

Case Study: World class Aviation Manufacturer



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Executive Summary

A unique business in a remote location presented challenges in collaboration, leadership and organizational effectiveness. These challenges negatively impacted employee retention, financial performance, and the company's reputation. Managing Partner Jill Knocke led a project to assess the organization's culture, structure, leadership succession, and human resources operating model and make recommendations for improvement. By executing on those recommendations, the company built their leadership bench, reduced HR costs, and improved talent acquisition.

Situation Leadership, Engaging & Retaining Talent, HR Partnering

The leadership team of a well-established aviation manufacturer with approximately 15,000 employees was troubled by its financial performance. The company had a prevalent culture of "us" vs. "them" and an HR function that enabled poor leadership decisions, a significant imbalance of power, and a culture that pushed the boundaries of safe operating parameters. As a result retention was costing the business \$500 - \$700k; the company reputation was being

damaged, employees were considering unionization and senior leaders were pushing staff to make decisions beyond acceptable risk levels. The HR function was seen as an extension of management and did little to remedy issues or be proactive in designing organizational solutions.

Actions: Leadership Development, Employee Engagement, Strategic Talent Acquisition, HR Partnership

Managing Partner, Jill Knocke led a project taking a strategic view of the business goals, revenue sources, benchmarking industry standards and employee engagement levels. Understanding how to implement a more inclusive approach to acquiring talent and coaching leadership were key levers of change. Identification of the obstacles for attracting, retaining and engaging all employees, and leadership capability helped create the roadmap for improvement.

Results: Streamlined HR Processes, Full Talent Pipeline, Leadership Development action plan

The organizational culture review resulted in a robust leadership coaching program, employee engagement actions, and a recruitment program for the future. The client was able to reduce half a headcount in HR by implementing the identified process and operating model changes and educating teams on how HR can partner to create sustainable change. The recruitment challenge was eliminated through the implementation of a programmatic and inclusive approach to talent acquisition and active involvement from the interview participants.