



BA (Hons) Leadership and Management Skills for the Workplace

Leading and Implementing Workplace Change BMSW6103

Change Management Plan

at

London Gatwick Airport

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Executive summary

The transformation of Gatwick Airport's North Terminal represents a significant organisational change that requires strategic leadership and meticulous management. Report explores the key issues associated with leading change during this extensive transformation by applying academic change management and leadership models, methods, and theories. It provides an in depth analysis of the challenges, strategies, and leadership dynamics necessary for successful change implementation in a complex and high stakes environment such as an International Airport

The report is structured as follows:

1. Introduction
2. Overview of the north terminal transformation
3. Change management theories and models
4. Leadership approaches to change
5. Application of change management models
6. Leadership strategies for effective change
7. Key issues in leading change
8. Recommendations
9. Conclusion

1. Introduction

The aviation industry is characterised by rapid changes driven by technological advancements, evolving customer expectations, and regulatory pressures. In this context, Gatwick airport's decision to undertake an extensive transformation of its North Terminal reflects a strategic initiative aimed at enhancing operational efficiency, passenger experience and overall capacity. This report examines the critical aspects of leading such a significant change in the workplace by integrating academic theories and practical approaches to change management and leadership.

The purpose of this report is to provide the board of directors with a comprehensive understanding of the complexities involved in the transformation process, the potential challenges, and the leadership strategies required to navigate these challenges successfully.

2. Overview of the North Terminal Transformation

London Gatwick airport, situated approximately 30 miles South of central London, is the second busiest airport in the United Kingdom and a key international gateway. Established in 1958, Gatwick airport offers a diverse range of flights to over 200 destinations worldwide. It boasts 2 terminals, North and South, equipped with modern amenities to ensure a comfortable travel experience. Gatwick is renowned for its efficient operations, extensive shopping and dining options, robust transport links, including direct trains to central London. As a major hub for both leisure and business travellers, Gatwick plays a pivotal role in connecting the United Kingdom to the world.

The North and the South terminals now boast modernized facilities, including improved check-in areas, streamlined security process, an expanded duty-free shopping options. However, despite these enhancements some travellers report mixed experiences regarding crowd management and overall comfort during peak times.

The newest major development at Gatwick Airport is the extensive transformation of the north terminal. This redevelopment, which is the terminal's biggest transformation to date, includes a significant upgrade of the departure lounge. The project focuses on enhancing passenger experience by making navigation easier, providing a more welcoming environment, an showcasing local artwork and greenery. It also introduces varied sitting areas with PowerPoints for devices tailored to different passenger needs, whether they're relaxing, working, or travelling in groups (Futuretravelexperience, 2024)

Additionally, Gatwick Airport has activated the new Echo Romeo Rapid Exit Taxiway (RET) On its main runway. This new RET is strategically located to optimise the deceleration and exit of aircraft, improving runway efficiency and reducing arrival runway occupancy times by approximately 2 seconds. (nats.aero, 2024)

The North Terminal at Gatwick Airport, as a central hub for numerous airlines, handling millions of passengers annually, had to plan transformation involving extensive renovations, technological upgrades, and process optimizations to improve the terminals capacity and enhance passenger experience. Key elements of the transformation include:

- **Infrastructure enhancements:** patient of existing facilities to increase space, improve passenger flow, and integrate modern amenities.

- **Technology integration:** implementation of advanced check-in systems, biometric security checks, and automated baggage handling to streamline operations.
- **Sustainability initiatives:** incorporation of eco-friendly technologies and processes to align with global sustainability goals.
- **Operational efficiency:** reengineering of processes to reduce wait times, optimise resource allocation, and enhance overall efficiency.

The transformation project is ambitious, involving multiple stakeholders, significant investments, and a tight timeline. Successfully leading this change requires a deep understanding of change management principles and effective leadership.

