**Individual Report**

**Main obstacles to Improving Organizational Effectiveness**

Improving organizational effectiveness within a complex environment like British Airways (BA) presents with a massive number of challenges. From a managerial perspective, cultural transformation and internal resistance are primary concepts that can be discuss.

The entrenched culture at BA is an obvious obstacle. This culture, which can be viewed as hierarchy, stays tenaciously and keeps controlling the behavior of both their executives and employees. This legacy is a clear manifestation of Lukes’ concept of one-dimensional power—behavioral power (2021). Behavioral power, or so-called decision-making power, means person A has the power to make others do something they do not willing to do in other scenarios. (Dahl, 1957). In the case of BA in the 80s, although seemed to be providing a better environment for employees, the attempt of cultural transformation to “Putting People First” faces resistance from lower levels; which, may due to being used to a more traditional and hierarchical structure. On the other side, the actions from executives when facing the strike from employees in around 1997 shows a clearer view of this entrenched hierarchical culture. The old culture never really been changed or replaced by the new “Putting People First” culture.

The internal resistance faced by BA during the cultural transformation in the 80s can be understood through the concept from Foucault’s theory. Where there is power there is resistance. Power is not merely a tool or a resource possessed by individuals or groups. Instead, it is a relational force that operates and moves within society (Foucault, 1997). In the transformation in both the 80s and 1997, BA faces huge internal resistance, no matter what outcome the transformation wants to bring out, showing the importance of internal voices.

**Learning from BAs’ Management Approaches**

The transformation of British Airways provides valuable insights into the difficulty of trying to improve organizational effectiveness in a established large company. Several key concept can be seen and learned from the approaches taken by management, including balancing power and resistance, adapting managerial control, and the ability of learning and adapting continuously.

Resistance is encountered during the transformation process at BA. During the times when Colin Marshall trying to shape the culture within the company, actions such as showing participation more than plain employees, involving them in the process, and showing up in the frontline facing both worker and customers are taken. Executives tried their best to minimize resistance by showing empathy and understanding toward employees. On contrary, when a big change is needed in the company again, Bob Ayling seemed does not successfully balancing power and resistance. By taking actions that strengthen the image of power, the internal resistance therefore been formed and grow significantly, causing a huge loss in the following years.

The transition of BA in the 80s reflects a shift in managerial control patterns. Moving away from traditional Taylorism, the company embraces more balanced strategies between direct and indirect control. This shift can also be viewed as a movement leading its culture into a style with more technical control. British Airways’ approach to control evolved to be less about hierarchy and more about empowering employees, fitting the modern forms of control.

One more significant key point from BA’s experience is the need for non-stop learning and adaptation. The aviation industry, like many others, is subject to fast changes. The company’s ability to adapt its strategies in response to the changes is crucial. As the executives introduce better strategies and culture, some old and entrenched stuff remain the same, causing huge conflict in the near future.

**Reference:**

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