, meet with friends for enjoying to live. British air can bring these customers to their service and perhaps this kind of customer will pay to better service as well as the business class will be the best option for this type of customer.

Technological advancements: Customers are now comparing price in online and booking for air tickets in online as well as check-in and customer are more accepting the technological changes in the company and they are agreeing to pay more if the technology provides better service. British airways benefitting to the customer through adding some feature such as Hi-speed WIFI service that allows the customer to browse from their seat, using BA apps customer can book and change the booking when needed, using biometric technology to speed up boarding and arrivals in processes (Taneja et al., 2017). This airline allows the customer for taking control elements in their journey with more than 70 additional new self-bags drop kiosks installed.

Customer and market changes: The customer is the key factors of the organization and the desires and needs are changing over time of customers as well as customer satisfaction is very important factor as the satisfied customers become loyal and they retain in the organisation over time and keep in mind that the organisation will be able to fulfil their needs and expectations in future and for that it is mandatory for the British Airways to change its service and through the market research they must explore the customers' expectations and needs then change in their service and can add more values to retain customers. Market changes happen because of some reasons such as economic growth, market contraction, market price and British Airways must need to shape its service and predict the market according to the economy of the country. When the economy is in a downturn, the service price needs to lessen otherwise customer will shift (Shaw et al., 2016).

Social and political pressure: Airlines have to work within an operating restrictions and alliance with other airlines reach more customer in different routes and the alliance embark on political benefit mutually and last decades it was a testing time for airways because customer confidence was all-time down for several terror attacks and currently the product and price in the control of government with the restrictions on flying. British Airways must consider the influence of the political factors as well as the ecological and environmental issues through more emphasizing on regulations on employee along with customer interest (Coller et al., 2016). British Airways have to consider the rules and regulations of the government and interest of society's people as well as the restrictions that can harm the airline industry.

British airways respond highly with the environmental changes in both internal and external changes to attain some objectives such as the passengers can get good service by the change, internal and external culture for better experience, bringing new technology to survive in the market, continental food to the passenger for that will increase sales, individuals are highly encouraged to take responsibility as a leader for high production, positive learning environment, adjust with knowledge-based economy, training to the workers for better knowledge and to serve best to the customer and they change their organizational structure as well as technology within their organization for better customer service. The British airways are highly responding with the environmental changes because they priorities the customer to provide better service and to meet the expectation of the customer as well as they change their organisation's internal environment

and train their employees for adapting the changes with the organization resources. There is some reason behind the change of British Airways and they are a reduction of cabin crews, financial losses, internal and external changes, drop in profits, increased competition, loss of market share, technological development, cultural changes etc. and through the SWOT analysis, British Airways can respond with its internal organization changes. It is observed in the British Airways that they are highly responsive in environmental changes in both internal and external facing the factor behind these changes in the organization and they brought and incessantly bringing the technology to meet the customer's expectation as well as their needs. British Airways make it possible with their resources because organization capability is one of the major dominant factors in meeting the changes within the organisation. It's needles to speak how much organisational capability influence the environmental changes because of the more resources or the capability the company have, the more response can happen with the environmental changes. British Airways is able to respond with the environmental changes if it is an economic downturn.

LO2. Critical Analyzation of the Nature of Change and Evaluation of the Concepts related to Leadership in Relation to Change Management.

Every organization, as well as the individual's part of the organization, need to go through different changes. Sometimes the change is planned and it can be sudden in certain situation. Sudden changes are sometimes impulsive which means the changes are beyond the control of the employees and the organization (Shani et al., 2019). If the management can predict the change they can control the situation and can manage the change. On the other hand, if the managers face the change suddenly or change has already taken place, they need to take a reactive approach. As the changes of an organizational environment are obvious managers need to identify the sources of change and need to manage the changes carefully. Ricky W Griffin categorized changes of an organization into 4 groups based on nature. These types are described below.

- **Changes by External Forces:** Changes in the organization may occur due to the factors from the outside of the company. External factors that occurs changes include

government actions, technology, economic variables, social values, and competition. Regulations of health and safety enforced by the government influence the operation of the business (Lindberg et al., 2013). Labour laws affect hiring, training, pay, and promotion decisions. For example, it is mandatory for all the airline companies to arrange a test for the pilots in every three months. This will increase the cost of the company still they need to follow the rules.

