

Leaders in Aviation Report 2021



GOOSE 

R E C R U I T M E N T

#LeadersinAviationReport2021

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Welcome



GOOSE Recruitment

GOOSE Recruitment is a specialist in Aviation recruitment. GOOSE is part of the Faststream Recruitment Group, employing over 100 people and with a history spanning from 1999. GOOSE operates across global hubs in the EMEA and Asia-Pacific regions, servicing their customers, including pilots, aviation professionals and airlines, across the world.

The goose is synonymous with long-distance flying and incredible teamwork. This aptly represents the foundations of GOOSE Recruitment – an incredible team of recruiters striving to be the very best in the industry, here for the long-term and spanning the globe.

Our parent company, the Faststream Recruitment Group is a global people specialist in shipping and maritime recruitment. We know what it is to be truly specialist in a generalist recruitment marketplace.

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Mark Charman

CEO & Founder of GOOSE Recruitment

Mark is the CEO of GOOSE Recruitment and founded parent company, Faststream Recruitment Group, in 1999. He has a wealth of knowledge and experience in recruiting in high-demand, skill short sectors globally, and he is bringing these new ideas to the pilot and aviation recruitment market. As a Fellow of the Recruitment and Employment Confederation, he is a renowned thought-leader in specialist recruitment. Mark's involvement as a speaker, panellist and writer provides a headhunter's perspective into human factors in the workplace.

This report has been produced internally by GOOSE Recruitment. Data collected in July and August 2021. Please note, quotes from survey respondents represent their thoughts and views and not those of GOOSE Recruitment.

Foreword



Aviation has been one of the most significantly impacted sectors during the pandemic. Many aviation businesses are still having to work in survival mode and the demands placed on Aviation Leaders have never been greater. A stressful and pressurised working environment has been heightened with many Aviation Leaders living in fear of redundancy and furlough.

The pandemic has quickly made us face adaption to new ways of working, as well as being given more time to think and re-evaluate what is important to us in our careers.

It has not been the crisis alone that has made its impact. The pressure to continue to digitally transform businesses, the threat of cyber-attacks, as well as a stronger focus on climate change and building more diverse workforces, have all been significant.

Many leaders have been forced to cut costs, restructure their workforces, and make challenging executive decisions that will in turn protect the future of the businesses that they manage. We have witnessed courageous leadership that is a testament to how some

Aviation Leaders can lead their businesses through some of the most challenging times that they will ever face.

It was essential that we speak with Aviation Leaders to delve deeper into the factors that have impacted them over the last 18 months and their plans on how they will thrive as leaders in the future.

We have created this unique report to establish and highlight trends from an Aviation Leader's perspective. We will uncover trends in careers, reward, working styles, the future of work and leadership.

It covers areas such as: Has the expatriate lifestyle lost its appeal? What aspects of leadership have Aviation Leaders had to improve? Have Aviation Leaders had to adapt their leadership style? How confident are Aviation Leaders to change jobs? What are leaders views on the future of working styles? What impact has the pandemic had on the future of reward? Will remote working change reward structures? These are just a few of the questions that are so unique to the aviation sector and ones that only the leaders themselves will answer.

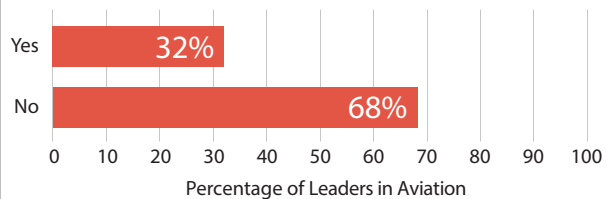
The expatriate lifestyle

In a time where travel restrictions, lack of global mobility and social distancing have made their mark, we have seen a change in people's desires in their lifestyle and work-life balance choices.

The aviation industry has traditionally relied on a diverse workforce, including expatriates to meet the growing talent needs at all levels across the world. We wanted to find out if the pandemic had made an impact on where Aviation Leaders want to work in the future.

We started by asking those who identified themselves as expatriates whether they felt the expatriate lifestyle had lost its appeal due to the pandemic. 32% agreed that it had, with 68% disagreeing with this statement. Respondents who classed themselves as expatriates still found the prospects of an expatriate lifestyle attractive, despite global social distancing measures and travel restrictions. They said:

EXPATRIATES: HAS THE EXPATRIATE LIFESTYLE LOST ITS APPEAL DUE TO THE PANDEMIC?