3. Change management theories and models

To effectively lead the transformation of the North Terminal, it is essential to apply established change management theories and models. The following are some of the most relevant models for this context:

3.1 Lewin's Change Management Model

Kurt Lewin's model, one of the most widely recognised frameworks, consists of the three stages: unfreeze, change, and refreeze. (Lewin, 1947)

- **Unfreeze:** preparing the organisation for change by recognising the need for transformation, challenging the status quo, and motivating stakeholders to embrace the upcoming changes
- **Change:** implementing the transformation by introducing new processes, systems in behaviours. The stage requires effective communication, support, and training to ensure smooth transition.
- **Refreeze:** solidifying the new state by embedding the changes into the organisational culture, ensuring sustainability and preventing regression to old ways.

3.2 Kotter's 8-Step Change Model

John Kotter's model provides a more detailed approach to change management through 8 stages (Kotter, 1996):

- **Create a Sense of Urgency:** highlight the need for change to encourage immediate action.
- **Build a Guiding Coalition:** form a team of influential leaders to drive the change
- **Develop a Vision and Strategy:** create a clear vision and actionable strategies to achieve the desired change
- **Communicate the Change Vision:** consistently communicate the vision and strategy to all stakeholders
- **Empower Broad-Based Action:** remove barriers and empower employees to take action towards the change
- **Generate Short-Term Wins:** achieve and celebrate early successes to build momentum
- **Consolidate Gains and Produce More Change:** use the momentum for short term wins to drive further change

- **Anchor New Approaches in the Culture:** ensure that the changes are embedded in the organisational culture for long term sustainability

3.3. ADKAR Model

The ADKAR model focuses on the individual aspects of the change management and consists of five elements (Hiatt, 2006):

- **Awareness:** Ensuring individuals understand the need for change
- **Desire:** building a desire to participate and support the change
- **Knowledge:** providing knowledge on how to change
- **Ability:** ensuring individuals have the ability to implement new skills and behaviours
- **Reinforcement:** reinforcing the change to sustain it over time

Each of these models offers valuable insights into managing the transformation of the north terminal. The selection and application of these models depend on the specific challenges and dynamics of the project.

4. Leadership Approaches to Change

Leading change effectively requires a deep understanding offer various leadership styles and the ability to apply them according to the needs of the organisation and its people. The transformation of Gatwick airport's north terminal is a complex, large scale project that demands not only technical and strategic expertise, but also strong leadership to guide the organisation through the change process. Below are some key leadership approaches that are particularly relevant in this context.

4.1 Transformational leadership

Transformational leadership is one of the most prominent approaches when it comes to driving significant organisational change. This style of leadership is characterised by ability to inspire and motivate employees to transcend their own self-interest for the good of organisation. Transformational leaders are visionary, creating a compelling picture of the future that drives the organisation toward achieving its strategic goals (Bass, 1985)

- **visionary leadership:** Transformational leaders develop a clear and compelling vision that aligns with the organisation goals. In case of Gatwick airport, the vision of the north terminal could emphasise the creation of a world class facility that enhances passenger experience and operational efficiency while supporting sustainability goals.
- **inspirational motivation:** such leaders communicate their vision effectively using persuasive language and symbolism to inspire and engage employees. They are skilled at conveying the importance of the transformation and rallying support across the organisation (Bass & Avolio, 1994)
- **Intellectual stimulation:** Transformational leaders encourage innovation and creativity by challenging existing assumptions and encouraging new ways of thinking. For Gatwick Airport, this might involve encouraging employees to contribute ideas for improving terminal operations or enhancing customer service during the transformation process.
- **individualised consideration:** base leaders pay attention to individual needs and professional development of their employees, offering support and mentoring. This is crucial in a large

scale transformation where employees may need to acquire new skills or adopt to new roles (Bass, 1985)

In the context of the north terminal transformation, transformational leadership is essential for creating a shared vision, fostering innovation and driving employee engagement. The transformational leadership approach is particularly suited to the ambitious nature of the north terminal project, where clear vision and the ability to motivate a diverse workforce are essential. Leaders can use this approach to build a sense of purpose among employees, ensuring that everyone understands how their contributions support the border objectives of the transformation.