- **Changes by Internal Factors:** Source of organizational change may come from inside of the company. This source may include systems, managerial policies, procedures, employee attitudes, and technology (Czichos et al., 2014). For example, the decision of

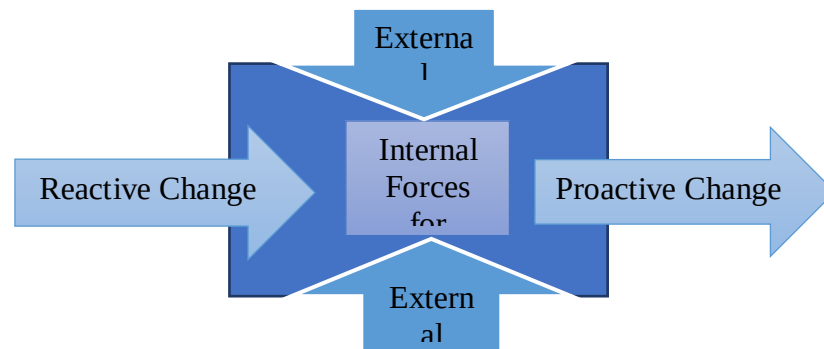


Figure 1 Nature of Change

Source: Griffin et al., 2013)

merging up with Libra will change the organizational structure of British airways. If the top managers of British Airways change their organizational goal from long term to short term the departments of the organization need to shift their goals also. That means the change in the decision of the top management will also alter the decision of the mid and lower-level managers.

- **Proactive Changes:** In some cases, managers need to predict upcoming changes in the business environment and they need to take proactive decisions to change. Managers need to predict the condition of the competitors, technological changes in the industry (Robbins et al., 2015). Based on this condition they may need to introduce change

proactively. For instance, the managers of British Airways identified that they are gathering a huge amount of data about their customers and competitors. Now they may hire some employees to manage big data and utilize the data for their organization.

- **Reactive Changes:** In many cases, the event takes place and analysing the result the managers take steps to change. In case of issues or crisis management need to change after the event take place (Lehmann et al., 2017). Besides, customers complain, fall in revenue demands a reactive change. For instance, in 1987 British Airways found that they were going through six consecutive years of loss. After identifying the profit decline they made a change in their organization on a massive scale.

Leadership is the ability to direct, motivate, and involve the participants or followers to a specific path towards achieving the common goal of the organization. The role of a leader within an organization is very much significant in terms of their actions regarding interpersonal, organizational and decisional situations (Deanne et al., 2013). The followers follow leaders for various reasons (e.g. accountability, clear and specific instructions and establishing the interruption-free connection) which leads to the change in management. Leaders are able to successfully meet the initial goals by 25% through changing the management in longer perspectives (Llopis et al., 2014). According to most leaders, the change management process occurs not only by training the managers rather it is hardly effective (Gill et al., 2012). But if leaders can manage their managers by proper instruction in a way that meets both current and future needs of the organization, it can bring promising results for the organization.

Change management varies according to the style, nature and mind-set of the leaders. In the context of British Airways, four types of leadership styles can be considered. These are democratic leadership, autocratic leadership, transactional leadership and transformational leadership (Swamy et al., 2014). In the autocratic leadership, it is being said that from great man theory that these types of leaders are born not made. Such leadership style is very much rigid in terms of flexibility and low engagement of the employee. Because leaders of this category make a decision on the basis of his/her own judgement (Naile et al., 2014). As a result, the employees of British employees won't be able to make changes in the decision-making process. Such leadership can bring both positive and negative changes in the management process. The leaders can quickly make decisions based on the situation and makes sure that the overall controlling

process is done by only one person. The negative sides are that employees, who are involved in goal achieving process, are not able to share their own ideas and opinions that might have to bring effective changes in the decision-making process.

In the democratic leadership, the relation of leader and followers are most often two way interactive. Such leadership style is flexible and very much supportive towards change management. Because unlike autocratic leadership, leaders are not stuck into their own decisions, rather they involve their employees to be fully engaged with him and share their ideas and concepts regarding certain situations (Bolden et al., 2017). As a result, when British Airways follow such leadership style, employees are being valued and they express their opinions freely. So, leaders can adapt to any changing contexts very easily and effectively. However, such a leadership style can cause a lot of time in the process of change management.

