

Problem Solving and Decision Making

Task Two

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Contents

Introduction:.....	3
The workplace problem:	4
Root Cause Analysis:	4
Situational Analysis:	5
SWOT analysis:	5
PESTEL analysis:	6
Range of Alternative solutions:	9
PMI analysis:	11
Implementing the solution:	12
Stakeholder Analysis:	12
Monitoring and Review Process:	13
Conclusion:	13
References:.....	14

Introduction:

British Airways, or BA, is the biggest airline in the UK and one of the best in the world. It is part of the International Airlines Group (IAG) and flies to more than 200 destinations on six continents. Even though British Airways is the market leader, it has had some problems in recent years, such as not investing enough in training and development for its employees. Work related work problem is the action of identifying and fixing problems that develop at workplace or business. Steps in this procedure include thinking critically about the issue at hand, collecting relevant data, brainstorming possible ideas, testing out those solutions, and finally implementing the one that proves to be the most successful. This essay will talk about how British Airways doesn't put enough money into training and development for employees and how that causes a skills gap and low morale among workers.

The workplace problem:

British Airways, like many other companies, has the challenge of inadequate investment in staff training and development, which leads to a skills gap and poor morale. The skills gap arises when workers lack the knowledge and abilities required to conduct their jobs successfully, and is a primary consequence of insufficient investment in training and development (Bamber et al., 2013). Lower output, reduced work satisfaction, and more turnover are all possible outcomes. British Airlines may see a drop-in quality service, increased waiting times, and more flight delays as a result.

A lack of investment in employees' learning and development contributes not just to a weak workforce but also to a poor work environment (Harvard Business Review, 2018). Disengagement, dissatisfaction, and even anger may set in when workers believe they are not being supported or respected by their company. Toxic work environments are associated with decreased productivity and more turnover. British Airways risks having staff that are less invested in the success of the organization and less dedicated to providing outstanding service.

Root Cause Analysis:

To implement a root cause analysis to this problem, the underlying reason for this problem must be stated. These underlying problems are discussed in the section below:

- British Airways' management may not place as much emphasis on staff training and development as it should. This may be due to a failure to see the long-term value of investing in staff or a focus on short-term cost savings.
- The fact that British Airways does not invest enough money in its employees' professional growth is another likely factor (PwC, 2019). This might be due to a lack of resources or an inability to see the value in educating employees.
- British Airways' training techniques may be antiquated or inefficient, which might explain why staff don't seem to be paying attention in class or remembering what they've learned on the job.
- British Airways may have a hard time making the case for investing in staff training and development if the company lacks defined performance measures for measuring the efficacy of such initiatives.

British Airlines will be able to take action to fix the problems once the reasons have been identified. Training methods may be updated to boost employee engagement and knowledge retention, for instance, and leadership commitment can be addressed via education and lobbying to raise budget allocation and the effectiveness of staff training. British Airlines can invest in its people and grow a more competent, engaged, and motivated staff by tackling these core reasons.

Situational Analysis:

SWOT analysis:

A SWOT analysis of the company in relation to the aforementioned problem has been given in the section below:

Strengths:

- A well-known and respected name in the aviation industry
- Access to any part of the world through a comprehensive aviation network.
- In a solid financial situation with many means at one's disposal.

Weaknesses:

- Underinvestment in employee education and growth (CIPD, 2021).
- Constraints on professional growth possibilities
- Difficulties in leading a big and varied staff
- a Dependence on tried-and-true airline business methods that might stifle new ideas

Opportunities:

- The rising popularity of air travel in developing economies (Guest, 2017).
- Innovations in technology that boost productivity and satisfaction among customers
- More emphasis on eco-friendly flight practices and CSR initiatives
- A chance to broaden one's services and income base

Threats:

- Constant threats from discount airlines and other air companies
- Fuel price swings and international economic uncertainty
- The aviation sector is seeing more regulation and scrutiny.

- catastrophes, pandemics, and terrorist strikes are all examples of disruptive occurrences.

