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Tasks 1 and 2

Student name: Ebitimi B. McQuade

Student ID: 2112488

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Lecturer name: Nadeem Mirza

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Task 1

Introduction of my Module

I will start with. The introduction of my Module Workplace culture and its impact on Organisational Efficiency: the module covers organisational culture it is the arrangement of individuals for example in a workplace or in a small business working together to achieve a common goal. And from my learning there are theories and models to assist the individual to achieve these goals like the structure of an organisation, creating an ethical organisation and global implications on culture.

Introduction of my chosen Organisation

I will be using EasyJet for my report I have decided to use easyJet because I and my family have been using this airline for the past 10 years for short-haul flights. The company was established by Sir Stelios Haji-Ioannou with his family and team EasyJet started as a family business but in 1995 easyJet opened its doors to the people of the United Kingdom to fly from London to Glasgow for just £29 for a single flight he called it the “Ezy airbus“ Since then Stelios has focused on building the brand and open the brand to other countries around the world.

Until the present easyJet is a well-known brand in the aviation industry. my report will be focused in the aviation part of the brand.

easyHistory 4th Edition | 25 November 2022

Stelios. Also along for the ride was a film crew from the BBC's Money Programme who captured footage from the inaugural flight. The aircraft was in fact operated by another airline called GB Airways using the easyJet brand under licence.

✉ DEPARTURES		
TIME	DESTINATION	FLIGHT
07:20	GLASGOW	EZY121
11:00	GLASGOW	EZY122
16:40	DUBLIN	FR305
19:15	GLASGOW	EZY123

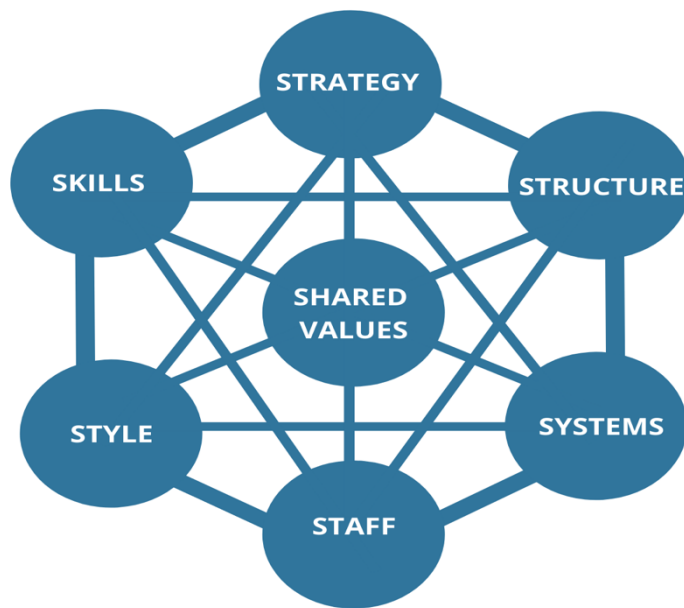
Mock-up of the departure board of the first EZY flight from Luton Airport 10th November 1995



Figure: 001 **easyJet reports 4th Edition 2022.**

How environmental forces and ethical conditions affect Organisational Culture

McKinsey 7S Model



OXFORD
COLLEGE OF MARKETING

Figure: 002 McKinsey's 7 fame strategy by Oxford College of Marketing

The environmental forces are those elements that would affect the proper functioning of the organisation, I understand there are two factors: External forces and Internal forces.

PESTLE and McKinsey's 7's frame

I will discuss the internal factor here using the McKinsey's 7 Frames
Strategy:

This is where the Organisation creates a method to continue its business by having a brand that is well known they can go out there and the company can continue to survive.

Structure:

This point is where you can tell who does what in the organisation it is a chart that is laid out where everyone can see the functions and the employees who do those functions it makes it easy to manage and the organisation's internal business flow the right channel with no confusion.

Systems

This point explains in the firm who takes what decisions and how it should be run it is like the structure is laid out on a board this system would be the managers and employees occupying the spaces and taking decisions and running the firm. Without the people, the organisation is just a frame of building on its own.

Skills:

This point discusses what capabilities the managers and employees have, what can they do what qualities they possess, as everyone has the areas they are experts at and they need to be placed in the areas they will perform best to have the system performing at its best. (Jurevicius et al., 2022)

Staff:

The staffs are the ones who will do the functions laid out in the structure for the system to function synchronizing the right staff are needed, recruited, trained to do the job and be happy to be in the firm.

Style:

This point discusses the behaviour of the system the managers the staff what they do how it is done their beliefs and values within the system.

Shared Value:

This point covers the people's beliefs, values and attitudes, the system, and the structure of what they do to achieve their goal as a team.

The External Forces which affect the organisation using PESTLE Analysis

PESTEL: is the outline which gives an understanding list of factors which can affect or make a successful growth of a firm. They are Political, Economic, Social, Technological, Environmental and Legal.

Political: this point cover how the government can affect the business

Economical: how the currency within the country relates to other currencies, the behaviour of business within the country and around the world. Electricity prices going up could affect the firm.

Social: this point covers the cultural and demographic behaviour of the country in which the business is positioned for example: if you have younger generations the business should create its product to the demands of the younger generation to profit and to sustain.

Technological: this influences the improvements, modernisations, internet, phones, computers new technologies that will enhance the workplace system and functions.

Environmental: what factors will influence the firm, for example, bad weather could affect their performance, they have to use products that are environmentally friendly, sustainable products that have no effect on the environment, and products that will enhance, support and will not affect the environment.

Legal: the firm keeps the policies rules, and laws of the land it operates from like Health and Safety legislation, for example, there are Food you cannot eat in some countries they have to keep such laws.

