

IGNITE— TALENT MANAGEMENT

INDIA'S LEADING AIRPORT OPERATIONS/ INFRASTRUCTURE Co.

India's Leading Airport Infrastructure Co. considerably developed critical competencies in Business, People and Operation aspects of high performing staff to prepare future leaders and maintain industry's top position. The pressing need of growing business in a dynamic environment by leveraging on high customer satisfaction and supreme customer experience encouraged the execution of a Development Centre. Individual and group assessments, individual feedback sessions and development plan discussions were an integral part of the action plan. Delhi Airport sustained the top position with metrics depicting effectiveness of built leadership talent pool.

NEED -Developing critical competencies of leaders to significantly improve passenger experience and hence, sustain top market position

The apparent importance of Business, People and Operational competencies to survive and grow in a dynamic airport industry was recognized. In particular, significant enhancement in passenger experience matrix and building succession for senior airport operation leaders demanded immediate attention.

KEY OUTCOMES

Identification and development of talent from the existing pool of Terminal Operations and AOCC Managers for taking on higher responsibilities. High Performers were developed to create readiness in them for future leadership roles.

Enhancement in CSAT and Quality metrics through projects undertaken by the participants within their respective areas and along with their respective teams

NUMBER & PROFILE OF PARTICIPANTS – 21, Terminal Operations and AOCC Managers

SOLUTION

A well-integrated intervention covering experts-led manual assessment activities spanning over 2 weeks, with IDPs to be delivered over 6 months period
Post a detailed diagnosis of environment and client needs, a plan of action was formulated and executed, consisting of varied elements such as 5 "I" approach, situational judgment assessments, customized assessments based on competency framework, creation of IDPs for each individual based on job role and action learning projects enabled by group coaching sessions. All of this was supported by structured review mechanisms to track progress.

OUTCOME-

A highly competent leadership pipeline, garnering a Net Promoter Score of 98.82% for the Airport
The wide-ranging assessment activities developed leaders on key aspects, leading to efficient goal alignment and cascading within the function at 100% along with optimization and increased efficiencies at different passenger touch points/backend processes. Leaders grew to achieve successful completion of projects with measurable results, amongst whom, 6 participants grew to a larger role. The leadership pipeline got developed and succession planning was also effectively carried out to identify the top talent pool across divisions. All efforts led to the Airport receiving rank one in 2019 Skytrax World Airport Awards.

SPARK YOUR GROWTH

The Development Centre entailed—

- Phase I- Assessment Centre
- Phase II- IDP + Group Coaching + Structured Interview
- Phase III- Panel Presentations