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Leadership, Management and Change

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Introduction

This paper is about leadership and it discusses the importance of good leadership and how it helps in smooth running of the company. For this purpose the case of Airbus has been taken which is a company associated with Aviation business.

Leader is one of the cornerstones of the company; he is the one who decides what is to be done and things materialize (Northouse, 2015).It is essential to know the leadership potential present within the company if one wants to find ways to strengthen it. In fact, leadership is within the reach of many, develops over time and is acquired with experience (Overall, 2015). An evaluation of leadership within the company allows to target the promising individuals and the weakest and, at the same time (Avolio et al., 2009), to be better prepared for business challenges.Steps such as coaching, mentoring and training can provide strategic support to accelerate the development of potential future leaders. Moreover, considering the fact that the best leaders are those who know enough how to pick and choose a complementary team, a tool such as the potential assessment may also be of great use (Dubrin, 2015)

In business today, one must recognizes that leadership is no longer the preserve of senior management executives (Westerberg&Tafvelin, 2014). There are different degrees of leadership, which can be distributed throughout the enterprise at all levels of positions. Business leaders have an incentive to admit, in their organization (Certo, 2015), key individuals who demonstrate leadership potential. They subsequently ensure to provide them conditions that will foster their development and enhancement.

In the course of this discussion importance of leadership and management is discussed in the context of the company Airbus.

History and Profile of Airbus

Airbus is an example of a major project for which incessant difficulties could derail the success of the project. Airbus is European aeronautics consortium. USA had the largest share of aviation industry market (Simons, 2014). Yet European aerospace companies had long shown their capacity for innovation and success (the first jet, the first turbo-jet engine, the first supersonic were of European origin). Wishing to build devices based on customer needs (passengers but especially companies) Airbus was able to compete with US products. Indeed, no European manufacturer by itself had the resources to compete with American manufacturers. This going into a logic of pan-European cooperation to provide a serious offer. This is where Airbus is an illuminating case of large project management for a development towards efficient production management.

Presumably the original Airbus dates back to the cooperation between France and Britain to create the Concorde. If there was a broad failure commercially, this project showed that cooperation between different European manufacturers could generate enough significant technological advances to reach a stable competitive advantage to compete with the undisputed leader in the sector: Boeing. It was in 1969 that the project of a European plane of 226 passengers in two classes was initiated through two countries: France (Aérospatiale) and Germany (Deutsche Airbus GmbH). Both companies regrouped each other aviation companies (Sud Aviation, manufacturer of the "Caravelle" Messerschmitt) (Kirchwey, 2014). Each partner was responsible for the specific production of sub-assemblies of the aircraft (wings, cabins etc.). Each to best uses its initial skills.

Furthermore, it was decided that despite the production breakdown, commercial and coordination functions were to be performed by a single entity: Airbus (the consortium). Although divided, there was a centralization of general decisions. Partners also appealed to non-European companies to important elements of their devices (e.g. reactors are manufactured by General Electric). The work of construction of the first aircraft began in 1971 and ended in October 1972. The Spanish company Construcciones Aeronauticas SA (CASA) entered the consortium with German and French. European airlines (Air France, Lufthansa etc.), attracted by this type of aircraft, quickly passed the orders; but later other companies (particularly American) ordered the A300 and quickly (1975) Airbus acquired 10% of the aerospace market share and 26% (1979) never falter to reach the leading position (Kirchwey, 2014).

However, the year 1976, was difficult because no plane was ordered. In 1978, the A310 (derived from the A300) was launched. Tempted by both commercial and technical success of these aircraft, British Aerospace became a partner of the consortium (1979) despite having already participated in the construction of aircraft (Kirchwey, 2014). This led to the development of the A320 project (smaller than the previous because meeting the needs of the airlines, it was produced in 1984). This device was truly innovative in relation to other existing products. Then came various models borrowed heavily from the A320: A321 (1989), A319 (1992) etc. (Simons, 2014).

Production rates of the consortium were started increasing steadily. Now, more than 160 airlines are customers of Airbus. Airbus is currently the leader in the aviation industry (nearly 70% of market share), but it is likely that this success is due to government aid of different countries participating in the project. Indeed, it seems that the cost of production of Airbus aircraft is higher than those of Boeing (Simons, 2014). The financial and technological support

of partners enabled the country to fill the lack of profitability but now the manufacturer is returned to logic of repayment.