The ethical conditions which affect the organisation's culture

Those are the factors which affect the proper functioning of the organisation within itself the behaviour of the employees toward each other the senior members to the junior members as the employees look at the top managers and how they behave towards the workplace environment so they will behave so the top employee need to show good example they have to be visible role model, they have reward good ethical act and punish unethical acts, they should create a means to discuss ethical dilemma and inform the HR department of unethical behaviour. (Lewin & Team, 2022)

The Workplace Culture and Structure of chosen Organisation

At easyJet they have a strong reputation as an employer, they believe their people are the foundation of their system and this helps to provide customers with excellent satisfaction. EasyJet has the highest skilled force of over 13,000 people which includes 4,000 pilots and 7,000 cabin crew members.

They have the most modern fleet of Airbus, they own about 59 of their Airbus they are investing in their people and in modern aircraft which are fuel efficient.

Their Glassdoor rating of employee gratification of 4.0 (out of 5.0) it is said to be the highest in the sector. Annual Report page; 18

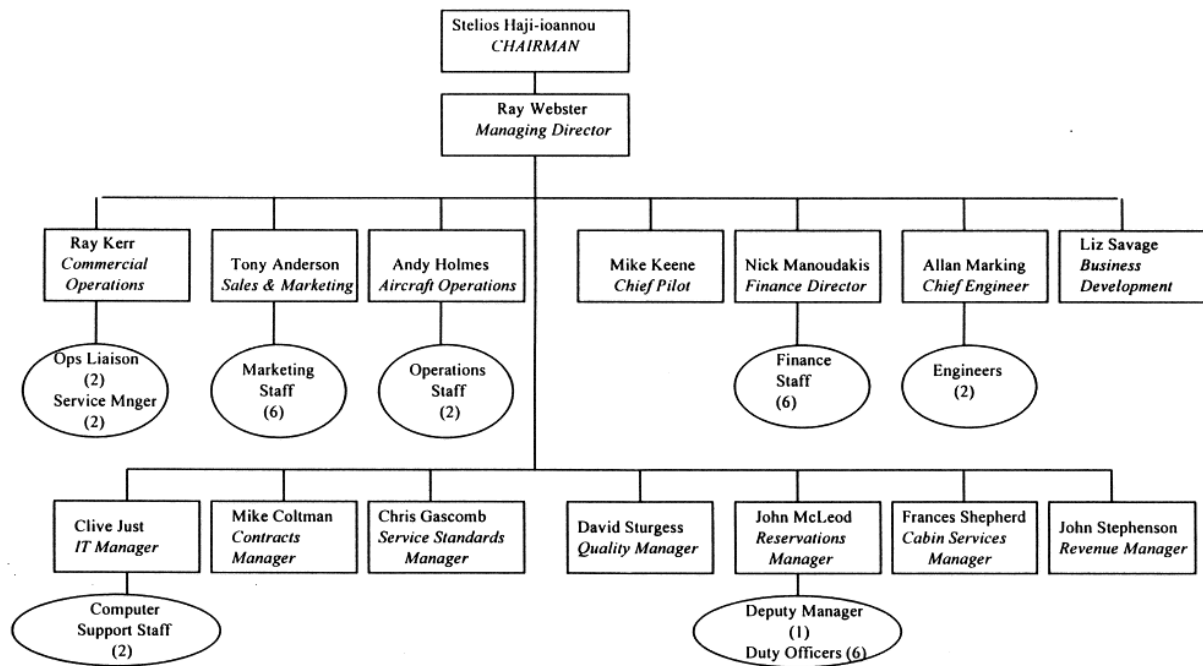


Figure:003 online easyJet organisational structure London by ScienceDirect.com

BOARD OF DIRECTORS (CONTINUED)

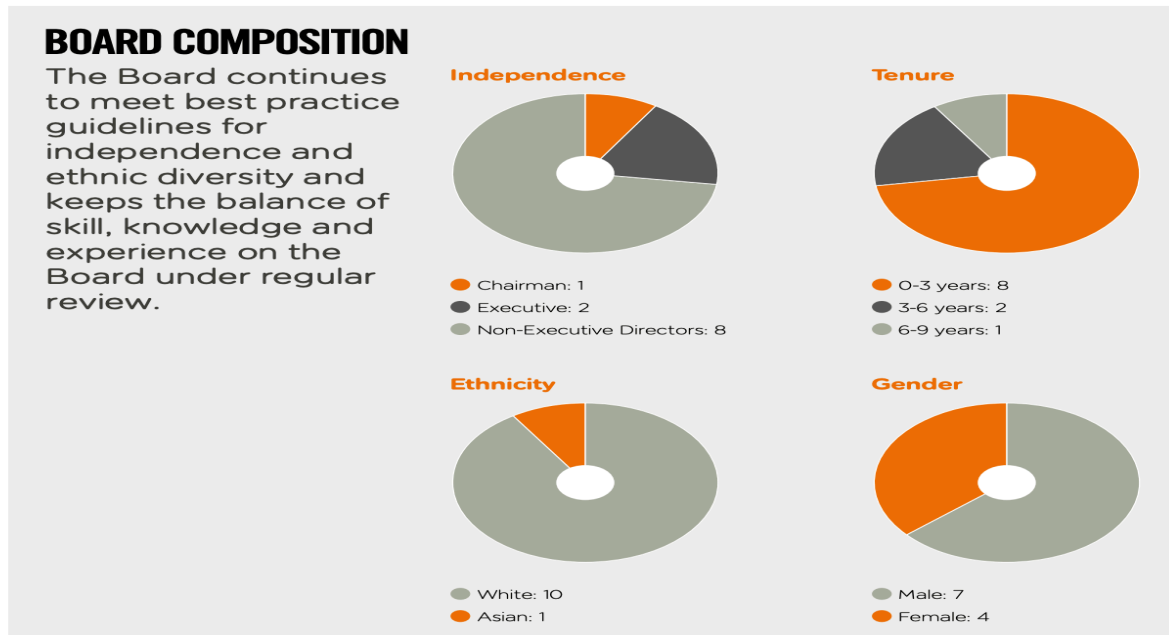


Figure: 004

Annual report— Page: 80

The chosen Organisation's achievements

Some of the progress in the financial year 2022 easyJet

- Increased their market share at Gatwick Airport after relocating aircraft.
- They won an additional slot at Porto, which they started to use in 2022.
- Strong performance achievement in the year from when they launched the cabin bags and new leisure fare
- An extra five aircraft worth of slots were added to the Greek islands.