- ♦ "Even though the pandemic has affected the way we work and limits travel, the appeal to work in tax-free environments has not lost its appeal." **Aviation Leader working in the Middle East and Africa.**
- ♦ "I think it would be too early to say whether being an expatriate is still an attractive lifestyle. We've lost our social



The expatriate lifestyle *continued*

lives and cannot travel back 'home' but this is temporary, and I believe that everything that made it attractive before will once again return." **Aviation Leader working in Asia-Pacific.**

◆ "I feel the Middle-East has done a better job than my home country, so I feel lucky to be an expatriate living and working here." **Aviation Leader working in the Middle East and Africa.**

◆ "As an expatriate living and working in New Zealand, we are all probably the envy of the world right now." **Aviation Leader working in Asia-Pacific.**

We continued our line of research by putting the same question to those Aviation Leaders who were working in their home countries. The opinion of these will have a significant impact on the options available for expatriate talent in the future. 39% agreed the expatriate lifestyle had lost its appeal, a higher percentage than those who were expatriates themselves. Those living and working in the Asia-Pacific region were the most likely to agree that the expatriate lifestyle has lost its appeal, with 60% of Aviation Leaders agreeing with this statement.



BECOMING AN EXPATRIATE WILL BE LESS IMPORTANT IN THE FUTURE. REMOTE WORKING WILL BE A KEY FEATURE IN EMPLOYMENT AND THE AVIATION SECTOR WILL NOT BE AN EXCEPTION TO THIS. WHY MOVE ABROAD WHEN YOU CAN STAY IN YOUR HOME COUNTRY WITH YOUR FRIENDS AND FAMILY? **AVIATION LEADER WORKING IN EUROPE.**

Respondents from across the world said:

◆ "Becoming an expatriate will be less important in the future. Remote working will be a key feature in employment and the aviation sector will not be an exception to this. Why move abroad when you can stay in your home country with your friends and family?" **Aviation Leader working in Europe.**

◆ "I think the pandemic has made it more difficult with border closures as well as the inconsistency of applications to live and work in different countries." **Aviation Leader working in Asia-Pacific.**

◆ "The need to be with my family has been highlighted by the ongoing pandemic. The expatriate lifestyle does not appeal if I cannot be with my family." **Aviation Leader working in the Middle East and Africa.**

◆ "The pandemic has uncovered risks to working abroad that previously were never considered. The cessation of global travel would have severely affected me if I worked abroad." **Aviation Leader working in Europe.**

◆ "I think the pandemic will make employment shift to a stronger 'hire local' attitude." **Aviation Leader working in Asia-Pacific.**

Individual circumstances of Aviation Leaders and restrictions put in place by local governments are having an impact on the opinions of Aviation Leaders with regards to where they will want to work in the future. Aviation's focus on digital transformation through the crisis also opens up the question of whether leaders will need to be in-country to be successful in global roles. Some governments will want to focus their efforts on developing local talent and will put pressure on businesses to follow suit.

"I think that if the expatriate lifestyle loses its appeal too much the aviation industry could suffer. Encouraging diversity in aviation is not just about gender, race and ethnicity anymore. An inclusive workplace also embraces employees from different generations, cultures, religions, those with different political beliefs, education, and socioeconomic backgrounds. Creating a diverse and inclusive workforce creates many business benefits for aviation. From increasing employee engagement and retention, improving creativity and innovation to promoting diverse skillsets and understanding markets."

Leadership in a global pandemic



Operating in an environment in direct contrast to business-as-usual, we asked Aviation Leaders if they had to adapt their leadership style during the pandemic. Globally 79% agreed that they had. Aviation Leaders working in the Asia-Pacific region were the most likely to have adapted their leadership style with 85% agreeing.

“Being challenged by the unpredictability of the crisis and having access to often only imperfect information has

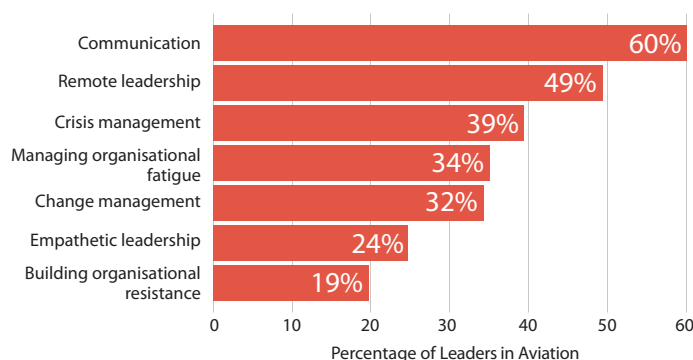
put even the most experienced Aviation Leaders under pressure to relook at how their teams are led through a crisis.”

With over three-quarters of Aviation Leaders agreeing that they had needed to adapt their leadership style, we continued by asking what aspects of leadership they have had to improve the most during the pandemic.

Respondents were requested to choose the top three skills of improvement out of a choice of seven: Building Organisational Resistance, Communication, Change Management, Crisis Management, Empathetic Leadership, Managing Organisational Fatigue and Remote Leadership. Globally, the top three responses were Communication (60%), Remote Leadership (49%) and Crisis Management (39%).