Besides, there are two other types of leadership style which are transactional and transformational leadership. In the case of transactional leadership, employees are rewarded as well as punished based on the achievement of the objectives whereas in transformational leadership, employees are being recruited by leaders and they are being inspired by enthusiasm and charisma (Murphy et al., 2015). So, if British Airways is following transactional leadership, the employees will think twice to implement their decisions on the change management process as success will bring reward for them and failure would do the opposite. As a result, employees have to resist to implement change management (Odumeru et al., 2013). On the other hand, if the company is following transformational leadership, the managers can inspire the employees to explicit their opinions for change management. Thus, the company can expect to make long term change in management by following this leadership style.

LO3. Contemporary issues and their impact on the business management of British Airways.

Contemporary issues are those topics that are relevant in the current context of the scenario, event or day (Coles et al., 2010). This topic can be trends, ideas, opinions etc. regarding certain situations. As the report is being discussed in the context of British Airways, it will now be explored how these contemporary issues affect the aviation industry of the UK.

- **Air Safety & Security:** Ensuring air safety and security has been always one of the key challenges of aviation industries like British Airways. Because terrorism has increased and such terrorism can easily target this industry. As a result, panic always works inside the passengers. Not only that, other offensive crimes such as stealing, theft or hijacking also take place inside a cabin crew that causes extensive pain to the customers. The recent air terrorism occurred in 2016 in Mogadishu in which Daallo Airlines was shot and exploded although no serious casualties were incurred (Maruf et al., 2017). Besides in this year, Bangladesh Biman Airlines was also hijacked by 26 years old passengers during a flight of Dhaka to Dubai although such hijacker was shot dead by the security.

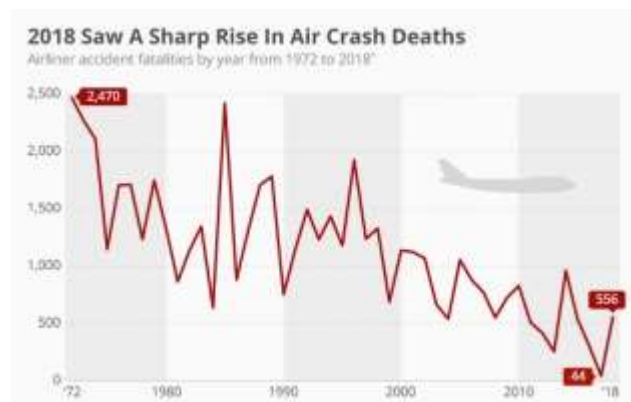


Figure 2 Statistics of Air related disaster

(Source: Statista.com, 2019)

Such issues remind that the government of UK and management of British Airways should try to rigid the security and ensure the safety of the passengers in a more innovative way.

- **Customer Experience & Satisfaction:** Customers are the main contributor to the growth of the airline industry. Satisfying those means making them loyal to the organisation and once these passengers become loyal means that the organisation can expect sustainable profitability. But nowadays, customers have a high rising demand as they expect more services at a relatively less price. In their expectation of service, technological facilities are preferred in the top priority. As an air trip is very much lengthy and boring, they certainly expect facilities like internet, free Wi-Fi connection or entertainment (Garcia et al., 2018). So, authorities British Airways should need to provide these facilities so that

the boredom of the passengers can be reduced and they can enjoy a delightful flight experience which will enhance the positive outlook of the company.

- **Over-capacity & Fuel consumption:** Over-capacity and fuel consumptions are two important considerations that British Airways might consider. Recently, the country has been witnessing a lot of demand of air travel industry but accommodating all of those demands become unachievable due to lack of aircraft and the capacity of the airport (Doganis et al., 2015). For these reasons, the government of the UK has decided to expand Heathrow Airport in order to maximise the capacity of the airport and fulfil the customer demands. Besides, the price of the fuel is not stable at all and this why it is very difficult for the company to maintain the cost of transportation. Besides, the jet fuel is also rising rapidly and such expenditure has made it hard for the authorities to manage the cost. So, the management of British Airways should make strategies by keeping in mind these two things.
- **Technology:** Technological advancement has been always appreciated by the company. Artificial intelligence and machine learning have led the industry to a new peak of success. By artificial intelligence, the company can easily identify, manage and solve issues faced by the passengers. Virtual assistant and aircraft monitoring are two related terms of implementing AI in which virtual assistant helps to navigate the aircraft and aircraft monitoring helps to monitor the health or condition of the aircraft (Social Hospitality, 2019).