Evaluate and analyse the chosen Organisation with the PESTLE,

Political: Safety and security is one of their main concern the safety of their customer, their colleagues, and contractors the delivery of safety meets the customer's expectations.

Economic: they maintain a reasonable cost advantage by making the best use of all their seats and the fleet put in the right airport at the correct price this gives value to the brand.

Social: they attract the right by employing people from the country in which they operate the right people to do the job. For example, they have joined the pan-European partnership with UNICEF to support its work

Technology: the nature of the airline business is risky so they take care to have high security with their Technology like online devices and because of the increasing sophistication of serious crime organised groups, for example, terrorists, they have confidence and value the security of the information and data is taken seriously.

Legal: they keep well informed and adapt to the law and regulatory changes in line with the authority in the country they operate.

Environmental: there are a lot of influences on easyJet as to environmental changes, sustainability regulations and taxation in addition to the changing customers for example easyJet leading the industry to zero-emission identifying the need for a low-carbon economy. *(Annual report Page 50).*

Porter's Five Forces Model

The five forces are said to be tools in examining the industry and its structure it is also used to find and manage the factors that would affect the industry.

- **Supplier power-** problem with ground-handling staffs: easyJet managed it by DHL ground-handle

- **Entry Barriers** –they were working to get a slot in Lisbon: Finally in 2022 won the slot in operating there.
- **Buyer power**- with the high price of fuel: they managed to get it at a low cost so as to still keep their fare low for their customers.
- **The threat of substitutes**-challenges at the 2 big airports London Gatwick and Amsterdam: easyJet managed it by reducing their capacity and building resilience in a few months.
- **Rivalry**- Pegasus Airlines, Ryanair, Vueling Airline, Wizz Air

(Annual report: page 23).

Discuss the Workplace Culture and what Changes have taken place due to external forces

Creating people and culture at easyJet they believe the people make the difference, so they support new ways of working including flexible hours and flexible employment contracts. They care for the well-being of the employees, they invest in their employee's training, and they invest in online learning technology for their employees, giving them more opportunities to progress in the firm.

They also added something new called “Retaining Talent” with the pandemic they continue to retain their valuable employees. With inflation high cost across the world, they also made some changes to reward their employees with a one-off payment to support them. The brand is also identifying the high-performing talents as upcoming leaders in the brand.

They also had a continuous inability to deliver some key strategic points and loss of some corporate knowledge by some employees leaving the brand these points were managed by applying some programs which sponsored some key employees, for example, the HR director to training. Creating a target list which will capture the strategy and follow it to accomplish the strategy.

They also had some impact from the media, loss of customer trust, and share price movement these were managed by having shareholder meetings and programs, and they had quarterly meetings way forward with the brand. They managed the media coverage by having a meeting to find a way forward. They ensure they have credible partners who follow policies. Suggested that easyJet do not fly near Ukraine and Russia but they use airspace, so they are looking for ways to manage their business. (easyJet report, 2022)

During the covid-19 pandemic because of the reduction of non-essential travel restrictions imposed by the government, the number of flights and passengers reduced significantly the brand suffer a huge loss during this period as did most of the competitors. As the restrictions were lessened in the middle of 2022, the company resumed full operations flying to most countries and opening more slots in different countries. *(Annual report : page 62).*

Regulations and government some of the changes that have taken place due to external forces are

- compliance with regulations,
- consumer protection,
- sustainability:
- Human Right

They have been managed by:

- the managers in the given countries engaged with the government in all markets where we have airport grand both national and regional
- Discussion with safety controls and regulations, for example, Civil Aviation authority.
- The Human Rights point is managed by the antislavery policy.
- The company implemented the testing of the Roll-Royce Engine this is in an effort to combat environmental impact.

Page: 30 (easyJet report, 2022)

Culture Web

Stories: Creating an inclusive culture – easyJet is where people can be at their best and feel they truly belong it is their main success they aim to create an environment t where everyone is respected and can be themselves and win.

Routines and Rituals: They put safety at their heart it is their number one priority easyJet said it runs through everything they do because of the industry they are in.

Control system: They are always challenging the cost and strive to be highly efficient in how they work. They continually improve and progress, they invest where it is important and intend to deliver the best value to their customer.

Symbols: easyJet is impassioned about making a meaningful difference for the planet, communities, and people. So, sustainability is one of the subjects they take at heart to create a positive impact in the future for travel.

Power structure: they are the highest-rated employer in the travel and tourism industry on Glassdoor, people are happy to work in the industry they have a great management team.

Organisational structures: they are being themselves and challenging the current situation so that they can fly high, bringing passion and energy in working together to do the right thing for their customers and for each other.

Page 3, 12

How can Culture relate to the Performance of an Organisation by checking its Financial Performance (reference week7)

Income statement compare within 1-3 years

At easyJet the employee love challenges and are passionate about the work they do. They go beyond to achieve their opportunities; they believe it is about the big ideas and looking at things from a different viewpoint. They believe in delivering what the customers need and want. (easyJet report, 2022)

They are smart, confident class of people who believe they can bring their ideas to life. They encourage a “one team “approach and work together whether complex or not it helps them to be in the same game.