Looking at the regions individually, there were some key differences. Respondents in the Asia-Pacific region rated Crisis Management (56%) and Managing Organisational Fatigue (56%) at the top, followed by Communication (44%). Those working in the Americas region responded to the question by rating Remote Leadership (71%) at

WHAT ASPECTS OF LEADERSHIP HAVE YOU HAD TO IMPROVE THE MOST DURING THE PANDEMIC?



Leadership in a global pandemic *continued*

THE TOP THREE ASPECTS OF LEADERSHIP IMPROVED THE MOST DURING THE PANDEMIC, LEADERS WORKING IN THE ASIA-PACIFIC REGION

Leadership skill	Percentage of leaders who improved
Crisis Management	56%
Managing Organisational Fatigue	56%
Communication	44%

the top, followed by Communication (50%) and Managing Organisational Fatigue (36%) in third place. Respondents working in Europe and the Middle East and Africa, placed Communication (66%) at the top, followed by Remote Leadership (51%) and Change Management (38%).

"It is no surprise that improving communication skills was rated highly as a skill to improve in the pandemic. Communication has truly never been more important in our personal and business lives. Employees have had to deal with changes and disruption, propelled by new business initiatives as well as pandemic-related health concerns. Restructuring, reshaping, replacing and reinvention have been common strategies across aviation businesses, all requiring vast amounts of communication internally and externally."

Communication can also be the way to create employee engagement. A lack of communication can make

THE TOP THREE ASPECTS OF LEADERSHIP IMPROVED THE MOST DURING THE PANDEMIC, LEADERS WORKING IN THE AMERICAS REGION

Leadership skill	Percentage of leaders who improved
Remote Leadership	71%
Communication	50%
Managing Organisational Fatigue	36%

THE TOP THREE ASPECTS OF LEADERSHIP IMPROVED THE MOST DURING THE PANDEMIC, LEADERS WORKING IN EUROPE AND THE MIDDLE EAST AND AFRICA REGION

Leadership skill	Percentage of leaders who improved
Communication	66%
Remote Leadership	51%
Change Management	38%

employees feel less valued leading to a loss of interest in their roles and the business they work for. It could be easy to negate communication with employees whilst fire-fighting other concerns in the business, but in experience, this can lead to animosity rather than advocacy.

We must also mention the importance of communication with external stakeholders in a time of crisis. Communicating consistently to external stakeholders through the pandemic will have helped businesses to project the image of stability, trust, and transparency. Ensuring that external relationships are interpreted as long-lasting despite the situation along with clear marketing messaging have always been key to aviation businesses in times of economic uncertainty and crises.

"Communication can come in many forms and is required with different stakeholders. We have learnt that human to human contact is what people have craved the most during this time, with someone available to give help, advice, reassurance and support."

Another side effect of the pandemic has been the accelerated need to digitally transform. Lockdowns have forced many teams to revert from traditional office-based working to a new remote working style that has required the technology to enable it. Leaders who have understood the importance to digitally transform and invest in the right technology for their teams have had the groundings for success, especially those who implemented them early on. Leaders have also had to improve their remote leadership skills to match the changes in how employees work remotely.

"Many leaders have traditionally found it less effective and more difficult to lead and communicate electronically. The crisis has forced Aviation Leaders to improve their skills in this area."

Many leaders have identified the deterioration of teamwork and company culture manifested by remote working. Whilst in the first few months of the crisis businesses may have been able to get by on the social capital created before the pandemic, many have realised that to continue to be successful they need to invigorate a collective spirit. Aviation Leaders have had to improve their ability to bring their people together remotely and work hard to create online environments where everyone can collaborate, celebrate success, share news and simply

speaking with one another, not just with those in their immediate teams.

In an office environment, it might be easy to have a good idea of what your teams are doing on a day-to-day basis simply because you are in the same location. Remote working removes this. It can create a need to know what your teams are doing every minute of the day creating micromanagement. Establishing regular check-ins to support and empower employees rather than falling to micromanaging enables remote workers to take action rather than waiting for instructions.

"Being empathetic to the different circumstances that employees endure with remote working has been crucial. With a mix of employees who have professional home office setups to those working from an armchair, as well as those having to home school or who are caregivers, leaders understanding the assorted circumstances and their difficulties has needed patience, reassurance and understanding."

Crisis management was rated as the third top aspect of improvement by respondents globally, with 39% of respondents agreeing with this statement. Given the unpredictability of risk that the pandemic presented, it is unsurprising that leaders gave this answer. Crisis management is a fundamental process for businesses



ACCEPTING THAT I AS AN INDIVIDUAL AND WE AS A COLLECTIVE HAVE BEEN UNABLE TO INFLUENCE GOVERNMENTS TO OPEN UP TRAVEL. THIS IS DESPITE OUR BEST EFFORTS TO MAKE IT A SAFE AND RESPONSIBLE OPENING. AVIATION LEADER WORKING IN EUROPE.