4.2 Servant leadership

Servant leadership is another powerful approach, particularly in contexts where employee engagement and morale are critical. Developed by Robert Greenleaf in the 1970s, this little ship style prioritises the needs of employees, with leaders acting as servants to their team members (Greenleaf, 1977). The main focus of servant leadership is on empowering employees, fostering a sense of community, and building a collaborative organisational culture. Key principles include:

- **empathy:** servant leaders demonstrate a deep understanding of the personal and professional needs of their employees. This involves listening actively to concerns, understanding the impact of the transformation on various stakeholders, and providing the necessary support (Greenleaf, 1977)
- **listening:** effective servant leaders are excellent listeners. They seek to understand before being understood, which is crucial during times of change when employees may have anxieties or resistance that needs to be addressed (Spears, 1995).
- **stewardship:** these leaders act as stewards of the organisation's resources, including its people. The focus on long term well-being of both of the organisation and its employees, ensuring that the change benefits all stakeholders
- **community building:** servant leaders work to build a strong sense of community with the organisation, fostering collaboration and mutual support. This can be particularly valuable large scale transformation, where cooperation across different departments is essential (Greenleaf, 1977)

Servant leadership is particularly valuable in managing change as it helps build trust reduce resistance, and foster collaborative environment. They can play a critical role in managing the human aspect of the north terminal transformation. By prioritising employee well-being and fostering a culture of trust and collaboration, leaders can mitigate resistance to change and build a strong, supportive environment that facilitates the transformation.

4.3. Situational Leadership

Situation leadership, developed by Paul Hersey and Ken Blanchard, is a flexible and adaptive approach that suggests there is no one-size-fits-all style of leadership. Instead, leaders must adopt their approach based on the situation and the readiness of the followers (Hersey & Blanchard, 1969). Leaders must adopt their style based on the following factors:

- **telling:** in this style come on, leaders provide clear instructions and closely supervise task completion. It is most effective with teams for individuals who are new to their roles or

unfamiliar with the task at hand (Hersey & Blanchard, 1969). For instance, during the initial phases of the north terminal transformation, newly assigned teams might require this directive approach to ensure they understand their roles and responsibilities

- **selling:** this involves a high level of directed behaviour coupled with supportive behaviour. Leaders explain decisions and provide opportunities for clarification. This style is useful when followers are willing but lack ability or experience to complete task independently. For Gatwick Airport, this might be applicable when introducing new technologies where employees are motivated but need more guidance and support to understand and use new systems effectively (Hersey & Blanchard, 1969).
- **participating:** leaders share decision-making responsibilities with their followers, offering support while encouraging greater input from the team. This is effective when employees have the ability but may lack the confidence or motivation to take on full responsibility. During the transformation, experienced teams that are familiar with airport operations might benefit from this participative style, but the impact is valuable in fine tuning processes. Ah
- **delegating:** this style involves low directive and low supportive behaviour, where leaders delegate tasks and decision-making to experienced and confident employees. This approach is best suited for highly skilled teams who are capable of working independently. As the transformation progresses, teams that have mastered new processes might be entrusted with more autonomy to drive continuous improvement initiatives. (Hersey & Blanchard, 1969)

Situational leadership is particularly effective in a dynamic and complex environment like the north terminal transformation, where different teams and individuals may be at various stages of readiness. By adapting leadership styles to the needs of the team leaders can ensure that the transformation is managed effectively, with each team receiving the level of guidance and support they require.