They have a shared value called the “Orange Spirit” it is the inborn desire to be the best at what they do, and they share the enthusiasm for doing it. (CMI, 2015)

FINANCIAL STATEMENTS

FIVE-YEAR SUMMARY

	2022	2021	2020	2019	2018
	£ million	(as reported) £ million	(as reported) £ million	(restated) £ million	(as reported) £ million
Income statement					
Revenue	5,769	1,458	3,009	6,385	5,898
Total EBITDAR	539	(425)	(358)	970	839
Headline EBITDAR	569	(551)	(273)	970	961
Total operating (loss)/profit	(27)	(910)	(899)	466	463
Headline operating profit/(loss)	3	(1,036)	(777)	466	595
Total (loss)/profit before tax	(208)	(1,036)	(1,273)	430	445
Headline (loss)/profit before tax	(178)	(1,136)	(835)	427	578
Total (loss)/profit after tax	(169)	(858)	(1,079)	349	358
Headline (loss)/profit after tax	(147)	(900)	(725)	349	466
Basic total (loss)/earnings per share - pence	(22.4)	(159.0)	(222.9)	88.6	90.9
Basic headline (loss)/earnings per share - pence	(19.6)	(166.9)	(149.7)	88.7	118.3
Diluted total (loss)/earnings per share - pence	(22.4)	(159.0)	(222.9)	87.8	90.2
Diluted headline (loss)/earnings per share - pence	(19.6)	(166.9)	(149.7)	87.8	117.4
Ordinary dividend per share - pence	—	—	—	43.9	58.6
Statement of financial position					
Non-current assets	5,525	5,608	5,910	6,044	4,994
Current assets	4,949	4,165	2,563	2,119	1,999
Current liabilities	(3,678)	(2,677)	(3,826)	(2,668)	(2,060)
Non-current liabilities	(4,243)	(4,457)	(2,748)	(2,510)	(1,700)
Net assets	2,533	2,639	1,899	2,985	3,233
Other performance indicators					
Headline return on capital employed	0.1%	(25.5)%	(19.9)%	11.4%	14.6%
Net (debt)/cash (£m)	(670)	(910)	(1,125)	(326)	396
Airline total (loss)/profit before tax per seat (£)	(3.01)	(36.33)	(22.66)	4.10	4.68
Airline headline (loss)/profit before tax per seat (£)	(2.65)	(39.87)	(14.68)	4.07	6.07
Airline revenue per seat (£)	66.23	50.54	54.35	60.81	61.94
Airline total cost per seat (£)	(69.24)	(86.87)	(77.01)	(56.71)	(57.26)
Airline headline cost per seat (£)	(68.88)	(90.41)	(69.03)	(56.74)	(55.87)
Airline total cost per seat excluding fuel (£)	(53.56)	(73.72)	(63.92)	(43.23)	(44.82)
Airline headline cost per seat excluding fuel (£)	(53.20)	(77.25)	(55.94)	(43.26)	(43.43)
Seats flown (millions)	81.5	28.2	55.1	105.0	95.2

Fig: 005 Screenshot of easyJet financial Statement -page 183

F. Explain the Term Ethical Dilemma

Ethical Dilemmas are the act of doing what is morally right and it could have bad effects also a person could be doing something morally wrong it could have good, it is best for one to look at the situation and decide what is for the greater good of the scenario.

There are factors which could affect one's decisions

- **Shareholders- they could want more profit, and there could be a conflict between the shareholders and the employees**
- **Society- strike actions and it will affect others from going to work**
- **Employees-they want more pay**

Changes in the environment can also influence Ethical Issues, for example, the Law, Economical system, people's Ideologies, and New Technologies- from example there are some videos of TikTok that are morally wrong but yet they are allowed to be on the site. There is the Religion in some countries there are certain codes of clothes a woman can wear which would be seen as against the code of that religion while in some parts they do not see this as an offence, in some cultures a woman is not allowed to work at the office, while in some there is not wrong with a woman at working at the office. (Riratanaphong, 2019)

Safeguarding Ethical Challenges

- **Healthy activist against corruption**
- **Personal Integrity**
- **The Conscience of Equality before the law**
- **Targeting unethical conduct**

Ethical Dilemmas in my chosen organisation that may or will affect the performance of the organisation:

Discussing this part of my report here are some reviews from online about the easyJet ethical dilemma, from figure 007, below customer review- the lady was not happy because it was not transparent she would have to pay for her seat and her cabin luggage it points to being accountable and open they should right from when she booked that she would pay from her luggage and to get a good seat you would have to pay. Figure 008 shows satisfied customers.