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when dealing with unexpected global events that present a threat to their business and its employees. For some leaders, the experiences taken from 9/11 and SARs would have given them some groundings on how to manage a crisis but for others, the magnitude and longevity of the pandemic will have tested their skills to the utmost point. In the future, leaders will have to shape their leadership style to prepare for a crisis, prevent, identify, and plan for a strong and steady recovery. Many leaders have had to seek help from outside their business as well as bring in interim executives with specialist skills in this area.

"Developing crisis management skills today is going to prove invaluable in the future for all types of leaders. Being able to make quick decisions, communicate them effectively and lead a team through this time will be attractive qualities that many businesses will source in the future."

For our final question on leadership in a pandemic, we wanted to find out what has been the biggest challenge for Aviation Leaders. We heard from the Aviation Leaders themselves:

- ◆ "Trying to keep pilots abreast of the situation and maintain their sense of belonging without making them feel betrayed or disconnected." **Aviation Leader working in Asia-Pacific.**
- ◆ "Accepting that I as an individual and we as a collective have been unable to influence governments to open up travel. This is despite our best efforts to make it a safe and responsible opening." **Aviation Leader working in Europe.**
- ◆ "Keeping the team together and motivating them. Feeling responsible to create a vision with light at the end of the tunnel." **Aviation Leader working in North America.**
- ◆ "Long term planning, or rather the inability to carry out long term planning due to the ever-changing circumstances." **Aviation Leader working in Asia-Pacific.**
- ◆ "The difference in COVID-19 regulations between European countries. There should have been one rule for the whole of Europe." **Aviation Leader working in Europe.**
- ◆ "Ensuring mental health and wellness, inclusivity and managing remote workers while keeping the business profitable." **Aviation Leader working in the Middle East.**

Reward

The pandemic has and continues to drastically alter the business landscape as we know it. Executive boards continue to be faced with implementing strategies to ensure that their businesses can survive through the pandemic and beyond. From redundancies to furlough to hiring freezes as well as pay cuts and loss of bonuses, we have seen changes in reward since early 2020 that have affected all levels of employees.

We asked respondents what impact they believed the pandemic has had on reward in aviation. Globally 59% believed there had been a long-term impact, 35% said there was a temporary impact and only 6% of respondents believed there had been no impact at all. Aviation Leaders working in Europe and the Middle East and Africa were the most concerned about the longer-term impact on reward at 64%.

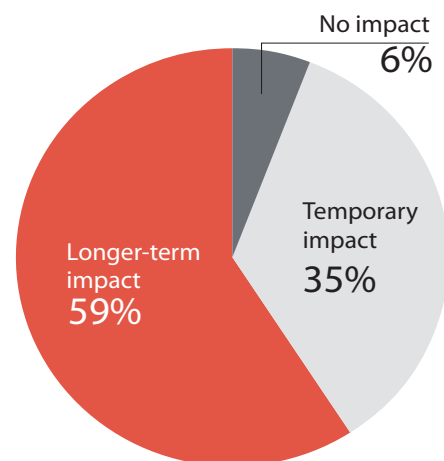
We continued by asking what they felt would happen to reward for leaders in aviation over the next two years leaving their own commentary:

♦ "I believe leaders in our industry will be offered and accepting lower reward packages. The knock-on of such a



**THERE WILL BE LIMITED
REWARD OPPORTUNITIES IN
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REVISED STRATEGIC PLANS
- CASH CONTAINMENT AND
OPERATING VIABILITY** AVIATION
LEADER WORKING IN THE MIDDLE EAST
AND AFRICA

WHAT IMPACT HAS THE PANDEMIC HAD ON REWARD IN AVIATION?



crisis will be with us for some time, however, Aviation will recover fully." **Aviation Leader working in Europe.**

♦ "Skills such as crisis management will be valued as well as new skills like remote leadership and there will be a premium paid for leaders with these skills." **Aviation Leader working in North America.**

♦ "I think that the reward for leaders in Cargo especially is going to increase." **Aviation Leader working in Europe.**

♦ "I don't think we will see reward change in the next two years due to so many leaders already having to take cuts in their reward packages. I have taken pay cuts with no assurances they will be reversed soon. Yet I have had to work harder to deliver the same results in the more challenging environment of COVID-19." **Aviation Leader working in Asia-Pacific.**

♦ "Lower fixed pay and higher performance-related reward will be the norm over the next two years." **Aviation Leader working in Europe.**

♦ "There will be limited reward opportunities in the short term. Reward is focused on coming out of the pandemic based on revised strategic plans - cash containment and operating viability" **Aviation Leader working in the Middle East and Africa.**

◆ “I would hope it would increase if the leadership provided has allowed a company to successfully navigate the pandemic.” **Aviation Leader working in Asia-Pacific.**

◆ “I think it will decrease due to the large number of Aviation Leaders who are available due to job losses.” **Aviation Leader working in Europe.**

◆ “Proven leaders will become more in demand and at the top level, reward will increase. Further down it will probably stagnate as labour supply outstrips demand.” **Aviation Leader working in North America.**

We enquired whether Aviation Leaders thought remote working would increase reward, decrease reward or if they believed it would have no impact at all. 51% thought that remote working would have no impact at all – this is in direct contrast to trends that have emerged from leading technology companies across the globe who have already instated reward strategies based on employee location, the location of the employer and national and international medians.

