

Case study:

Airline



The Organization

Canadian-based global airline experiencing rapid growth and expansion.



The Project

Develop internal change capability by building a trained Change Agent network, Creating a Change Office, embedding Change Leadership competencies at every level and working with internal governance structures to ensure Change Management has a seat at the table and People Risk is being surfaced and mitigated.



Key Challenges

- Organization did not have mature governance structures to integrate with easily.
- Cowboy culture - projects were completed quickly without a lot of “red tape”. Change Management was initially seen as “slowing them down”.
- Belief that culture conquers all - people will adopt any change because they love our company.
- Leadership was overwhelmed and quite often inaccessible, leading to a strong tendency to delegate leadership authority down.



Our Approach

- Partner with internal sponsor and train a few key “change ninjas” to build a small group internally with Change Management skill.
- Develop a Desired State roadmap for organizational change capability with “change ninja” group.
- Support an initial project/program to prove out the methodology.
- Work with key HR sponsors and leaders to determine potential “change agents” that represent all areas of the organization.
- Train initial change agents using a specific project to ensure immediate application of methodology.
- Build Change Office slowly, beginning with one key individual who would later lead the team.

Case study:

Airline



Key Outcomes

- 01** Development of organization-wide change agent network representative of all departments.
- 02** Development of Change Centre of Excellence staffed with internal experts skilled at triage and central change service.
- 03** Development of processes for engaging Change resources and ensuring Change Management conversations are part of every project.
- 04** Integration of Change Management leadership training with existing leadership training modules.
- 05** Licensing and branding of our change management methodology as their own to reflect company culture.