

CERT HE BUSINESS SKILLS

Effective Teamwork & Communication

LCLM4003 | 50% Module Mark



FLIGHT FOODS LTD

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Communication Barriers at Flight Foods Ltd

A Case Study Analysis • Group Presentation • March 2026

Company Overview: Flight Foods Ltd

Setting the scene — the problem and the people

Key Facts



Business Type

Ready meals manufacturer for airlines



Workforce

40 workers, aged 16–60



Cultural Groups

5 distinct immigrant communities



Core Problem

Losing market share due to food standard failures



Environment

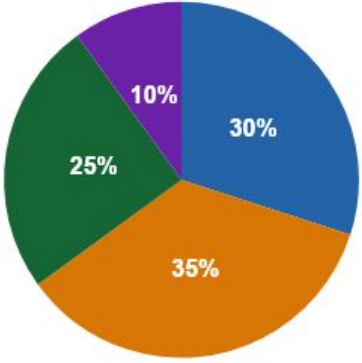
Large factory, old noisy machinery



Manager

Gary — English, qualified in Food Hygiene & Safety

Workforce Age Distribution



16–25 (Gen Z) 26–40 (Millennials) 41–55 (Gen X) 56–60 (Boomers)

Airline Complaint Types (illustrative)



Presentation Overview

Five barriers, three presenters, one solution framework

01

Environmental Noise Barrier

Theory: Shannon & Weaver (1949)

► Geovani Tatulescu

02

Language, Communication & Body Language

Theory: Berlo's SMCR Model (1960)

► Geovani Tatulescu

03

Age / Generational Barrier

Theory: Strauss & Howe (1991)

► Mario A. Gheorghe

04

Cultural Barrier

Theory: Hofstede (2001) + Hall (1976)

► Mario A. Gheorghe

05

Emotional Barrier

Theory: Goleman (1995) EI Framework

► Fabiana Cirlan

06

Recommendations & Conclusion

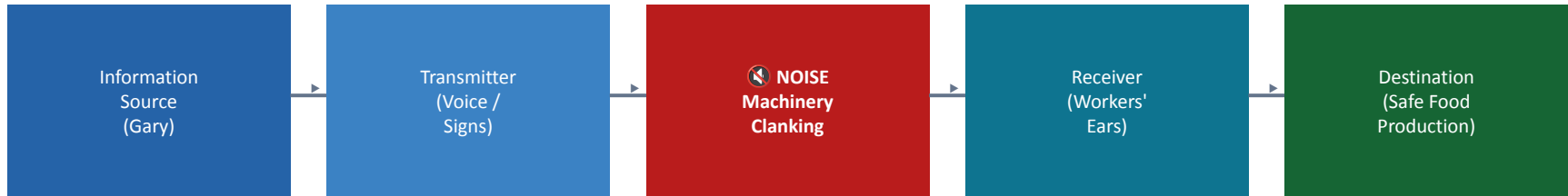
Theory: Evidence-based solutions + Q&A

► Fabiana Cirlan

Barrier 1: Environmental Noise

Presenter: Geovani Tatulescu | Theory: Shannon & Weaver (1949) Transmission Model

Shannon & Weaver (1949) Transmission Model



Evidence from Case Study

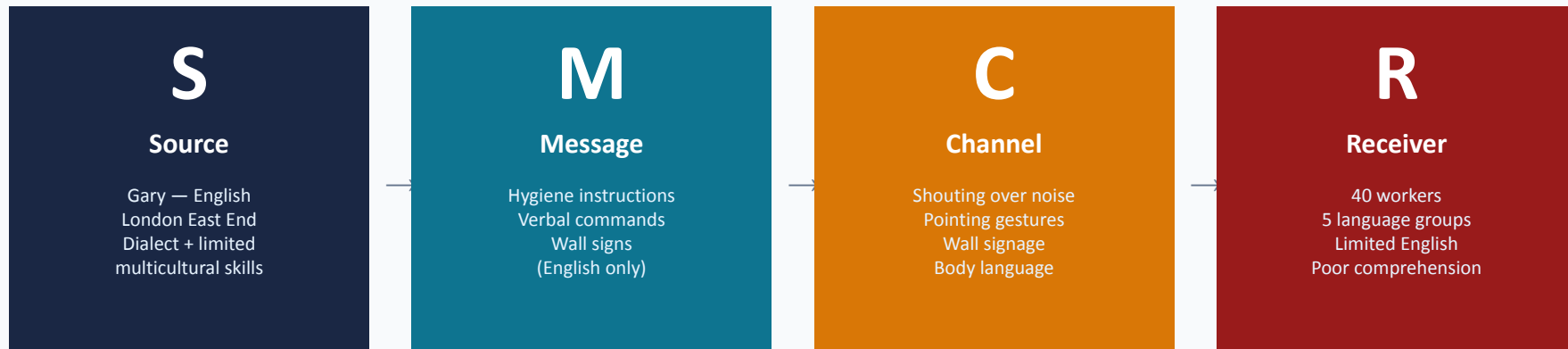
- ▶ Factory floor packed with old, noisy machines (case study)
- ▶ Machines described as 'clanking and banging' — Gary points to floor
- ▶ Workers cannot reliably hear verbal instructions
- ▶ Wall signs used as workaround — English only