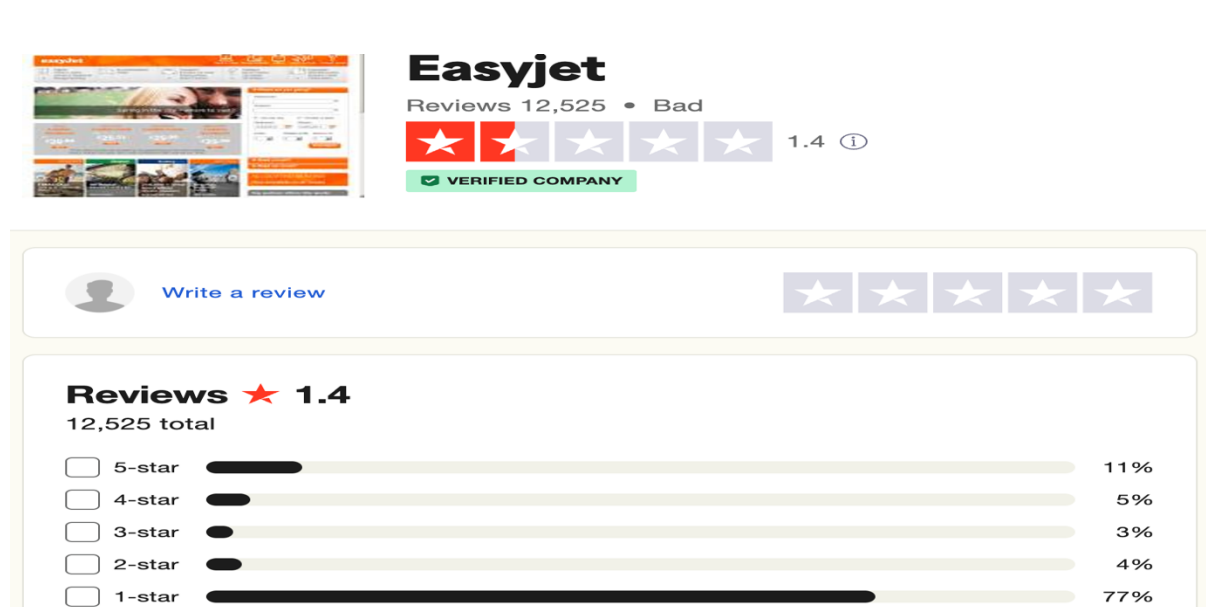


Figure:006. By Trustpilot.com

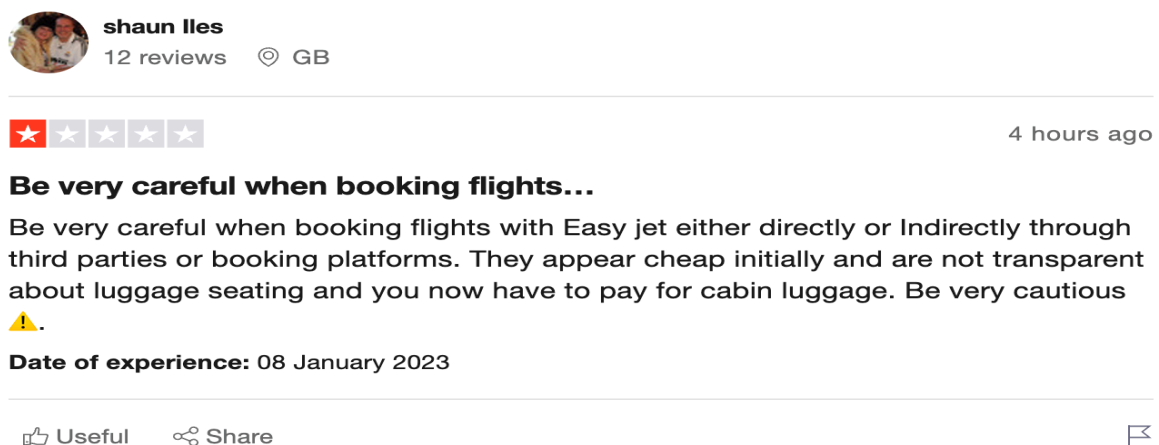


Figure:007 by Truspilot.com

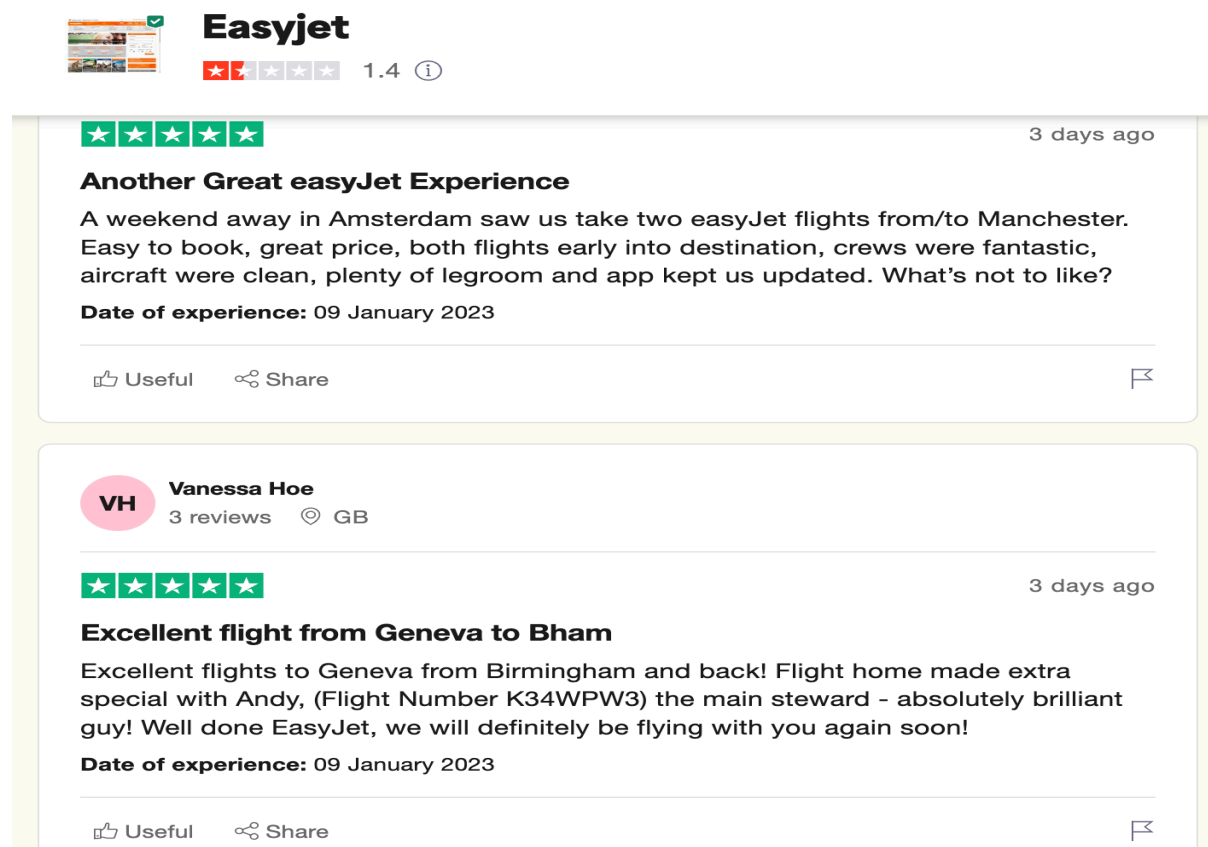


Figure: 008. By Trustpilot.com

G. Suggestions

My suggestions will cover the Organisational Health (OHI) Check

The easyJet started well as a family business in the 1900s, they have come a long way, and from my reading and research the name is a well-known name around the world so from my point of view the Chairman has done a great job as he has gone through different business strategy to get the point the company is at.