Aviation Leaders told us why they thought there would be no impact:

◆ “A person’s place of work is no longer relative in my view. As long as you can work effectively and remain collaborative and communicate well then success is achievable.” **Aviation Leader working in Europe.**

◆ “We are supposed to work to achieve objectives independently of where we work.” **Aviation Leader working in South America.**

◆ “There are probably three main approaches that can be taken to reward for permanent remote working (1) retain current pay and benefits, (2) move to a locally based set of pay and benefits or (3) a hybrid approach (recognising that most jobs have a role-based pay element and a location-based pay element). All of these will need flexible elements to support wellbeing and provide the tools (IT, supported working environment) to be able to work efficiently and safely outside an office environment.” **Aviation Leader working in North America.**

◆ “I don’t believe the location of work either remotely or on-site will affect reward at all. As long as the output is

the same.” **Aviation Leader working in the Middle East and Africa.**

◆ “Reward should not be driven by working location, but by achieving targets.” **Aviation Leader working in Europe.**

If Aviation businesses decide to start implementing changes to reward based on remote working, there could be a significant impact.

“Whilst we have seen an uptick in the importance of non-monetary factors develop with work-life balance, remote working and progression becoming increasingly prevalent, in our experience, candidates changing jobs expect to see an increase in reward. We are in danger of creating a static market where there will be limited opportunities for desirable reward packages available.”



I DON'T THINK WE WILL SEE REWARD CHANGE IN THE NEXT TWO YEARS DUE TO SO MANY LEADERS ALREADY HAVING TO TAKE CUTS IN THEIR REWARD PACKAGES. I HAVE TAKEN PAY CUTS WITH NO ASSURANCES THEY WILL BE REVERSED SOON. YET I HAVE HAD TO WORK HARDER TO DELIVER THE SAME RESULTS IN THE MORE CHALLENGING ENVIRONMENT OF COVID-19. AVIATION LEADER WORKING IN ASIA-PACIFIC.

Aviation Leaders careers



The world of work has been forced to significantly adjust as we have all had to contend with the new circumstances the pandemic has presented to us. Career progression opportunities have varied, from those who have found they have had to put their careers on hold to others who have been able to progress further and take on more responsibility.

We asked Aviation Leaders if the pandemic had impacted their career. Globally, 25% believed it had impacted their

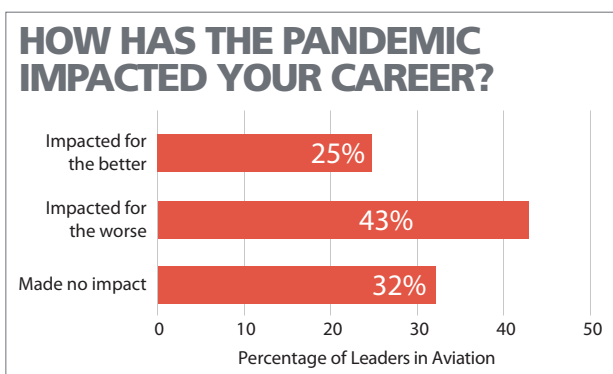
career for the better, 43% for the worse and 32% said it had made no impact at all.

For those whose careers had been impacted for the better, they commented:

◆ "I believe it has made me more resilient and a better leader." **Aviation Leader working in Europe.**

◆ "It's a double-edged sword - through crisis and challenge comes personal and professional growth, but the personal cost has been the stress and the significant impact to my work-life balance." **Aviation Leader working in Asia-Pacific.**

◆ "The pandemic has made it even more challenging, overcoming so many obstacles in order to run our daily business. It required me as a leader to find new ways to excel. It has especially encouraged me to develop and improve innovative managerial skills and tools and use new technologies. It motivated me to learn flexibility, be daring at a higher level than before- the courage to



change. Using Zoom for instance as a tool - improved my presentation skills - I found out a way to be more focused than before.” **Aviation Leader working in the Middle East.**

◆ “I have been able to grow closer to other leaders and develop better relations with front line employees.” **Aviation Leader working in North America.**

For the 43% whose careers had been impacted for the worse, they said:

◆ “The prospects of career progression have been and will continue to be very remote in my company.” **Aviation Leader working in Europe.**