Importance of Leadership and Management

The research depicted that the good performance of employees and the organization is associated with a high level of confidence and a positive and dynamic leadership style (Oakland, 2014). However, poor performance is the result of a climate of confidence decline and negative leadership. Teams which have developed a high level of confidence are characterized by the existence of a leader making certain activities (Lussier & Achua, 2015). This is the clarification of objectives, distribution of tasks and the development of communication standards of due trade, the wealth of feedback and frequency of interactions. These results emphasize the production roles made by the theory of behavioural complexity. Leadership effectiveness is linked to a positive style, dynamic, directional but not necessarily authoritative (Chaston, 2013).

On the relationship between leadership and management of the trust, research highlighted the importance of the functions of coordination and control of work and facilitation to build relationships of trust. The instantaneous nature of trust explained the importance of actions relating to work for its development. The leader must build trust by establishing standards of behavior and communications for the implementation and enforcement mechanisms for coordination and performance criteria (Oakland, 2014). The developed standards must take into account different cultures and skills to ensure their acceptance by all team members.

In addition, the development of trusting relationships is provided by a positive leadership style, constructive, dynamic and shared. In this sense, excessive authoritarianism, destructive remarks and the strong centralization of power and decisions can only worsen relations between

the members of an organization (Oakland, 2014). The lack of history of relations and information on the attitudes and behaviours of the members in addition to their isolation weakens trust and facilitates its decline. It is then very important for leaders to develop skills related to collaboration, communication and socialization to avoid the frustration of members and the deterioration of interpersonal relationships (Pless& Maak, 2012).

Airbus is one of the most advanced companies in terms of management skills. Already in 2010, over 99% of the 60 000 employees were assigned to a profession marked in the job repository and grouping a set of skills. More than 60% of employees participated in a personal interview skills management in the same year (Voon et al., 2011). Optimizes Skills, Airbus tool for overall management skills has been up in 2005 to replace several disparate initiatives from acquisitions and mergers which includes Airbus (Chaston, 2013). Although the tool is available to employees had to start the project Airbus Key Competences (AKC) to boost their membership.

Internally, the engineering function is considered to have a level of maturity in management of relatively high skills. The engineering office was the first to implement a management skills approach by defining a catalogue of skills consisting of professions, skills and abilities (Tannenbaum et al., 2013). However, joining this initiative accelerated when the engineering function has joined the project of Airbus Key Competencies four years later. The employees of this function are concerned with the launch of the A380, the plane of the largest air passenger market. In 2008, a problem at the 500 km of cabling installation appeared (Chaston, 2013). The company had already announced two delays in delivery which made their shareholders and customers worried. An urgent need to hire about 300 electrical engineers was identified. While this need is critical, it was only temporary.

The after sales service is considered one of the most advanced features in Airbus in management skills. This is the function or percentage of staff who have completed annual maintenance of skills management is highest. This approach has been piloted by management that was based on the projection of skills to develop a financial plan related to resource needs. The maturity in management skills was high and cited the numerous initiatives and communications about it. The employees are less likely than their managers in forecasting approach, managers with the objective to identify future skill gaps as a result of the individual analysis with employees (Bouilloud & Deslandes, 2015).

The management of commercial service has taken the formal decision in 2009 not to submit to its employees and its managers' annual maintenance management skills. The former head office saw no interest and preferred to focus on more concrete tasks such as recruitment, mobility and training. Skills management was therefore addressed in an ad hoc manner. However, in 2010, John Leahy, Airbus head of Sales has decided to integrate the function into the general process management skills. However, the late start of this function that level maturity is relatively low. The level of maturity of Skills management was admitted there and some still have trouble to understand the purpose and challenges of this approach (Bouilloud & Deslandes, 2015). The level of projection was also low then there seems to be a consensus that the projection urges better to identify current skills gaps. The maturity of Skills management is built along the projection practices. The sales department is a very interesting case study because function seems to be the critical point where competency management has been put up which raises the need for projection and forecasting.

Approaches to Change of Management

Change management is a relatively new discipline from its origins until today has led to numerous studies and analyses even if the subject is always the same, namely the management of the human element in the changes. Adopting a historical perspective to step back from the approaches and procedures that have been put forward over the years is required. Indeed being mostly integrated into the culture of organizations, they are more or less valid (Theaker, 2013).

Only the business manager can take the most important decisions for the survival and sustainability of the company. Few people take the time or who feel the need to express clearly to their staff the broad guidelines they have set or organizational changes undertaken (Gardner & Laskin, 2011). Bring about the necessary changes is to have the constant concern to identify and disclose the resources or skills not yet used. To ensure success and changes, so must study the behaviour (Pamfilie et al., 2012).