Suggestion to keep the OHI check to keep the organisation and the customers happy. (Browaeys et al., 2011)

Direction - Shared Vision of the Brand need to be known by everyone so they follow the strategic clarity of the brand.

All the board and the managers need to show good leadership, they must be supportive, open and trusting, and the role clarity needs to be understood by all the employees. People need to be accountable for their actions, there should be good coordination, and they should acquire capable people to do the job.

Motivation is key to inspiring the leaders and the workers rewarding them when they have performed well, innovating, and sharing knowledge with the lower employees sometime increase their workability attitude.

The brand should also keep attention to external factors like their customers, the competitors, their partnerships, the community in which they operate and the laws of the land they operate.

Conclusion

To discuss my conclusion starting with my module, how an organisation will operate successfully when they apply the tools to manage a workplace.

I gave a brief description of easyJet and how it started as a family business to a multi-business and a well-known brand all across the world.

Next section I discussed the environmental condition affecting an organisation and its culture using the McKinsey 7 frame of the internal model and the external factors affecting an organisation I discussed with the PESTLE analysis.

Here I discussed the Ethical conditions which affect the organisation and the workplace culture how the ethical conditions can affect the workplace and the structure of easyJet.

I further discussed using the PESTLE Porter's 5 forces model to analyse my chosen company, continuing from that point I discussed workplace culture and

what changes have taken place due to external forces like the price of petrol and how it affects the brand.

Lastly, I discussed how culture relates to how an organisation can perform well or badly using some factors from my module to explain the points and how ethical dilemmas can affect or how good to know the laws of the land so a business can survive well in the country they operate. Then I gave my suggestion using the Culture Web.

Task 2.

Analytical Technics PESTLES

PESTLE are elements which can affect or make a successful growth of a firm if applied. They are Political, Economic, Social, Technological, Environmental and Legal. My understanding from this lesson is that industries should apply these methods if they want to follow the regulations of the country in which they are operating because the different regulations, if applied, will enhance their business and they will be able to operate in the country.

I was happy to have learnt this topic and I will use these factors in my workplace to keep to the regulations of the country.

Porter's Five Forces model

The Five Forces model was developed by Michael E. Porter in 1980. It was designed to assist corporate businesses to meet opportunities and manage threats from the business environment.

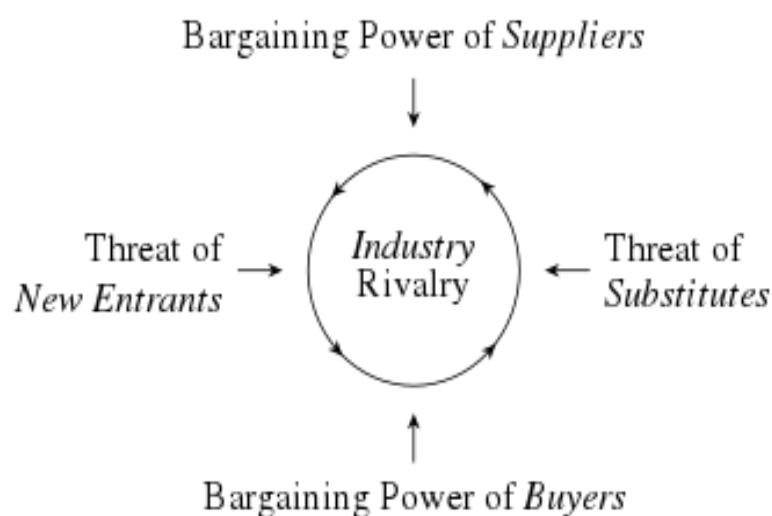


Fig: 009 From online Wikipedia. Porter five force analysis

Porter's Five Forces:

[1] Bargaining power of the suppliers; [2] Bargaining power of the customers; [3] Threat of new entrants; [4] Threat of substitutes; [5] Competitive rivalry between existing players.

[1] Suppliers have power over the market when it is divided among different suppliers. They are able to move into the market and get higher prices and profits. [2] The customer can also produce products and move from one product to another. [3] A Threat of New Entrants into a market change what the market is doing. it could create high switching costs.

We also learnt about the uses of the model which are Statical Analysis, Dynamic Analysis and Analysis of Options. If an organization implements the models, it will have competitive products as well as a position in the industry. However, most industries will not use it as they chase newer ways to boost sales and profit.

Organizational Structure

Organizational Structure is the way the organization is laid out; how it is run and the methods used to achieve goals. With no structure, the organization will not achieve its goals because the purpose and personnel are not aligned.

We also discussed the Top to Bottom simple structure, Functional structure, and Sole Trader structure. The sole trader tends to get overworked and makes mistakes even though the business is profiting.

It is beneficial the keep the structures simple; that everybody should know enough about their job to get on with it without having to wait for approval. I do

not like the Matrix structure; it is too complex and will create upsets and confusion.

Organizational Culture

The culture of an organization is based on how the individuals in it interact and relate to each other. Some of the elements of an organization are Innovation and Risk-taking, Attention to Detail, Outcome Orientation, People Orientation, Team Orientation, Aggressiveness and Stability. I really liked the class activity. We read how different organizations have their own culture, how they behave with each other, their beliefs in their product, how they value each other, working together to achieve a common goal. One such was Siemens. I would like to work there.

Ethical and Sustainable Culture

In this lesson we discussed the culture created in an organization; how a manager will indoctrinate the employees to think the way they think and encourage them to connect with each other to understand their beliefs, values and their thought processes.