◆ “The pandemic has threatened the security of my job. I have also suffered a hefty reduction in my remuneration package”. **Aviation Leader working in Asia-Pacific.**

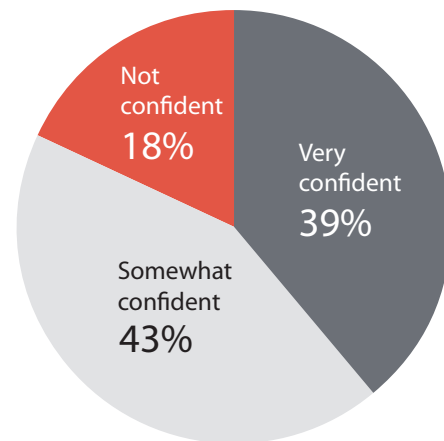
◆ “We have been told that there will be no chance of a pay increase for the next two years at least as well as no promotion opportunities for the next five to eight years.” **Aviation Leader working in Europe.**

◆ “New opportunities are few and far between, so climbing the career ladder is currently on hold for me.” **Aviation Leader working in the Middle East.**

◆ “There are fewer job opportunities and savage salary cuts.” **Aviation Leader working in Europe.**

We continued by asking how confident Aviation Leaders would be to change jobs in the next 12 months. Globally, 39% would be very confident, 43% would be somewhat

HOW CONFIDENT WOULD YOU BE TO CHANGE JOBS IN THE NEXT 12 MONTHS?



confident and 18% would not be confident at all. We were interested to find out why 18% of respondents were not confident at all. The top answers were lack of opportunity (29%), job security with a new employer (17%) and global mobility (17%).

“I can see why some Aviation Leaders might not be confident about a job change during the pandemic. It has made some sit tight and find their safe port in a storm. Yet, we can see that over 80% of Aviation Leaders would have at least some confidence to move on as we come out of the crisis. As markets start to recover, and global mobility significantly improves, I foresee that even greater confidence will build for new roles, especially those that have felt their career has been impacted detrimentally in this time.”



IT’S A DOUBLE-EDGED SWORD - THROUGH CRISIS AND CHALLENGE COMES PERSONAL AND PROFESSIONAL GROWTH, BUT THE PERSONAL COST HAS BEEN THE STRESS AND THE SIGNIFICANT IMPACT TO MY WORK-LIFE BALANCE.” **AVIATION LEADER WORKING IN ASIA-PACIFIC.**

The future of work and leadership

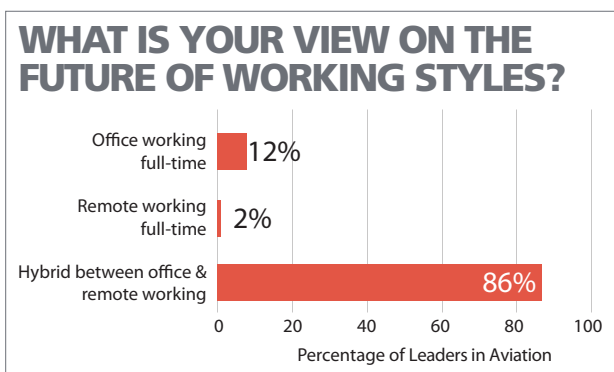
We are all being faced with questions regarding the future of work – will we return to the times before the pandemic, or will the world of work change forever? One of the hottest topics has been remote working and its future in aviation.

“In my own business, we debated on how our working style would continue as we came out of national lockdowns. Whilst many senior employees in the business have prospered from the flexibility and empowerment that remote working can bring, we have also seen many junior and younger members of the team find it difficult and crave the normality of office working. This will not be an easy decision for any leader.”

We wanted to hear directly from the Aviation Leaders themselves who took part in the survey about their view on future working styles. 12% believed they would return to the office full-time, just 2% said that they would have their employees work remotely full-time and 86% saw themselves developing a hybrid model between the office and remote working.

“I predicted at the start of 2021 that aviation businesses would favour a hybrid model, with potentially smaller headquarters and co-working hubs in satellite locations. Enabling employees flexibility in their work will aid collaboration, and learning and development, but leaders will need to pay closer attention to morale and well-being.”

With 86% of Aviation Leaders believing their business will enable a hybrid style of working for their employees, we asked if this would in turn, influence their leadership style. 42% agreed that it would impact their future leadership style, 10% said it would not change their leadership style and 48% said it would not change their leadership style because they had already adapted it.



“As we mentioned earlier in the report, 79% of Aviation Leaders agreed that they had already had to make changes to their leadership style because of the impact of the pandemic. A further 49% said that they had to improve their remote leadership skills. I find this encouraging that so many leaders have already developed skills that have the potential to see them through to a ‘new normal’. This can only be to the benefit of their business and the employees in their teams.”