Impact of Noise on Communication (% degradation)

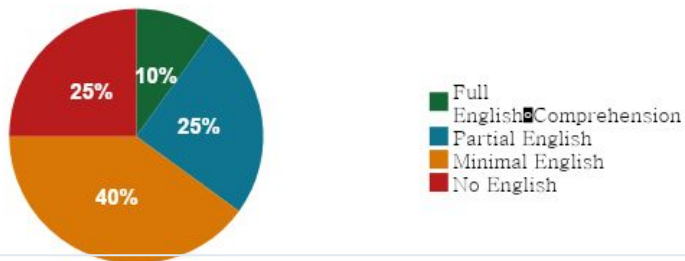


Barrier 2: Language, Communication & Body Language

Presenter: Geovani Tatulescu | Theory: Berlo's SMCR Model (1960)



Language Comprehension Gap (estimated)



Body Language Failure (Mehrabian, 1971)

- ▶ 55% of communication is non-verbal (Mehrabian, 1971)
- ▶ Gary screams 'Idiots!' — aggressive, demoralising gesture
- ▶ Pulling own hair signals frustration, not leadership
- ▶ Creates fear response — workers disengage and stop asking for help
- ▶ No positive non-verbal cues (encouragement, demonstration) visible

Barrier 3: Age / Generational Barrier

Presenter: Mario Alberto Gheorghe | Theory: Strauss & Howe (1991) Generational Theory

Generational Communication Profiles

👤 Silent / Boomers (56–60)

Formal, hierarchical,
respect authority

✓ Responds to Gary

👤 Generation X (41–55)

Pragmatic, prefer
written clear rules

~ Partial compliance

👤 Millennials (26–40)

Collaborative,
challenges authority

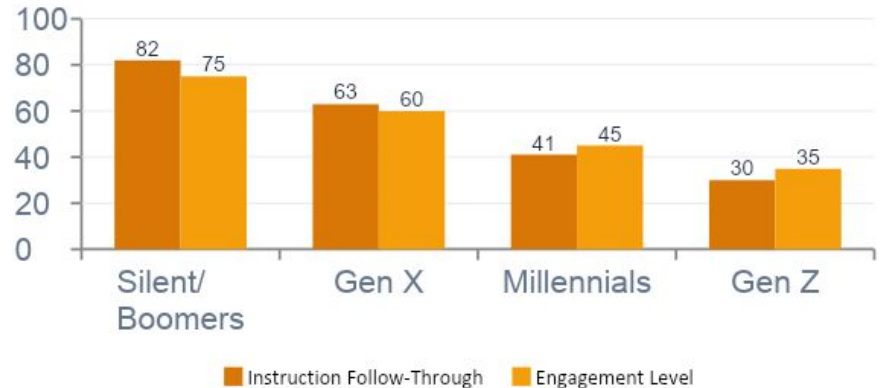
✗ Conflict with Gary

👤 Gen Z (16–25)

Digital, informal,
visual learners

✗ Disengaged

Estimated Compliance Rate by Generation (%)



Case Study Evidence

- ▶ Gary: 'The older ones seem to understand, but the problem seems to be with the younger ones' (case study)
- ▶ No differentiated communication strategies for different age groups — one-size-fits-all approach fails

Barrier 4: Cultural Barrier

Presenter: Mario Alberto Gheorghe | Theory: Hofstede (2001) + Hall (1976)

Hofstede's (2001) Cultural Dimensions

Power Distance

Workers from high-PD cultures may not question Gary's instructions even when confused

Individualism vs Collectivism

Collectivist workers may prioritise group loyalties over managerial directives

Uncertainty Avoidance

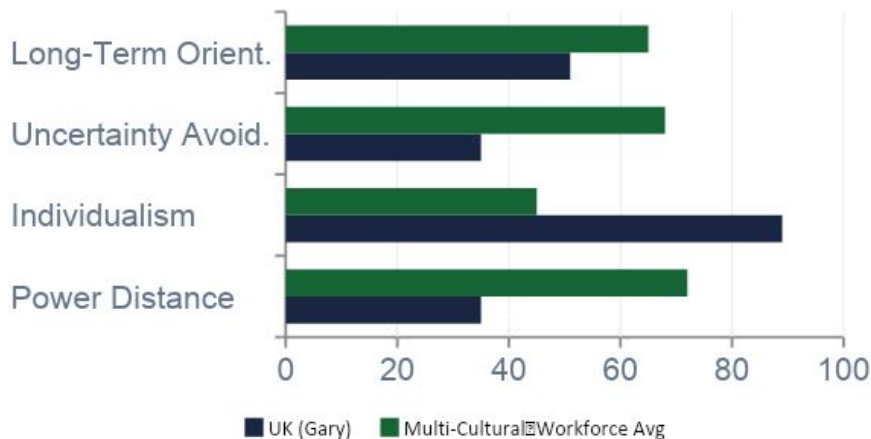
High-UA workers may not ask for clarification, increasing error risk

