American Airlines Leadership Approaches

Kristi Williams

Regis University

HR6350\_X70\_Strategic Human Resource Mgt

Stephen Dicroce

March 20, 2021

American Airlines Leadership Approaches

Subject: Analyze an Organization’s Leadership Approaches

Leadership approaches, skills, and models are critical aspects that determine and define the tone of organizational development and structure. All these approaches can vary significantly from individual to individual, team to team, and form an organization to another. In the present era, human resource professionals believe that leadership development within an organization is essential for success. They also assert that accomplishment in any of the businesses will be difficult if all the recruitments are based on the craving and plan for leadership development. When an organization becomes successful, it allows the leadership skills to be enhanced at all levels.

The memo will present an analysis of the contribution by human resources to the leadership practices as well as development within American Airlines. The analysis will also present an analysis of the way numerous leadership approaches, skills, models, emotional intelligence, traits, and influence on the effectiveness and behavior of the organization. The director of the human resources the American Airlines rose interviewed to determine the leadership approach used within the organization. The findings based on leadership approaches utilized within the organization will be thoroughly analyzed and recommendations will be provided for any type of improvement.

“As per the director of the human resources of American Airlines, leadership development comprises of formal training and professional development programs created to assist the flying crew for improvement in the leadership skills. The same is applicable for the people who are involved in other important tasks at the airport facilities. One of the significant contributions made by human resources to the leadership practices as well as development in American Airlines is the formation of strategies for leadership development. The same strategies are implemented by the senior leader is to improve the overall efficiency and had a positive impact on the return on investment” (Leff, 2020).

American Airlines have more of a Transactional Leadership approach. This leadership style really focuses on an exchange or transaction that takes place among leaders, followers, and coworkers.  This transaction is based more on having required conditions and rewards and having people fulfill these requirements to create results for the company. Developing an organization based on a transformational leader would help the company focus on the four components of transformational leadership that I mentioned earlier. Having more of this focus in leadership positions would help promote the following: motivating and inspiring followers by providing them meaning and challenge to their work, paying attention to each employee’s needs for achievement and growth within the organization, serving as a trusted and respected role model, and stimulating employees to achieve innovation and creativity.

One of the obligations of the Human Resource Department of American Airlines is to make sure that the right people are placed at the right time in the organization under the right leadership. Let us consider an example of a pilot who was hired at the senior position, but not competent to handle the roles and responsibilities of the senior pilot. In such cases, there will be serious problems not only for the organization but also for the passengers who have trusted their life believing that the airline will provide the best facility. This shows that effective leadership along with engaged employees can have a positive impact on organizational performance and improved contribution.

The human resources director of the organization stated that the employees are assigned the leadership role without providing significant support and development their need for efficient performance and fulfilling the obligations of the leaders. “In American Airlines, the human resource professionals frequently address the issues related to leadership skills by organizing a leadership development and training program that helps in improving leadership skills in terms of duties performed. Moreover, the human resource assistance in the formation of policies and systems for supporting the leadership. The human resource also uses some of the processes like performance appraisals and promotions to inculcate positive leadership within the organization” (Al Khajeh, 2018).

The roles and responsibilities of leadership are essential when it is associated with the formation of the mission and vision of the organization, along with the development of strategies and policies for accomplishing the goals and objectives. Numerous leadership approaches and models are used in American Airlines and the leadership approach with the prevalent is transformational leadership that focuses on communicating between various departments of the organization. It is the most powerful leadership style followed by most of the organizations so that there should be a clear understanding associated with the motivational level and interest of people. As per the human resource director, few of the leadership styles have a significant impact on the effectiveness of the organization while there are few which can have an adverse impact. The leadership utilized within the organization ensures that the employees are provided opportunity and sense of belongingness along with participation in the decision-making process.

The effectiveness of any organization is the extent to which the management is able to make use of resources and satisfy the goals without having a negative impact on the resources. This also necessitates that undue pressure should not be placed on the employees. In addition to this, the leadership approach utilized by the organization helps in defining the clear vision as well as empowers the workers so that higher standards can be accomplished and meaning can be provided to the organizational behavior. One of the leadership skills that have a significant impact on the effectiveness of the company is human skills which tell about the working of an individual and what kind of behavior is expected individually and working in a group (Erkutlu, 2008).

Another important aspect of leadership is to understand the motives and feelings of the employees so that they can have a positive impact on the working of American Airlines. Emotions and motives are the reasons behind the working of an employee at different workplaces. If the motives are fulfilled, then the employer will be retained for a long duration. On the contrary, if the employee is not satisfied with the work or job then there are chances that he or she will leave the organization in near future. Another essential impact of human skills on organizational behavior is empathy which means putting yourself into the shoes of others. This means understanding the emotions and motives of others.

Another significant leadership trait observed to have an impact on the organizational behavior of American Airlines is communication skills. Communication skill is all about the exchange of ideas and opinions. The survival of any of the organizations can only be possible with the help of communication as the managers spend more than 50% of their time communicating with their subordinates. The organizational leaders of the company make sure that the entire workforce is provided with sufficient information for consistent performance. The leaders of American Airlines also spend significant time communicating with the employees. Moreover, the human resource director also considers emotional intelligence factors having an impact on organizational effectiveness and behavior.

Emotional intelligence is the ability to determine the feelings of ourselves as well as others and helps in managing the relationships of one with others. A few of the aspects like social skills, social awareness, self-motivation, and self-awareness are a few of the behavioral aspects which are critical in emotional intelligence. As per the director of human resources, the leaders of the company are self-aware and have the ability to determine the emotions of people. Self-awareness helps the leaders to comprehend when the needs of employees should be fulfilled and the way to know their emotions.

The recommendations to the company are to establish a positive attitude and motivate for persistent performance. The leaders should lead others by setting an example, when an employee considers the manager to be discouraged then it becomes difficult to perform and work efficiently. The employees should be motivated to actively participate in the decision-making process. I also recommend a mentorship program. Since the merge of the company there has been issues and still a divide with the employees. Leadership should try to mix up employees, the original American Airlines employees should work with the U.S Airways employees and vise verses.

**References**

Al Khajeh, E. H. (2018). Impact of Leadership Styles on Organizational Performance. *Journal of Human Resources Management Research*. (2), 1-10.

Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness. *Journal of Management Development*, 27(7), 708–726.

Leff, G. (2020). *American Airlines Huge Leadership Reshuffling with Several Vice Presidents and Higher Leaving*. https://viewfromthewing.com/american-airlines-huge-leadership-reshuffling-with-several-vice-presidents-and-higher-leaving/