

Leadership Development at an Airline Company

Challenge:

An airline company run and managed by expats from different nationalities was having difficulties in making people from different countries work together amicably and also getting acceptance from the local population. Some people at the senior levels needed skills development since they had been promoted due to their tenure and not their skills. Lot of energy of the senior management was going in resolving their internal differences thus customer getting ignored.

Intervention:

After deep diagnosis of their organizational climate, individual needs through one-o-one meetings and focus groups we designed an intervention for their top 70 people.

The intervention consisted of:

Three day workshop that gave the participants an opportunity of self assessment and reflection, build leadership skills, and mutual appreciation of their fellow colleagues. The curriculum design was done within the framework of appreciative inquiry. The workshop was followed by individualized coaching and refresher sessions.

Impact:

This eliminated negative conversations and dissolved walls between people of different ethnicities and functions. This released a positive energy that galvanized people into action and focus on the business and customer.