4.4 Transactional Leadership

Transactional leadership is another approach that can be useful in managing change, particularly in environments where maintaining control, order, and performance standards is critical. Transactional leaders focus on clear structures, rewards, and penalties to manage their teams effectively (Burns, 1978). Key characteristics:

- **contingent reward:** this aspect of transactional leadership involves setting clear goals and linking rewards directly to the achievement of the goals. In the context of north terminal transformation, employees could be rewarded for meeting specific project milestones or for demonstrating adaptability during the transition (Bass, 1985).
- **Management by exception (active):** leaders monitor performance closely and take corrective action when deviations from standards occur. This can be particularly important during the transformation to ensure that the project remains on track and any issues are promptly addressed (Avolio & Bass, 2004).
- **Management by exception (passive):** leaders intervene only when problems become serious. While this approach may not be ideal for the aspects of the transformation, it can be used selectively where established procedures are running smoothly and do not require constant oversight (Avolio & Bass, 2004).

4.5. Charismatic Leadership

Charismatic leadership is close to related to transformational leadership but places a greater emphasis on the personal qualities of the leader, such as their ability to inspire and command the respect and admiration of their followers (Weber, 1947).

Charismatic leaders use their personal charm, persuasion, vision to galvanise an organisation towards change. Key characteristics:

- **Visionary articulation:** charismatic leaders are masters at crafting and communicating a compelling vision that resonates with employees on an emotional level. This can be critical during the north terminal transformation to generate enthusiasm and commitment.
- **Personal risk:** charismatic leaders often take personal risks to achieve their vision, demonstrating commitment and passion. This can inspire employees to take on challenges and persevere through difficulties (Conger & Kanungo, 1988).
- **Sensitivity to Followers' Needs:** this leaders are attuned to the emotions and needs of their followers, using this awareness to guide their actions and maintain high level of morale

Charismatic leadership could be particularly valuable in the early stages of the transformation, where the leader's ability to inspire and energise the workforce is crucial to building momentum. This leadership style can help overcome resistance and create a strong sense of purpose across the organisation.

4.6 Distributed Leadership

Distributed leadership, also known as shared leadership, is a more collaborative approach that involves distributing leadership responsibilities among various individuals and teams within the organisation. This approach recognises that dealership is not the sole responsibility of senior executive for can be exercised at multiple levels within the organisation (Gronn, 2002). Key Characteristics:

- **Collective responsibility:** leadership is shared among teams with each member taking responsibility for specific aspects of the project. This approach leverages the strength and expertise of various individuals, leading to more effective problem solving and decision making (Gronn, 2002).
- **Empowerment:** by distributing leadership, employees at all levels are empowered to take initiative and lead in their areas of expertise. This can enhance engagement and ownership of the project as individuals feel their contributions are valued and crucial to the project's success.

The north terminal transformation is a large scale multifaceted project that involves numerous stakeholders and requires collaboration across different department. Distributed leadership can be highly effective in this context, as it allows leadership responsibilities to be spread across various teams, enabling more agile and responsive decision-making. For instance, operational teams might lead initiatives on process improvement, while IT teams focus on technological upgrades. This approach not only facilitates more effective management of the transformation but also promotes a culture of empowerment and collaboration, which can be critical for sustaining long term change.

4.7 Adaptive Leadership

Adaptive leadership is a style that focuses on the ability of leaders to adapt to changing environments and challenges. This approach, developed by Ronald Heifetz and Marty linsky, emphasises the need for leaders to be flexible and responsive, adjust their strategies and behaviours as situations evolve (Heifetz & Linsky, 2002).

- **Navigating change:** adaptively there are skilled at guiding organisation through complex changes by recognising when to shift strategies and approaches. They understand that different challenges require different responses and are comfortable with ambiguity and uncertainty.
- **Learning orientation:** adaptive leadership involves a strong focus on learning, both for the leader and the organisation. Leaders encourage experimentation and learning from failures as part of the change process.
- **Mobilising people:** adaptive leaders are adept at mobilising people to tackle tough challenges, encouraging team to embrace change and develop new capabilities. They focus on engaging employees in the process of change, rather than simply directing them.