Besides, these techs also lead to cost reduction and profit maximization as these improve the overall supply and logistics system. British Airways is partnering with Assaia, an enhanced software company, that helps to monitor all the activities related to the airport (Gavine, 2019). Such monitoring helps reduce flight delays and customers pain.

- **Environmental Sustainability & Aircraft:** One of the key issues that the entire aviation industry faces is ensuring environmental sustainability. Consumption of fossil fuel leads to environmental destruction by polluting the air and random use of this natural resource can lead to the extension of it as it is not a renewable source. So, to ensure sustainability, the aviation industry should consider three areas to improve which are economic, social

and environment (Cowper-Smith et al., 2011). To be more economical and environment-friendly, the company should be using biofuels instead of fossil fuels which can cover cost up to 20%. Not only that, but British Airways should also consider producing aircraft that can use this biofuel and achieve 20-30% efficiency in fuel consumption (Beckman et al., 2015). If these are successfully achieved, the company can also achieve social sustainability by promoting environmental sustainability.

- **Impact of Social Media & Online Conversion:** Social media has been providing significant impact in any sectors. The rise of social media has led the organisations to capture more customers and redeem them in a longer perspective by successfully managing them through social media sites such as Facebook, Instagram, Twitter etc. Through these social media sites, customers can express their opinions and feedback regarding the service and experience with the airline industry. To avail of positive aspects

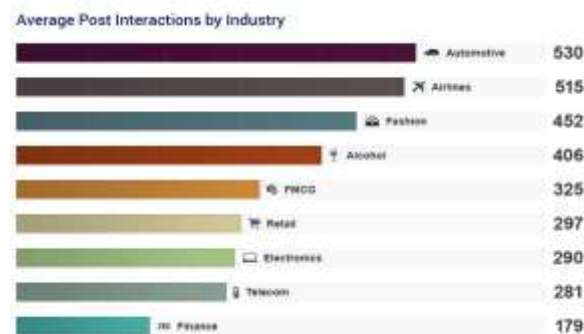


Figure 3 Impact of social media in aviation industry

Source: (Hudson et al., 2013)

of social media, British Airways should give inherent service quality. The company should create more personalised interaction through making the online conversion as majority UK citizens spend their time online and ask any types of queries. Online conversion can make a 21% cost reduction in customer acquisition and increase 17% more sells to gain profits (Jonathon et al., 2019). Besides, ensuring smart self-service can lead to more customer satisfaction.

- **Management of Big Data:** Managing big data is very exciting as well as difficult task. Extracting relevant information from big data can lead an organisation to captivate competitive advantages over other existing companies. In the aviation industry, the big data contains the combination of three important data which are product data, operational

data and customer-related data (Davenport et al., 2013). From this big data, companies like British Airways can deliver more improved and better services by analysing current customer needs and wants purchasing pattern and behaviour and quickly solving issues faced by the customers. Big data will also help British Airways to improve its operational activity as internal data are being stored into the company database and in-depth analyses of these data can lead to the more efficient performance of the company.

LO4: Analysis and Evaluation of the Relation between Organizational Culture and Change.

The shared values, perceptions, or beliefs held by the employees of an organization are stated as organizational culture by Robbins and Judge (2015). Here it is to mention the organization does not hold the culture rather the people of the organization shapes and follows the culture. As the organizational culture describes the values, behavioural, and beliefs it guides the employees what to do in a specific condition it also may influence the behaviour and thought the process of the employees. Like the other factors, the culture will work as a guideline of the response of the employees to an organizational change.

Sometimes a company need to incorporate or adjust strategies, implement new technologies, move resources to be one step ahead in the market. Companies need to undergo some changes to cope up with some other internal or external changes- the need for increased profitability, improve effectiveness, new government policies or regulations (Hersey et al., 2017). However, how these changes will be incorporated and how will be the response of the employees largely depends on the culture of the organization.