Indeed, the behavior is critical in managing change as a source of identification of leadership style. There is no better style that meets all positions or all situations. However the one with a style may well apply. He tries to reconcile between work and the individual. The long-term work programs requiring behavior and intake procedures. They should be well assessed in terms of the individual, attitudes and values (Theaker, 2013). The most important point is to determine the best decision for the individual; this requires the analysis of a person's decision to style and characteristics of situations.

In fact, the changes that have to do now facing Airbus can be classified into three categories: incremental, transformational and transitional. The incremental change, are changes that are to evolve the existing to make it better. It is the change which was implemented in the beginning phase of Airbus (Theaker, 2013). The pace of implementation of this change is

gradual, its management is imposed or co-built and ad hoc planning. Typically the modification of a procedure, the development of an information system, solving technical problems, etc. position themselves in this category of change.

Then in the second phase of the evolving of Airbus, the company went through the transitional changes, which bring Airbus globally or on a domain, change by moving from this state, well known as corresponding to the current situation, a future state known mainly (Kutz, 2015). The transitional qualifier refers to this change of state, imposed mostly with varying scope and depth often strong. Being linear, the pace can be fast and overall planning (Theaker, 2013).

The transformational changes are changes that disrupt Airbus without the state meet is precisely known at the start of the change process. The organization has to reinvent itself, rapidly and co-built the most part, the various aspects to deal with its issues by performing a nonlinear way through trial, error, assessments and learning based on a vision of future state (Theaker, 2013). This so-called digitalization of organizations is transformational change because its outcome is not known in advance. In fact, it will vary greatly depending on the nature of the technologies and their ownership by the employees for uses that have not been previously imagined.

In 30 years, changes in the industrial approach Airbus lead to major developments in relations between the principal and subcontractors and to reorganization of the sector in the Midi Pyrenees region. Until the late 70s, the aviation industry was structured under the leadership continues to state that decides widely as the choice of products as leaders. This logic called "Arsenal" (Kirchwey, 2014) has led to a industrial and financial concentration process and the

creation in 1969 of a single company which will carry out all stains concurrent in the manufacturing of the aircraft.

The Airbus organization is based on the establishment of an international division of labour around an industrial concept based on the various Centres of Excellence, based on the core competencies of each site within its area of expertise (Yukl,, 2010). The details vary by aircraft model, but the most common organization is to manufacture the wings in Britain, the tail in Spain, the fuselage in Germany, nose and centre section in France. Final assembly takes place in Toulouse or Hamburg. At this load distribution between the different sites of Production is in addition a division of labour between the different plants in the same site and load distribution between Airbus and subcontracting (Kirchwey, 2014).

Refocusing movement on the manufacturer of core business results in significant increase in the outsourcing of non-strategic activities. So, systems integration and aircraft subsystems - seen as central to the architect profession and integrator of aircraft - is not outsourced. Outsourcing deals with subsystems or subsets - major components of systems, or aircraft components.

It was then the end of the model of the integrated firm that prevailed in the 70s where aircraft manufacturers realized internally most of the operations leading to the aircraft manufacturing. Indeed, the share of purchases in Aérospatiale turnover is from 40 to 70% between 1980 and 1990. This outsourcing of non-core activities has resulted in a multiplication of subcontractors, monitoring high cost and difficulties to ensure the quality of production, especially as each institution managed its own contracting purchases (Oakland, 2014). This outsourcing is thus based on the constitution around the company of a stable partner network

with complementary activities in which the durable relationships formed and partnerships established with the objectives of improving performance and risk sharing. All these developments in the Airbus strategy has resulted in major changes in the regional aircraft sector.

Conclusion

These changes lead to two major changes: a restructuring of suppliers and implementation of lean methods. To manage the new structure an overhaul of the catalogue has been made. In parallel, the function has lean implementation methodology, the aim being to reduce costs at the time, space, and effort. Unnecessary part of the process was eliminated to foster optimization. Because of this initiative, some "Lean" skills are also included. The change in strategy was necessarily impact the projection skills. This new vision led them to measure current skills in a different way and in the same way this measure focused on new skills that were not previously identified. The case of Airbus highlights the link between the provision and collection of current skills.

There is a positive correlation between the maturity and skills management projection of future skills needs. It seems that the projection contributes to the growth of maturity in management skills including improving the general perception. The management of skills depends on the projection level. The projection is not relevant until a competence management system is in place. The projection then appears to become a competence management maturity accelerator and at the same time management skills seems to encourage the screening.

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