The north terminal transformation is likely to encounter unforeseen challenges and complexities. Adaptive leadership is well suited for this environment, as it allows leaders to remain flexible and responsive, adjusting their strategies as new information and challenges arise. For example, if a particular phase of the transformation encounters delays or technical issues, and adaptively there would reassess the situation, potentially reallocate resources, and communicate the necessary changes to all stakeholders. This approach help ensure the transformation remains on track, even in the face of unexpected obstacles.

4.8 Authentic Leadership

Authentic leadership emphasises the importance of leaders being genuine transparent, and ethical in their actions and decisions. This approach is grounded in the belief that leaders who are true to themselves and their values can build trust and credibility with their followers (Avolio & Gardner, 2005).

- **Self-awareness:** authentic leaders possesses a deep understanding of their strength, weaknesses, values and motivations. They are introspective and reflective, ensuring that their actions are aligned with their core beliefs.
- **Relational transparency:** miss leaders are open and honest in their communication with followers, sharing information transparently and fostering open dialogue. This helps build trust and create a culture of openness within the organisation
- **balanced processing:** authentic leaders consider they various viewpoints before making decisions. They weigh the pros and cons, seek input from others and make informed decisions based on ethical considerations.
- **Ethical behaviour;** authentic leaders are committed to doing the right thing, even when it's difficult. They uphold high ethical standards and serve as role models for integrity and accountability within the organisation

a family clear ship is particularly valuable during the transformation at north terminal, as it helps build trust and credibility with employees and other stakeholders by being transparent about the challenges and opportunities associated with the transformation, authentic leaders can foster a culture of trust and openness, which is crucial for gaining buy in and reducing resistance to change. For example, if the transformation requires difficult decisions, such as restructuring or changes in roles, authentic leaders would handle these situations with honesty and compassion, ensuring that employees feel respected and valued throughout the process.

4.9 Strategic Leadership

Strategic leadership involves the ability to anticipate coma in vision and maintain flexibility while empowering others to create strategic change. This leadership style is crucial in environments where

long term success depends on the ability to adapt to changing conditions and align the organisation resources with its strategic goals (Ireland& Hitt, 1999)

- **Visionary thinking:** strategic leaders are forward thinking and capable of developing a clear vision for the future of the organisation. They focus on long term goals and ensure that the organisation strategies are aligned with its mission and values.
- **Strategic decision making:** base leaders are skilled at making decisions that position the organisation for long term success. They can see there both the internal and external environment, assess risks, and make decisions that drive the organisation towards its strategic objectives.
- **Alignment of resources:** strategic leaders ensure that the organisations resources people, processes, technology and finances are aligned with its strategic goals. They are adept at prioritising initiatives and allocating resources to areas that will have the greatest impact.
- **Change management:** strategic leaders understand the importance of managing change effectively they focus on ensuring that organisation is agile and responsive to changes in the market, technology or regulatory environment.

Strategic leadership is essential for the transformation at north terminal, as it ensures that the project is aligned with Gatwick airport's long term strategic goals. Leaders can use this approach to anticipate future trends in the aviation industry, such as changes in passengers expectations or technological advancement, and ensure that the terminals transformation positions Gatwick as a leader in the industry strategic leadership also involves aligning the transformation project with border organisational goals, such as improving customer satisfaction enhancing operational efficiency and achieving sustainability targets

5. Application of Change Management Models

The application of change management models to the north terminal transformation involves strategic and phased approach. Below is an exploration of how these models can be integrated into the transformation process.

5.1 Unfreezing the Organization

According to Lewin's model, the first step is to unfreeze the organisation. At Gatwick Airport, this involves creating awareness about the necessity of transforming the north terminal (Lewin, 1947). Leadership must communicate the strategic importance of the project, highlighting the benefits of enhanced passenger experience increased operational efficiency and alignment with sustainability goals.