For instance, in 1987 British Airways merged with some other companies and became a private company from a national company (Prassl et al., 2011). This change on the organizational ownership made several other changes in the company. First of all, the employees were facing the problem that their colleagues are from different nations and different culture. Here are the 4 different types of changes that can take place in an organization. Along with the changes, the impact of 4 different types of culture are evaluated

Transformational Change: In term of a massive change in the organization managers go through a transformational change. Where managers need to undergo a massive change on the

organization like technology, hierarchy, or even updating the mission with the growth of the company they need to identify why the change is needed and then make a plan for the change and finally implement the change (Partridge et al., 2011). For instance, British Airways was the first airline company to establish self-service biometric boarding gates on the Los Angeles airport (BritishAirways.com, 2019).

This change in technology was the demand of the time as the customers are eager to shortening their boarding pass time at the same time customers are familiar to self-service by using kiosks in another part of their daily life. However, this type of change is the most challenging for the employees of the organization. Because there involved a lot of extra work and new skills to perform the new task. In this case, adhocracy and market culture will be more likely to accept the change as the adhocracy culture allows the employees to be innovative and dynamic and similarly people of market culture are more goal-oriented and are more likely to take difficult goals and challenges.

People-Centric Organizational Change: While the other organizational changes bring up change on the organization in people-centric change managers change the people and policies of the organization. It can be by hiring new faces or firing inexperienced workforce by adopting new policies for the employees (Dahal et al., 2010). This type of change is often emotional for the employees. In term of new hiring company may need to fire some existing employees. Sometimes the employees cannot accept the loss of their companion from the company and they may take it a challenge to adjust with the new employees. Sometimes organization changes the role and responsibilities of the employees which is also a new challenge for them. Implementing this change in a hierarchy culture is easier for the managers at the same time this culture is less resistant to this type of change. On the other hand, this type of change is most difficult for a clan culture as this works in a group.

Structural Change: Sometimes managers of an organization need to make changes on the team organization, managerial hierarchy, roles and responsibilities, teams, or employees (Gover et al., 2012). This type of change mostly affects the organization that the other ones. These types of organization involves in merger or acquisition with the other companies. Sometimes the company feel they need a new department for data analysis and they can develop a new department for data analysis. For instance, in 2011 British Airways merged with Libra and

created International Airlines Group (Miller et al., 2015). After this merger, the top-level managers of Libra started to work with the managers of British airways. This change brought new roles and responsibilities for the employees for both of the companies. Like the people-centric change, this change is also easier to implement on a hierarchy culture as it is more structured and it is easier to redesign the structure than the other culture.

Remedial Change: Unlike the other change remedial changes are reactive in nature. Managers need to take reactive changes when they identify any new problem and take action to solve the issue (Beins et al., 2013). This change is sometimes called immediate action as these changes are made in case of any issue takes place. The benefit of this type of change is that it is easier to implement than the other changes as the problem is well defined. Companies go through this type of change when they need to deal with the loss of key personnel of the organization. In such case, companies need to hire an executive for the position immediately to perform that job. For instance, Álex Cruz is the CEO of British Airways is the key personnel of the organization and his absence will be costly for the company. Receiving and handling customers feedback and complain at a mass level needs a remedial change on the organization. Managers need to handle the situation as soon as possible. This type of change is much easier for the clan, adhocracy, and market culture as in these cultures taking a decision is quick and easier. On the other hand, in a hierarchy culture taking decision takes more time and the necessary change may be delayed.

So, it is clear that different type of organizational culture affects the change in a different way. Some culture facilitates in some changes and there is no clear-cut answer which culture is most suitable for an organizational change.

Conclusion

This report was focused on providing an extensive idea over the changes being faced by an organisation in terms of the environment. This report firstly indicated the changes that can be brought by the environmental elements both in terms of external and internal. Then the focus was given on the development of the organisational ability to face the demand of environmental changes. Various theories have been evolved that has been discussed throughout the report to provide a wider outlook on the Leadership that can be achieved by properly managing the

changes. Management must be based upon the nature of changes. Various contemporary issues have been identified faced by British Airways. It has been seen that they are facing issues related to the fuel, technological advancement, ensuring air safety, security and so on. These issues are offering British Airways to bring change in their way of conduction. This report also provided an analysis of the culture being practised by the company. There has been a shift in the ownership structure of British Airways. There are several other changes that has been identified such as transformational changes that indicates the shift of entire technical, policies and other changes, structural changes that deal with the demand of changes within the structure of the company, remedial changes that deals with the reaction that must be considered based on the changes being occurred by various changes and finally people-centric changes where people are being changed within the organisational pattern to cope with the situation and gain the potential outcome.

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