High vs Low Context (Hall, 1976)

High-context cultures rely on implicit meaning — Gary's explicit signs are insufficient

Cultural Dimension Score Comparison (Hofstede, 2001)

Illustrative: UK vs Multi-Cultural Workforce Average



Meat in vegetarian meals may reflect cultural misunderstanding of dietary norms, not deliberate negligence (Hofstede, 2001)

Barrier 5: Emotional Barrier

Presenter: Fabiana Cirlan | Theory: Goleman (1995) Emotional Intelligence Framework

Goleman's (1995) EI Domains Gary's Assessed Level

Self-Awareness 20 %

Unaware: dishevelled, grease stains, long hair

Self-Regulation 15 %

Screamed 'Idiots!' — poor emotional control

Motivation 55 %

Tries hard but undermined by chronic fatigue

Empathy 25 %

Fails to consider workers' linguistic barriers

Social Skills 20 %

Inadequate for multicultural leadership

Gary's Morning Timeline — A Case of Emotional Collapse

2:00 AM 🛠️ Still working on car — sleep deprivation begins

6:00 AM 😞 Wakes up — only 4 hrs sleep, grease under fingernails

6:15 AM 🧑 Notices long hair — violates own hygiene standard

6:30 AM 👕 Puts on dirty uniform — coffee & gravy stains visible

7:00 AM 🚗 Car breaks down — arrives barely on time, highly stressed

7:05 AM 😡 Discovers spoiled chicken — screams 'Idiots!' at workers

Recommendations: Overcoming the Five Barriers

Presenter: Fabiana Cirlan | Evidence-based solutions for Flight Foods Ltd

1. Environmental Noise

Install noise-dampening acoustic panels; introduce visual light-signal systems; create a quiet briefing zone before each shift (Shannon & Weaver, 1949).

2. Language & Communication

Provide pictogram-based multilingual safety signage; hire bilingual team leaders; deliver translated food hygiene inductions (Berlo, 1960).

3. Age / Generational

Use digital/visual formats for younger workers; structured verbal demonstrations for older staff; peer mentoring across generations (Strauss & Howe, 1991).

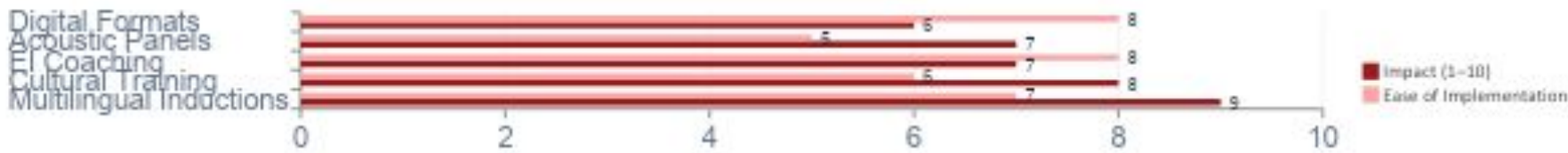
4. Cultural

Deliver mandatory cross-cultural awareness training; appoint cultural liaisons; adapt hygiene policies to respect dietary norms (Hofstede, 2001).

5. Emotional

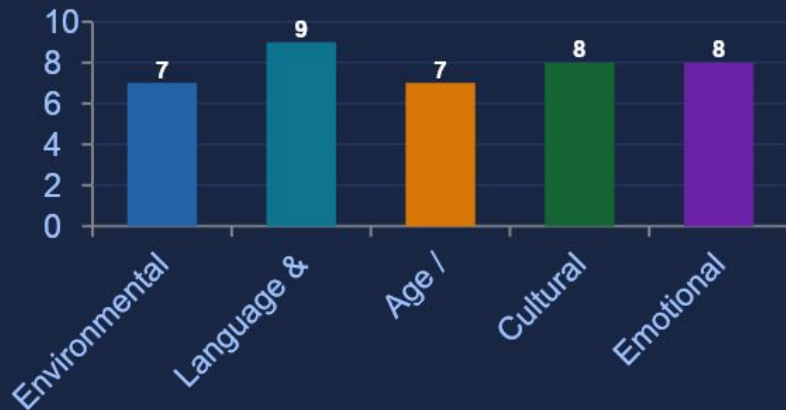
Provide Gary EI leadership coaching; introduce managerial stress support; establish escalation protocols so Gary has backup in crises (Goleman, 1998).

Implementation Priority: Impact vs Ease Matrix



Conclusion

Barrier Severity & Resolution Priority



Multi-layered crisis

Five barriers operate simultaneously — no single fix is sufficient for Flight Foods Ltd.

Theory confirms practice

Shannon & Weaver, Berlo, Hofstede, Strauss & Howe, and Goleman each illuminate a distinct failure dimension.

Systemic root cause

Management's failure to provide training, resources, and structured inductions is the fundamental driver.

Urgent action required

Continued inaction risks airline contract losses, food safety sanctions, and harm to consumers.

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Harvard Referencing Style | Module LCLM4003

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