Strategies:

- **communication campaigns:** develop internal communication campaigns to educate employees about the transformation goals
- **stakeholder engagement:** engage key stakeholders, including airlines regulatory bodies, and employees, to gather support and address concerns
- **training and development:** provide training programmes to prepare employees for the new systems and processes

5.2 Implementing change

The change phase in Lewin's model and the developing a vision and strategy phase in Kotter's model both emphasise the importance of having a clear plan (Kotter, 1996; Lewin, 1947). This involves

executing the renovation plans, integrating new technologies, reengineering processes at north terminal.

Strategies:

- **project management:** employ robust project management techniques to ensure the transformation stays on schedule and within budget
- **Piloting:** introduce pilot projects for new technologies and processes to identify potential issues and make necessary adjustments.
- **Empowerment:** encourage employees to take ownership of specific aspects of the transformation, fostering a sense of responsibility and commitment

5.3 Refreezing the New State

The final stage, according to Lewin, is to refreeze the organisation, ensuring that the changes are embedded into the organisational culture (Lewin, 1947). Kotter's model also emphasises anchoring new approaches in the culture to sustain the transformation (Kotter, 1996).

Strategies:

- **cultural integration:** integrate the new processes and technologies into organisational culture through continuous communication, training, and reinforcement (Schein, 1985).
- **Recognition programmes:** implement recognition programmes to reward employees who have contributed to the successful transformation (Kotter, 1996).
- **Continuous improvement:** establish mechanisms for continuous improvement to ensure that the terminal remains responsive to future challenges and opportunities (Deming, 1986).

6. Leadership Strategies for Effective Change

Leading the north terminal transformation require strategic leadership that aligns with the principles of transformational, servant, and situational leadership. The following strategies can be employed to ensure effective leadership throughout the project.

6.1 Visionary leadership and communication

a key component all strands formational leadership is the ability to articulate a clear and compelling vision. For the north terminal transformation, the vision should empathise with benefits of the changes, including enhanced passenger experience, increased capacity, and alignment with sustainability goals (Bass, 1985).

Strategies:

- **vision statements:** develop a clear vision statement that resonates with all stakeholders and communicates a long-term benefits of the transformation (Kotter, 1996)
- **multi-channel communication:** utilise various communication channels such as town hall meetings, newsletters, and digital platforms, to keep all stakeholders informed and engaged (Clampitt, DeKoch, & Cashman, 2000)
- **feedback mechanisms:** establish feedback mechanisms to allow employees and stakeholders to voice their concerns and suggestions, fostering a sense of inclusion and ownership (Argyris & Schön, 1978).

6.2 Employee empowerment and engagement

Servant leadership principles emphasise the importance of empowering employees and ensuring their engagement throughout the change process.

Strategies:

- **Decision-Making Involvement:** involve employees in decision making process related to the transformation, particularly in areas that directly affect their work (Yukl, 2013)
- **Support systems:** provide support systems, such as counselling services and peer support groups, to help employees cope with the stress of uncertainty associated with change (Bridges, 2009)
- **Training and development:** offer continuous training and development opportunities to equip employees with the skills and knowledge needed to thrive in the transformed environment (Goleman, 2000)

6.3 Adaptability and flexibility

Situational leadership highlights the need of adaptability in leadership styles depending on the situation and the readiness of the team. This approach is critical during the transformation of the north terminal, where different teams may have varying levels of readiness and capability.

Strategies:

- **Tailored Leadership Approaches:** assess the readiness and capability of different teams and tailor leadership approaches accordingly. For instance, newly formed teams may require more directive leadership, while experienced teams may benefit from a more delegative approach (Hersey & Blanchard, 1969).
- **Continuous Assessment:** continuously assess the effectiveness of leadership strategies and make adjustments as necessary to respond to emerging challenges and opportunities (Kotter, 1996).

