



Module Code: LCLM4003

Effective Teamwork and Communication

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Company Overview

Flight Foods Ltd produces ready meals for airlines

The company is experiencing declining customer satisfaction and loss of business

Key problems:

- Undercooked food
- Incorrect ingredients
- Poor packaging

Case study factors:

- Noisy factory with outdated machinery
- Workforce of 40 employees (ages 16–60)
- Employees from 5 different cultural backgrounds

These conditions create significant communication barriers, directly affecting food quality and operational performance

(Case Study, 2026)



Key Issues

Luz

- Poor communication between workers and management
- Lack of proper training before starting work
- Weak supervision and leadership
- Employees misunderstand instructions

Case example:

- Workers left chicken out overnight → unsafe food

Leads to:

- Food safety risks
- Customer complaints
- Loss of airline contracts

Theory:

Shannon and Weaver Model of Communication

→ Noise and misunderstanding disrupt message delivery



Attitudinal and Physiological Barriers

- Negative attitudes affect communication (*case study*)
- Workers may ignore instructions due to poor leadership

Case example:

- Employees may not take Gary seriously due to his behaviour

Impact:

- Instructions ignored
- Increased mistakes and poor coordination
- Physiological issues (e.g. hearing problems) may also affect understanding

Theory:

Albert Mehrabian

→ Communication is influenced by tone, attitude, and non-verbal behaviour

Solutions:

- Promote inclusive and respectful workplace culture
- Provide support for communication difficulties

(*Mehrabian, 1971*)





Environmental Barrier ^{Luz}

- Factory contains old, noisy machines (case study)
- Noise makes it difficult for workers to hear instructions

Example:

- Workers cannot hear Gary clearly → tasks done incorrectly

Impact:

- Undercooked or spoiled food
- Increased mistakes/operational errors and waste

Theory:

Shannon and Weaver Model of Communication
→ Communication fails when “noise” interferes with the message

Solutions:

- Reduce noise where possible
- Use visual instructions and signs
- Improve communication tools

(Shannon and Weaver, 1949)

Emotional Barrier

- Manager shows stress and frustration (*case study*)
- Uses negative and disrespectful language

Case example:

- Calling workers “idiots” reduces morale

Impact:

- Poor teamwork and low motivation
- Increased communication breakdown
- Higher likelihood of mistakes

Theory:

Daniel Goleman

→ Emotions affect how messages are sent, received, and interpreted

Solutions:

- Promote respectful and professional communication
- Encourage positive leadership behaviour

(*Goleman, 1995*)



Age Barrier

- Workforce aged 16–60 (*case study*)
- Different generations communicate differently

Case example:

- Younger workers may ignore or misunderstand instructions from Gary

Impact:

- Reduced efficiency
- Increased operational errors

Theory:

Karl Mannheim

→ Different generations have different communication styles and expectations

Solutions:

- Use clear and simple instructions
- Combine verbal, written, and visual communication
- (*Mannheim, 1952*)



Language Barrier

- Workers speak different languages (*case study*)
- Limited English leads to misunderstanding of instructions
- Case example:
- Workers misunderstand food preparation or storage instructions

Impact:

- Incorrect ingredients used
- Food safety procedures not followed
- Increased customer complaints

Theory:

David K. Berlo

→ Communication effectiveness depends on language skills of sender and receiver

Solutions:

- Use simple, standardised English
- Provide multilingual instructions and labels
- Assign team leaders to support translation

(Berlo, 1960)



Education and Training Barrier

- Workers are not trained before starting work (case study)
- Learning occurs informally during tasks

Example:

- Employees unaware of correct hygiene procedures

Impact:

- Mistakes in food handling
- Increased safety risks

Theory:

David A. Kolb

Solutions:

- Introduce mandatory training programmes
- Provide clear step-by-step instructions



Cultural Barrier

- Workforce includes 5 cultural groups (case study)
- Different beliefs influence communication and behaviour

Case example:

- Workers may have different expectations of hygiene practices

Impact:

- Inconsistent food safety standards
- Confusion in following procedures
- Increased risk of contamination

Theory:

Geert Hofstede

→ Culture shapes how individuals interpret communication and behaviour

Solutions:

- Introduce clear, standardised hygiene rules
- Provide cultural awareness training

(Hofstede, 1980)



Management and Hygiene Issues



Manager fails to follow hygiene standards (case study):

- Dirty uniform
- Poor preparation

Key insight:

- Employees copy manager behaviour (role modelling)

Impact:

- Poor discipline
- Unsafe food handling
- Increased risk of contamination

This shows leadership failure is a root cause of communication problems

Solutions:

- Managers must lead by example
- Enforce strict hygiene policies
- Implement regular supervision and checks

Conclusion

Communication barriers are the main cause of operational failure at Flight Foods Ltd

Key barriers:

- Noise
- Language differences
- Cultural diversity
- Lack of training
- Poor leadership

These result in:

- Food safety risks
- Customer dissatisfaction
- Loss of business

Final judgement:

- The most critical issue is poor management and ineffective communication systems

Improving communication, training, and leadership will:

- Reduce errors
- Improve food quality
- Restore customer trust



Harvard References

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