Managing and leading teams in a new working style will not be the only skills that leaders will require. We asked, coming out of the pandemic what skills will Aviation Leaders need? One of the standout trends was empathetic leadership. Empathy allows leaders to predict the effect that their decisions and actions will have on their employees and make changes accordingly. Businesses and economies are still hanging in the balance and it would be naïve to believe that there will not be more changes to come. Empathy also builds trust and helps build teams and nurture leaders of the future. Without the skill of empathy, it could create distrust and not inspire others towards the business goals.

We heard from the Aviation Leaders themselves to articulate their thoughts on the future of aviation leadership:

- ◆ “Lessons from the pandemic will include more attention to cybersecurity, business contingency planning and more direct employee communications.” **Aviation Leader working in North America.**
- ◆ “Resilience, perseverance and empathy.” **Aviation Leader working in Asia-Pacific.**
- ◆ “Flexibility will be key. Being able to work quickly and prioritise. There is so much data and information coming in – the ability to focus on what is important data-wise is so important. You also need to be human and understand the needs of your employees.” **Aviation Leader working in the Middle East.**
- ◆ “Leaders need to bring things back to basics. Be very clear on the objectives of the company and individuals and set the course to achieve success with clear and consistent communication and collaboration with the teams. Leaders need to bring the human factor to our work and ensure



everyone is supported and feels they are part of the team. We have to enjoy what we do, and leaders are an important part of driving that culture.” **Aviation Leader working in Europe.**

◆ “Effectively motivating and selling new ideas and concepts internally will be a challenge in a remote workplace.” **Aviation Leader working in South America.**

◆ “You need to be emotionally intelligent – be compassionate and tailor your style to individuals. Critical thinking, resilience and being tech-savvy are also going to be important.” **Aviation Leader working in Asia-Pacific.**

◆ “In my view employees who closely resemble the company culture will adapt more easily. More of my time will be spent on being passionate, and committed to the company, entrenching its core values.” **Aviation Leader working in Africa.**

◆ “Leaders must build strong and cohesive teams, even with employees working remotely. Leaders must navigate and manage change quickly and appropriately while remaining focused on the larger task at hand. Leaders must remain culturally sensitive and emotionally aware within fast-moving, complex work environments.” **Aviation Leader working in Europe.**

If Aviation Leaders believe they need to focus on new skills for the future, do they also think that employees have changed the way they expect to be led? Globally, 78% of respondents agreed that employees would also expect to be led differently.

“What I find inspiring was the number of Aviation Leaders who addressed that they needed to keep adapting and prepare themselves for future grey rhino events as well as understanding that their employees have changing expectations. I have never seen a time where more leaders are working on skills such as empathy, flexibility and creativity.”

The future of aviation



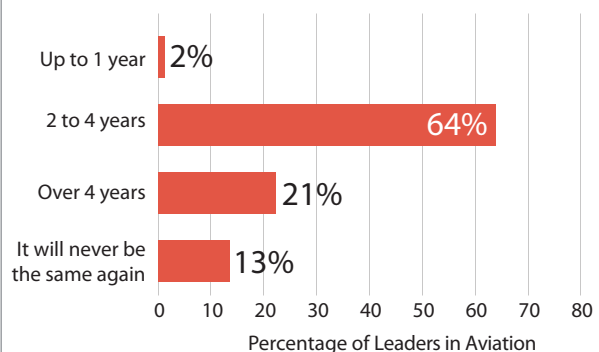
The past 18 months have presented many demanding challenges for the aviation industry, with leaders striving to lead their teams towards a brighter future, but where does the future of the industry stand? We asked Aviation Leaders, when do you think the aviation sector will make a full recovery to pre-COVID levels? Just 2% thought it would take up to one year, 64% believed it would take two to four years, 21% believed it would take over four years and the final 13% believed it would never be the same again.

It was interesting to compare the thoughts of Aviation Leaders to the Pilots that we surveyed in November 2020 in The Pilot Survey 2021 in collaboration with FlightGlobal. Pilots were more positive about the future. 10% believed it would take up to one year to recover, 74% believed it would take two to four years, 10% believed it would take over four years and the final 6% believed it would never be the same again.

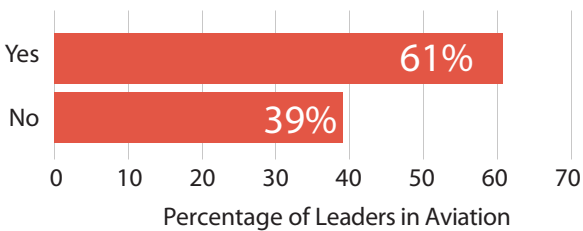
A key indicator of the recovery of the sector is through the plans of Aviation Leaders and the changes they envisage

making to their teams. 43% of Aviation Leaders believed they would increase the size of their team in the next six months. Teams increase because a business is growing and

WHEN DO YOU THINK THE AVIATION SECTOR WILL MAKE A FULL RECOVERY TO PRE-COVID LEVELS?