7. Key Issues in Leading Change

The transformation of the north terminal at Gatwick Airport presents several key issues that must be addressed to ensure successful change management and leadership. These include:

7.1 Resistance to change

Resistance to change is a common challenge in any transformation initiative. Employees may fear job loss, increased workloads, or changes in their roles and responsibilities (Kotter, 1996).

Strategies to address resistance:

- **Engagement and Communication:** Engage employees early in the process and communicate the reasons for change, the benefits, and how it will impact them.
- **Involvement in Decision-Making:** Involve employees in decision-making process to give them a sense of control and ownership of the change (Lewin, 1947).
- **Support Systems:** Provide support systems such as counselling, training and clear communication to help employees navigate the changes (Bridges, 2009)

7.2 Maintaining operational continuity

Given that the North Terminal will remain operational during the transformation, maintaining continuity while implementing significant changes is a critical challenge (Kotter, 1996).

Strategies to Maintain Continuity:

- **Phased Implementation:** Implement the transformation in phases to minimize disruptions to operations (Kotter, 1996)
- **Contingency Planning:** Develop contingency plans to address potential disruptions and ensure that operations continue smoothly (Mitroff, 2005)
- **Stakeholder coordination:** Coordinate closely with all stakeholders, including airlines, contractors, and regulatory bodies, to insure alignment and smooth execution of the transformation. (Freeman, 1984)

7.3 Stakeholder management

The transformation involves multiple stakeholders, including airlines, regulatory bodies, employees and passengers, each with their own interests and concerns.

Strategies for Stakeholder Management:

- **Stakeholder mapping:** Identify all stakeholders and their interests and develop tailored engagement strategies to address their concerns and expectations (Freeman, 1984).
- **Regular Communication:** Maintain regular communication with stakeholders to keep them informed about the progress, address concerns, and manage expectations (Clampitt et al., 2000).
- **Collaborative Problem-solving:** Involve stakeholders in problem-solving and decision-making process to ensure their buy-in and support.

7.4 Cultural alignment

Ensuring that the changes are aligned with the organisational culture and values is essential for the long-term success of the transformation (Schein, 1985).

Strategies for cultural alignment:

- **Cultural assessment:** conduct a cultural assessment to understand the current organisational culture and identify areas that may need to be addressed or reinforced (Schein, 1985).
- **Cultural integration:** develop strategies to integrate a new processes, technologies, and behaviours into the organisational culture.
- **Leadership role modelling:** ensure that leaders at all levels model the behaviours and the values that align with the desired culture, setting the tone for the rest of the organisation.

8. Recommendations

Based on the analysis of the key issues and the application of the change management and the leadership models, the following recommendations are made to the board of directors for leading the transformation of the north terminal:

- 1) Adopt a phased approach: implement transformation in phases to minimise operational disruptions and allow for adjustments based on real time feedback.
- 2) Enhance communication and engagement: develop a comprehensive communication plan that includes regular updates, feedback mechanisms, and opportunities for employee involvement in decision-making.
- 3) Empower leadership at all levels: empower leaders at all levels to take ownership of the transformation process and ensure they are equipped with the necessary skills and knowledge to lead their teams effectively.
- 4) Invest in training and development: provide ongoing training and development opportunities to equip employees with the skills and knowledge needed to thrive in a transformed environment
- 5) Focus on cultural integration: ensure that the new processes, technologies, and behaviours are aligned with the organisational culture and values and integrate them into the culture through continuous communication and leadership role modelling.
- 6) Monitor and adjust: continuously monitored the progress of the transformation, got the feedback from stakeholders, and make necessary adjustments to ensure the successful implementation of the changes

9. Conclusion

The transformation of the north terminal at Gatwick Airport represents significant organisational change that requires strategic leadership and effective change management. By applying academic theories and models of change management and leadership, the board of directors can navigate the complexities of the transformation process and ensure its successful implementation. The recommendations provided in this report offered a road map for addressing the key challenges associated with the transformation and achieving the desired outcomes for Gatwick Airport.

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