Training and development programmed may benefit from the growing interest in environmentally friendly flying as well as the possibilities presented by technical improvements. The need of investing in personnel training and development to secure a competitive edge and organizational resilience in the face of competition and disruptive events cannot be overstated.

PESTEL analysis:

To discuss the external factors affecting the business of British Airways have been discussed in the section below:

Political Factors:

- International commerce and travel may be affected by Brexit and other prospective regulatory changes (Karami et al., 2019).
- safety and security measures in the aviation industry among other regulatory necessities
- Plans for reducing carbon emissions and ensuring environmental sustainability at the national level

Economic Factors

- Discrepancies in the cost of gasoline and the value of currencies (British Airways, 2020)
- Recessions and inflation are examples of global economic circumstances.
- Variations in flight passengers' buying habits and tastes

Social factors:

- There has been a rise in eco-tourism and environmentally responsible air travel.
- Shifts in consumer tastes and priorities brought on by demographic shifts
- As technology improves and consumer demand for digital services and customization rises.

Technological factor:

- Technology improvements in the aviation industry include more efficient engines and even electric aircraft.

- Automation and artificial intelligence are only two examples of the innovative uses of digital technology.
- Risks to cyber security and worries about personal information being shared improperly

Environmental Factors:

- Worries about the long-term health of the environment include things like global warming and carbon emissions.
- Weather and natural calamities that threaten aircraft safety and scheduling.
- Wildlife conservation and preservation laws in certain locations.

Legal Factors:

- Labor and employment regulations
- Legal frameworks pertaining to intellectual property

Overall, British Airways is threatened by a wide variety of external variables, such as political and economic shifts, shifts in customer tastes, and technology developments. The growing awareness of environmental sustainability and cybersecurity threats is another major consideration. To stay competitive in the aviation sector, the corporation will need to successfully manage these variables and adjust its plans appropriately.

ADKAR model:

The ADKAR model is a useful tool for understanding and managing change within an organization. It stands for Awareness, Desire, Knowledge, Ability, and Reinforcement. In the context of a case study on job dissatisfaction in the United Kingdom, the ADKAR model can be used to identify and address the factors contributing to this issue.

Awareness: Knowing how widespread and damaging job unhappiness is in the United Kingdom workforce would constitute awareness in this context. Information on staff turnover, absenteeism, and stress-related diseases might be useful here. Organizations can start taking steps to solve the problem once they are made aware of it.

Desire: Getting people excited about making changes is an important part of this process. The benefits of a more engaged and contented workforce, such as higher productivity, lower absenteeism, and higher employee retention, might be highlighted to combat job unhappiness. Organizations can get traction in addressing the issue if they are motivated to make changes.

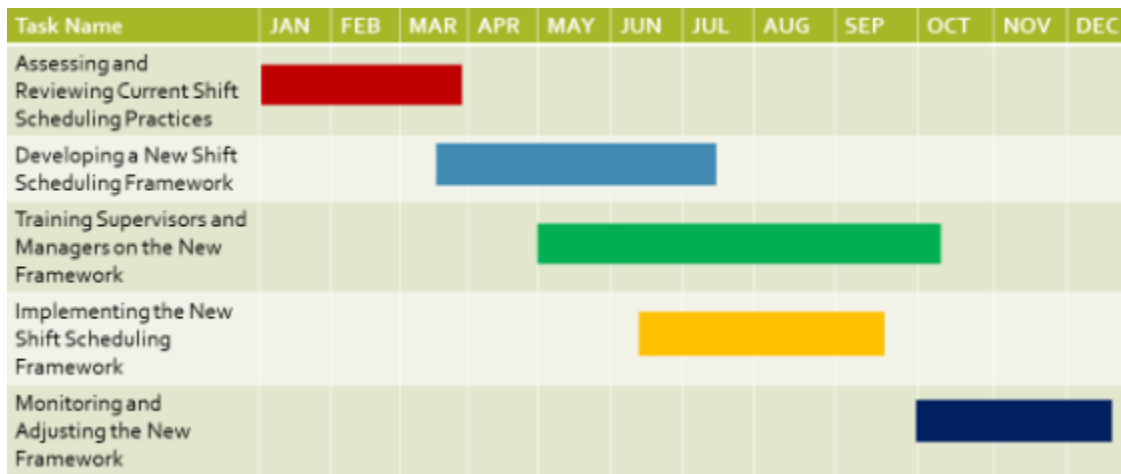
Knowledge: This entails teaching workers and supervisors the skills they'll need to initiate change. In the case of job discontent, this may mean giving employees with resources to handle stress and keep a healthy work-life balance, or it could mean educating managers on effective communication and leadership skills. Organizations may encourage employees to make good changes by providing them with the knowledge and skills they need to do so.