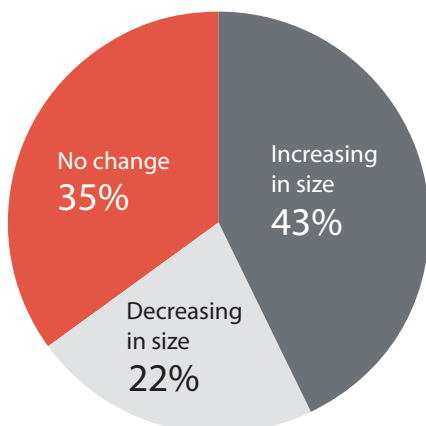
DO YOU THINK THE IMPACT OF THE PANDEMIC ON AVIATION WILL DISCOURAGE PEOPLE FROM JOINING THE AVIATION SECTOR?



this shows some positivity in the recovery of the sector. 35% believed they would make no changes to their teams in the next six months, portraying that some Aviation Leaders will need to see more growth and positivity in the market to invest further. The final 22% were in the unfortunate position to believe that they would need to decrease their teams.

"We are seeing the recovery come at different speeds in different aviation businesses and locations. 12 months ago new opportunities were far and few between, but as we have progressed through 2021 hiring managers are increasingly becoming more confident about the future and some now welcome discussions on how they will grow their teams back to pre-COVID levels."

HOW DO YOU SEE YOUR TEAM CHANGING IN THE NEXT SIX MONTHS?



Our final question for Aviation Leaders focused on the attractiveness of the Aviation sector going forward. We asked, do you think the impact of the pandemic on aviation will discourage people from joining the aviation sector?

A staggering 61% of Aviation Leaders agreed that the impact of the pandemic on aviation will discourage people from joining the aviation sector. With more leaders seeing their teams increasing in size over the next six months, it is evident that more will need to be done to attract the next generation into the workforce.

Enticing new talent to the aviation sector will not be the only objective for many leaders, as they will also need to ensure that the existing workforce remains engaged and top talent is retained. To succeed in this objective, this will encompass an array of factors including reward and benefits, leadership style, and career progression to name a few.



12 MONTHS AGO NEW OPPORTUNITIES WERE FAR AND FEW BETWEEN, BUT AS WE HAVE PROGRESSED THROUGH 2021 HIRING MANAGERS ARE INCREASINGLY BECOMING MORE CONFIDENT ABOUT THE FUTURE AND SOME NOW WELCOME DISCUSSIONS ON HOW THEY WILL GROW THEIR TEAMS BACK TO PRE-COVID LEVELS. MARK CHARMAN CEO & FOUNDER OF GOOSE RECRUITMENT

Conclusion



This period has been one of the most challenging times for the aviation industry and its leaders have ever had to face. The aftermath of the pandemic has already created change in how leaders operate, and we can expect to see more adjustments to come.

No longer can leaders simply try to adapt and survive but must make the switch to a new thrive mindset, making changes to their skillsets and enabling effective management of their employees. This new reality will demand more from leaders, taking on board what they have learnt through this time of crisis to create a better future.

Communication, crisis management, empathy and remote leadership have been the top trends of this time and we see employees continuing to demand that these styles continue in the workplace. We see future employees seeking businesses whose employer brand promotes the work that they have done to stay connected and support their teams through difficult times. Whilst the pandemic crisis may be waning in some locations, its impact will be felt for years to come on how it has changed the world of work.

As a business operating in the aviation industry, we eagerly anticipate what the impact of the global vaccine programme will have and its impact on the global economy. The pandemic has taught us many lessons in life, leadership and business, and the repercussions will be felt for some time, if not indefinitely. We consider:

- ◆ Will leaders be able to maintain the new skills that they have learnt through the pandemic?

- ◆ Can a hybrid working style be successful in reality?

- ◆ Will there be a refocus on hiring locally or will remote working open up the global aviation talent market further?

- ◆ Will leaders have to adapt their leadership styles further?

- ◆ What impact will the pandemic have on reward for Aviation Leaders in the next two years?

- ◆ Will there be a shortage of Aviation Leaders with the right skillsets to lead aviation employees into a thriving future?

- ◆ What will the long-term effect be on Aviation Leaders whose careers have been impacted negatively by the pandemic?

- ◆ How will aviation improve its perceived attractiveness to the future workforce?

- ◆ Can the aviation industry return to pre-COVID levels?

It has been a privilege to share the thoughts and feelings of Aviation Leaders and I would like to say a personal thank you to everyone who took part in our survey in these times. We are pleased to have been able to create and share this with the aviation community and we hope the insights have been interesting and thought-provoking.

Mark