We learnt the different ways culture can be maintained. These are Attraction Selection, New Employee Onboarding, Leadership, and Reward System. I found these interesting because if organizations followed these steps their employees will stay with them. (Schein 1996)

I learnt how an employee can learn an organizational culture. Some of the ways discussed are Prearrival, Encounter, and Metamorphosis (this is where the new employee decides he likes the company and wants to stay or does not like it and wants to quit.) The next step is to start to produce, known as Outcome. Next is to be committed to his job and to the team, and achieve a good turnover. Some organizations with their own workplace cultures are Walmart, Marks & Spencer, Apple, and Amazon.

Lastly, I learnt how an ethical culture can be created and managed. We also did some class activities concerning ethical culture in an organization. (Victor and Cullen, 1988)

Culture Changes

Here I learnt that both external and internal influences affect a successful business culture. The external influence is PESTLE or Porter's Five Forces. The internal influence are McKinsey's 7s frames.

The McKinsey 7s model was developed in 1980 by the McKinsey consultants Peters, Waterman, Philips, Pascale and Athos.

Their frameworks are: to help with organizational change, to establish a proper plan, how the sections of the organization may change in the years to come and to simplify the unification of an organization.

Lastly, I learnt the 7 Ss Framework: Strategy, Structure, System, Skills, Staff, Style and Shared Values. These steps play a role in creating organizational culture. I thought the Shared Values was most impactful as it is the core of the model and relates to the norms and standards that guides the behaviour of the employees. (Mullins,& Laurie, J, 2019)

We also learnt about different philosophers and their methods of changing the organizational culture such as The Cultural Web of an Organisation, Lewin's 3 Step Model who argued change is a cycle of unfreezing and refreezing movement. L. Ron Hubbard in the 1950s proposed that the Cycle of Action consists of Start-Change-Stop.

Kotter's 8-Step plan: John Kotter from Harvard Business School built on Lewin's 3-Step model to create more planned methods to manage change. This model did not interest me because it was too lengthy, and it was repeating what had been said before.

Performance of Organization

Here I learned there are 3 theories related to organizational performance: - Beer's model; Organisational Health Index; Hannan and Freeman's Theory. I find the first 2 models too hypothetical and academic.

However, I was happy to learn Hannan & Freeman's organizational theory. Their method proposes that the effectiveness of an organization relates to the environment in which it operates and that it operates well in an exciting environment and may be more proficient than one with no turbulence.

There are 4 tools to identify the elements which can be used to detect organizational performance: Constraints, Adaptation, Inertia and Selection.

Global Sustainability

We learnt how people can be impacted by the region and culture. A scholar by the name of Geert Hofstede worked in this area. His theory is divided into 5 dimensions: Power Distance, Uncertainty Avoidance, Individualism, Masculinity and Long-term Orientation.

We also learnt the theory of Kase et al (2011) who argued that Western managers' approach to problems is top-down whereas Eastern managers is bottom-up.

We learnt about different cultures: the Japanese WA culture and their behaviour and loyalty to the company and group; the Korean Chaebols – a large family-owned business conglomerate in South Korea; the Southern Asian India - family and Collectivist; the Thailand and Buddhist; the African belief system; the European Cultures, Western, American and Australia - the European “Old World” to “New World”; the 13 British Colonies; new immigrants from Latin America and Asia; we discussed Canada, Australia and New Zealand.

It was interesting to learn the history of the world's cultures in 4 hours. It was like going around the world in 4 hours. I learnt that organizations need to fully manage their culture and the individuals within it which will enhance their decisions in Recruitment, Socialization, Training and Motivation.

Ethical Dilemmas

Here I learnt that organizational structure helps to handle workplace dilemmas. Sometimes a person can be in a difficult situation and not knowing or having a structure they could make an unethical decision. A person can be doing what seems morally right yet creates a bad effect or do what seems morally wrong but create a good result. So my understanding is to weigh the outcome of one's action before making a decision.

I also learnt that the Shareholders, Employees, Society, Image of the business and Customers can affect my decisions based on the structure of the organization, so it is best that I acquaint myself with the Laws of the land, the economic system, the ideology, the new technologies, the different religions and the cultural and social beliefs of the country in which I am working. Then I will be equipped to avoid causing upset or confusion.

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Appendix

Organisational health check I did for my company

Add to Report

Organisational Health Check

This quick self-assessment has been developed to give you a general idea of the state of your organisation in terms of overall good practice. Going through these questions will help you identify the strengths and weaknesses of your organisation, and to draw up an action or development plan.

1. Stating our purpose	No	Nearly	Yes
1.1 We have a mission statement	☐	☐	☒
1.2 Our (current) aims (still) comply with our constitution	☐	☐	☒
1.3 We ensure that all the people working in our organisation understand its purpose at an appropriate level (staff and volunteers)	☐	☐	☒
Notes:			

2. Information on services and promotion of work	No	Nearly	Yes
2.1 We have an up-to-date leaflet or written information on our services	☐	☒	☐
2.2 We have a website or webpage with up-to-date information	☐	☐	☒
2.3 We make information available to users with special needs, on request	☐	☐	☒
2.4 We produce an annual report	☐	☐	☒
2.5 We keep our stakeholders (e.g. funders and potential funders, key organisations and groups) informed about our work such as sending them our annual report or invite to AGM	☐	☐	☒
2.6 We make use of the media to promote our work (press releases, radio etc.)	☐	☐	☒
Notes:			

3. Administration and paperwork	No	Nearly	Yes
3.1 We have a clear administrative system in place	☐	☐	☒
3.2 All our procedures are documented (so that staff and volunteers know what to do in case of absences or sudden staff changes)	☐	☐	☒
Notes:			

4. Finances	No	Nearly	Yes
4.1 We have written financial procedures (for banking, petty cash, cheques etc.)	☐	☐	☒
4.2 We produce quarterly reports (at least) on accounts	☐	☐	☒