Ability: This entails equipping workers with the means to effect change. To combat job unhappiness, employers might try to make working conditions more adaptable, offer counseling services, or boost prospects for career advancement. Employers may boost employee engagement and happiness on the job by giving workers access to the resources they need to do their jobs better.

Reinforcement: Keeping the improvements going over the long haul requires constant reinforcement. Employee surveys, continuing training and development opportunities, and a friendly and supportive work environment are all possible strategies for addressing job unhappiness. Organizations may maintain gains in employee satisfaction over time by reinforcing improvements and fostering a culture of continuous improvement.

Gantt Chart:

The Gantt Chart to implement the solution has been given below:



Fishbone analysis:

The fishbone analysis summarizes the root cause that results in dissatisfaction of the employees in the workplace. The fishbone analysis of this problem has been summarized in the graph below. It can be seen that the leadership style and other factors such as timing of the work, environment and behavior of the fellow employees have an impact on the employee dissatisfaction.



Range of Alternative solutions:

British Airlines has a skills gap and poor morale since it does not spend enough in its employees' training and development. To Solve this problem, the following alternative actions have been developed:

- To start with the obvious, they can invest more in staff training and development to close the skills gap and raise morale. British Airlines may do this by allocating more funds to employee training and development initiatives. Several ways to accomplish this goal include expanding existing training options, making available digital learning materials, and establishing formal mentorship and coaching structures.
- British Airways may give workers clear professional development routes and prospects for advancement within the firm. This may be done via a variety of means, such as allowing staff the chance to take on more responsibility, facilitating leadership training, and covering the costs of further education.
- The engagement and motivation of British Airways' workers may be improved by better contact with and feedback from management. Implementing performance evaluations, asking for employee input on training and development programmed, and opening lines of communication are all examples of how businesses may encourage workers to share their thoughts and help the company grow.

Each of these solutions has the potential to improve training, development, and morale at British Airways by tackling the issue at its source. The firm may get a competitive edge in the aviation sector and boost productivity by investing in its personnel to develop a more trained and motivated staff.

PMI analysis:

PMI analysis is a method for evaluating the merits of a solution by considering its drawbacks as well as any positive aspects (Kline, 2016). Out of the three solutions, developing career plan for the employees is the best solution for the company. It has been discussed below:

Positive:

- It's been shown that showing workers where they may go professionally can do wonders for their drive and happiness on the job.
- To improve succession planning and talent management, businesses should invest in leadership training.
- An incentive for workers to become more educated and certified is to be offered tuition reimbursement.

Negative:

- Employees' expectations rise when they see prospects for advancement, and turnover rates rise when such opportunities aren't provided (Noe et al., 2017).
- Tuition reimbursement programmes may be expensive for businesses, and they may not provide a positive return on investment.
- Some workers may not take advantage of available training and advancement opportunities, which might have an adverse effect on the company's bottom line.

