

Client 4: Large Aviation Industry Organisation

Pure Magic's brief

- ✓ *Develop the leaders*
- ✓ *Improve Communication throughout the Organisation*
- ✓ *Break down the barriers between departments*

Organisational Background: With 600 staff and servicing more than 60 flights each day, this large organisation is instrumental in ensuring ongoing aviation safety, baggage checking and catering.

The issues: Communication was not strong between departments, schedules were not always met, leadership competence varied and little interaction between senior leaders was evident (even though this is a critical aspect of their leadership role.)

Our Brief: Significantly improve

- Leadership capabilities and competence
- Communication across the organisation
- Improve cross functional project teams
- Create and upskill a group of emerging leaders
- Provide a forum for ongoing development at executive level

Our Approach

Because there were various areas of concern in this Organisation, we had to divide our approach into systematic and methodical 'chunks' to ensure that we were able to help them address each of their needs. Each 'chunk' involved a range of strategies and different techniques to ensure outcomes were achieved

Outcomes

- Significant improvement in leadership competence
- Effective implementation of a cross functional team to deal with communication and break down barriers
- The establishment and upskilling of a group of emerging leaders

Outcomes

- ✓ A 25% reduction in customer complaints

- ✓ A 50% reduction between 2015 and 2016
- ✓ The successful creation of tightly knit operational units (multi-skilled individuals and teams) to identify 'problem areas', find solutions and provide cross functional assistance
- ✓ The creation of a range of strategies and techniques to drive teams forward and meet business outcomes
- ✓ Increased productivity and profitability
- ✓ The creation of competent and outcomes focussed leaders willing to take responsibility for achieving their objectives
- ✓ The strategic formation of an Emerging Leaders group to increase collaboration and enhance ATS' social responsibility within the Community
- ✓ The creation of a simple tendering process to efficiently purchase materials on an ongoing basis and reduce double-handling and eliminate unnecessary waste;
- ✓ Effective, efficient team meetings, with agendas and outcomes, to ensure departmental objectives are achieved and key business outcomes are met
- A feeling of 'WOW' within the Organisation. People are happier generally, working better together, enjoying facing challenges, less blaming and more collaboration

Executive Comment

'Before we went into the Programme, our leaders were struggling with many aspects of leadership.

The Programme itself was very useful in that it built up leadership skills and competencies and enabled us, as a team, to see what competent and highly effective leaders look like. The various strategies and approaches were impressive and practical.

The return on the investment was evident right away. Leaders began to really know one other, two leaders who spoke on the radio to each other over the years finally met face to face on their first morning in the program! The program also allowed for a space where leaders began to learn to feel safe and confident in the presence of peers and supervisors, where they can articulate their thoughts and as in most cases realised that they share the same dreams, aspirations, struggles, and challenges with each other. The wider workforce became curious with what was happening and requested that they be briefed. We did that. Two immediate outcomes out of that, current leaders got feedback in the changes their people were beginning to see e.g. regular, constructive team meetings; and the need to develop a program for potential future leaders was emphasised.

I really think that the way that Pure Magic, as a leadership development provider, keeps returning to see our progress and help us ensure we have implemented what we have been taught is a key approach in their strategy. Furthermore, they were a phone call or email away. And the best bit is they were always having our best interests at heart.

A top provider.'

HR Manager

*'With a firm focus on growing the competencies and capabilities of our leaders at senior and emerging levels, Pure Magic has delivered what they said they would do. The year-long **Leadership in Action Programme** commenced in late 2014 with the attendees regularly challenged and grown in order for them to sustain high performance.*

*Due to the success of the **Leadership In Action Programme**, we implemented another of Pure Magic's Programmes – entitled '**Emerging Leaders – Sustaining the Future**' - to grow individuals identified as 'high potentials' who are destined for leadership roles within the Organisation*

The outcome of all these initiatives has been a significant change in the relationships in the Organisation and more carefully aligned strategic roles, tasks and competence to ensure the Organisation meets its key objectives. If any Organisation is committed to grow its leaders, people and Organisation overall, I recommend they start with Pure Magic.'

CEO