4.3 Accounts and financial reports are presented to our Management Committee for review and planning (at least quarterly)	☐	☐	☒
4.4 We have a fundraising strategy which seeks funding from a variety of sources	☒	☐	☐
4.5 We know what level of reserves we need and what we can spend them on	☒	☐	☒
4.6 We have this amount set aside	☒	☐	☐
Notes:			

5. Internal Communication	No	Nearly	Yes
5.1 We hold regular staff meetings (as appropriate)	☐	☐	☒
5.2 Volunteers are invited to or represented at staff meetings	☐	☒	☐
5.3 The minutes of staff or management meetings are available to all staff and volunteers	☐	☒	☐
5.4 We communicate project updates internally on a regular basis	☐	☐	☒
5.5 We hold an annual 'away-day' for teambuilding and/or planning for trustees, staff and volunteers	☐	☐	☒
Notes:			

6. Governance or Management Committee	No	Nearly	Yes
6.1 We have a competent management committee and actively seek out people with appropriate skills	☐	☐	☒
6.2 We offer training and information to trustees on their roles and responsibilities, on legal issues and changes in legislation	☐	☐	☒
6.3 We have an induction procedure for new Committee members	☐	☐	☒
6.4 We invite our trustees to teambuilding, planning and social events	☐	☐	☒
Notes:			

7. Compliance	No	Nearly	Yes
7.1 We ensure that we comply with the regulatory requirements of our legal structure and submit accounts (where required) and other required material in a timely manner	☐	☐	☒
7.2 We comply with statutory regulation and have clear policies in place (including Health and Safety and Data Protection)	☐	☐	☒
7.3 We are complying with other required regulation applicable to our organisation (e.g. safeguarding)	☐	☐	☒
Notes:			

8. Equal Opportunities	No	Nearly	Yes
8.1 We have an Equal Opportunities policy that applies to all areas of our work	☐	☐	☒
8.2 We comply with the Equality Act (2011) legislation, including for recruitment of staff and volunteers and the provision of services	☐	☐	☒
8.3 We monitor Equal Opportunities and use this information to develop our services	☐	☐	☒
8.4 We include Equal Opportunities in our induction and offer training on equal opportunities to all staff, volunteers and trustees on a regular basis	☐	☒	☐
Notes:			

9. Staffing	No	Nearly	Yes
9.1 All staff have an up-to-date contract of employment, job description and terms and conditions	☐	☐	☒
9.2 We comply with employment and equal opportunities legislation and inform staff of relevant changes	☐	☐	☒
9.3 All staff receive regular reviews, support and supervision	☐	☒	☒
9.4 All staff are offered training and development activities	☐	☒	☒
9.5 There is a personal file with records of review and supervision sessions and other information tracking personal development	☐	☒	☐
Notes:			

10. Volunteers	No	Nearly	Yes
10.1 We have a volunteer induction pack and procedure with information on our organisation and its policy	☐	☐	☒
10.2 We offer to reimburse our volunteers expenses	☐	☐	☒
10.3 Volunteers are covered by our insurance	☐	☐	☒
10.4 Volunteers receive a clear task description and their situation is reviewed informally or formally through regular support and supervision	☐	☐	☒
10.5 We offer training and development opportunities to all our volunteers	☐	☐	☒
10.6 We invite volunteers to social events	☐	☒	☐
10.7 We hold exit interviews with volunteers	☐	☐	☒
Notes:			

11. Training and Development	No	Nearly	Yes
11.1 We identify the training needs of staff and volunteers through regular reviews or supervision	☐	☐	☒
11.2 We have an adequate budget for training and development	☐	☐	☒
11.3 We have an IT policy with a code of practice, which includes the use of internet, email and social media	☐	☐	☒
11.4 We evaluate training for the benefit of the trainee, the team and the organisation	☐	☐	☒
11.5 We have a written training policy linking training expenditure to our development or business plan	☐	☐	☒
Notes:			

12. Monitoring and Evaluation	No	Nearly	Yes
12.1 Our services or projects have clearly defined outputs, including those agreed with funders	☐	☐	☒
12.2 We monitor our activities and collect information on 'soft outcomes' (case studies, anecdotal feedback etc.)	☐	☐	☒
12.3 We evaluate the results of our monitoring activities	☐	☐	☒
12.4 We measure our performance against indicators or quality standards	☐	☐	☒
Notes:			

13. Planning our Service Provision	No	Nearly	Yes
13.1 We use monitoring data and user feedback to plan our services	☐	☐	☒
13.2 We have a work-plan or development plan and review it regularly (short, medium or long-term, as appropriate)	☐	☐	☒
13.3 We have a business plan (if applicable) and review it regularly	☐	☐	☒
13.4 Our planning process involves staff, volunteers (as appropriate) and trustees	☐	☐	☒
13.5 We involve service users in the planning process (indirectly, through feedback or directly, through representation)	☐	☐	☒
Notes:			

14. Networking and Partnerships	No	Nearly	Yes
14.1 We actively network with other organisations	☐	☐	☒
14.2 We work in partnership with other organisations	☐	☐	☒
14.3 We evaluate our partnership working and include this info when planning	☐	☐	☒
Notes:			

15. Resources and Information Technology	No	Nearly	Yes
15.1 Overall, we have sufficient resources to deliver our services effectively	☐	☐	☒
15.2 Our premises have been assessed for health and safety	☐	☐	☒
15.3 We use computers in several areas of our work (not just for typing letters)	☐	☐	☒
15.4 We back up our work on a regular basis (at least monthly)	☐	☐	☒
15.5 We have adequate technical knowledge or support, to cope with problems	☐	☐	☒
Notes:			

Please use the space below to list other things in your organisation which you feel are relevant: This could be particular areas that require support/and or issues you feel have not been covered in this Healthcheck.

Organisation Name: EASYJet airline.
~~MARS and Spence~~

Name of person completing this form: Ebitimi McQuade

Contact details:

Date: 28/11/22

YES NO MAYBE

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