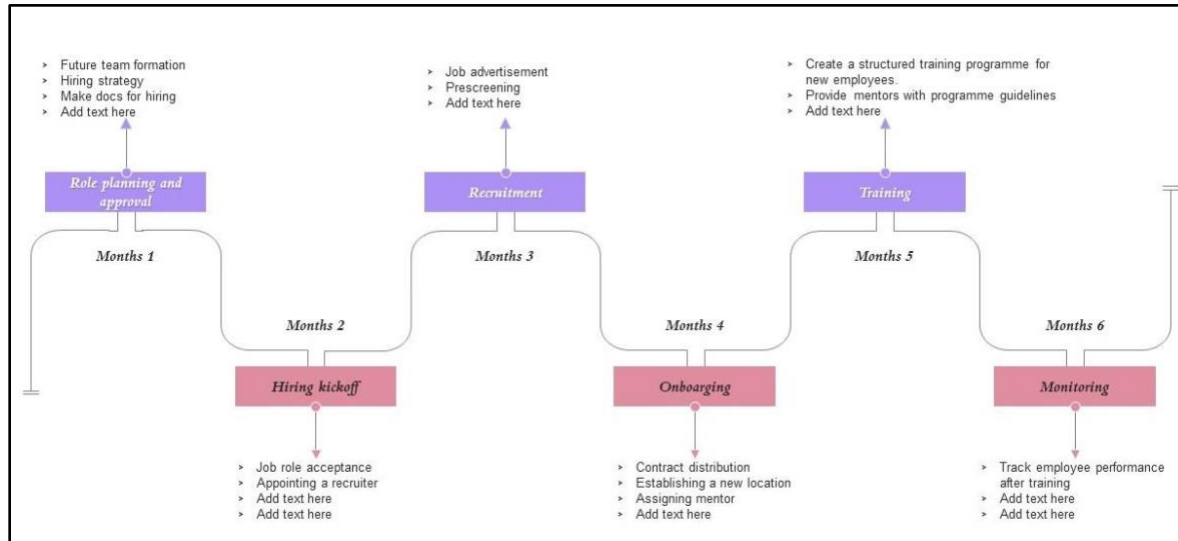
Interesting:

- Providing employees with avenues for professional growth has been shown to increase employee retention and decrease turnover rates.
- This solution has the potential to improve the company's diversity and inclusion efforts by making it possible for all employees to advance in their chosen fields.

In sum, each of the three possible answers has its own advantages, disadvantages, and points of interest. Using PMI analysis, British Airways can evaluate which solution(s) are best by weighing the pros and cons of each. Inadequate investment in staff training and development might be addressed in a number of ways.

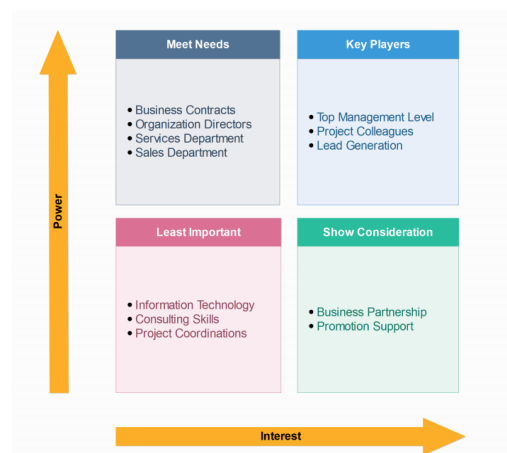
Implementing the solution:

To implement this solution, the manager can follow the following chart. The first three months would be spent on developing career goals and leadership programmers, allowing for a nine-month implementation timeframe. The next three months will be spent rolling out these initiatives and making tuition reimbursement available to staff. Over the last three months, we'll assess how well the programmers are working and make any required improvements.



Stakeholder Analysis:

The stakeholder matrix for this situations have been given below:



Monitoring and Review Process:

British Airways faces a skills gap and low morale in part because of insufficient investment in employee training and development, a problem that can only be solved with careful monitoring and review processes. Establishing a set of measures for measuring performance to check in on how well the solutions are working. These measurements must be correlated with the goals of the solutions and monitored over time. Employee satisfaction levels, attrition rates, and the number of people who have finished training programmes are just a few examples of possible indicators.

Conclusion:

British Airways' issues are especially pertinent in light of the issue of insufficient investment in staff training and development. Employee morale is poor and there is a skills gap since the corporation hasn't invested in their professional development. There is a solution to this issue, though, and it lies in the company's seasoned and competent employees.

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