

Mar 3rd, 9:30 AM - 10:45 AM

## The Impact of an International Aviation Leadership Development Program on Organizational Effectiveness

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Douglas, Stephanie Ph.D.; Merritt, Daisha M. Ph.D.; and Roberts, Robin D.Mgt., "The Impact of an International Aviation Leadership Development Program on Organizational Effectiveness" (2020). *National Training Aircraft Symposium (NTAS)*. 26.  
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# International Aviation Leadership Development Program and Organizational Effectiveness

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# Background

- Aviation Management Certificate Program—Brazil
- What is the value of leadership development for organizations?
- How does leadership development influence organizational effectiveness and performance?

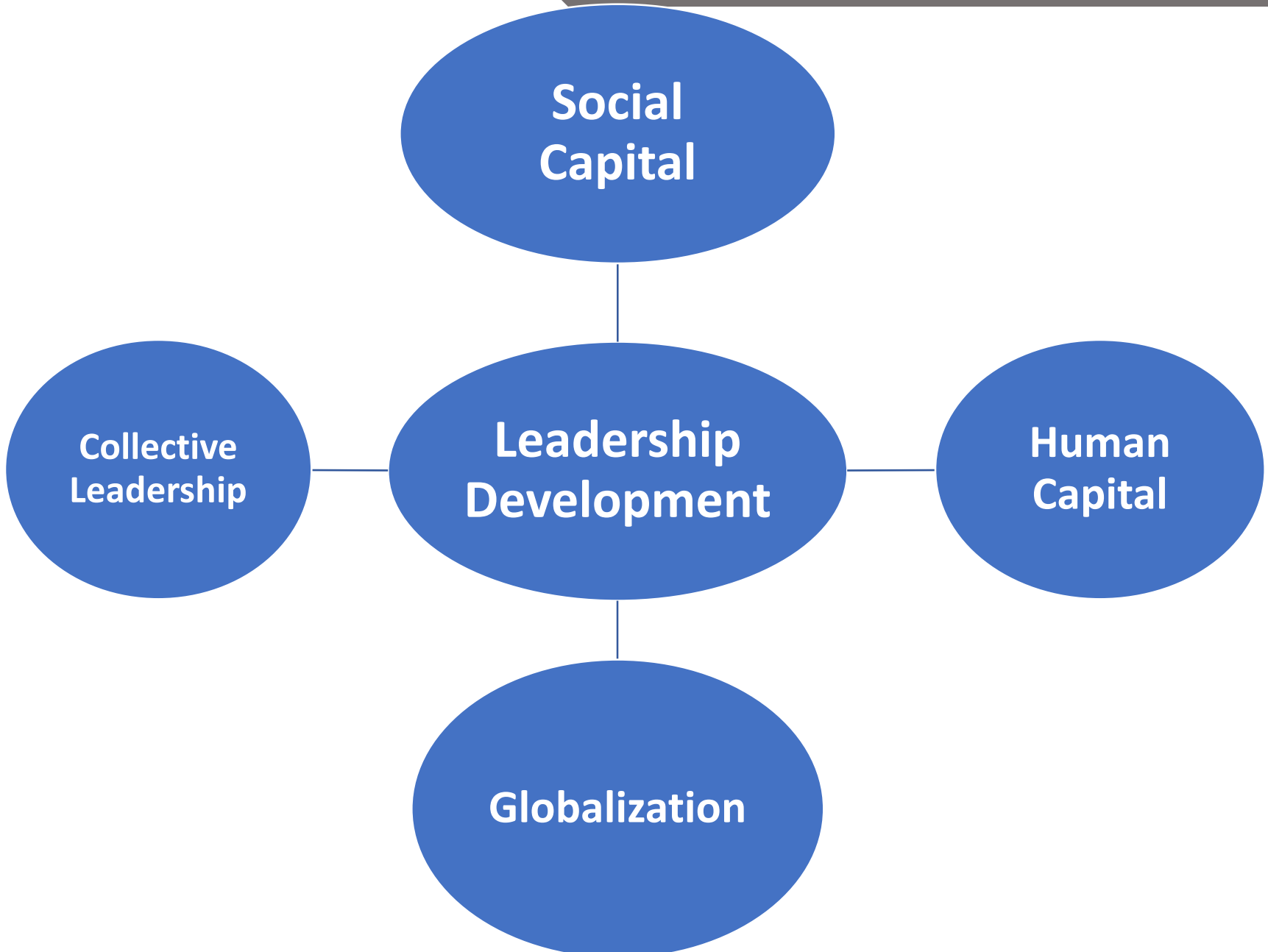




# Organizational Leadership Development

- Great understanding on the value on individual leaders' skills and behaviors.
- Systemic leadership development within organizations remains largely unexplored.
- Leadership development critical to maximizing organizational effectiveness.
- Develop collective leadership to address complexity and needs of today's organizations.







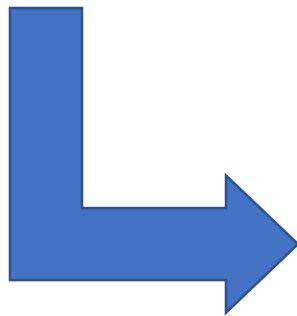
# Organizational Effectiveness

- Ability to survive, deliver to its purpose and remain fiscally viable
- Accomplished through efficient and reliable processes, **human capital**, and ability to adapt to external environment
- Non-financial aspect of organizational performance focusing on **human capital** and resource acquisition and maintenance.



# Purpose

- Exploration of managers and organizational leaders' perceptions of the contribution of a leadership development program to:
  - Organizational Performance
  - Competitiveness
  - Internal Reputation
  - Creativity and Innovation
  - Adaptability
  - Ability to Learn



**Organizational  
Effectiveness**



# Methodology

- Qualitative approach
- Semi-structured interviews
- 15 executive managers and leaders in the Brazilian airline industry
- Semi-structured interviews regarding a 14-month LDP specifically designed for aviation professionals
- Triangulation validated the consistency of coding and interpretation of codes completed by three (3) researchers.





# Results

## Value

- Worth & perceived strength gained from knowledge offered to LDP

## Career

- Relationship between being selected for the LDP and career promotion

## Programmatic

- Perceived sense of accomplishment and prestige of participating in the LDP

## Organizational

- Distinct divide between *internal* and *external* organizational impacts and *skills* within organizations as well as *capacity* of an organization.

## Collective Leadership

- Advance leaders and leadership
- *“We need...more strategy focusing on people; of them is the LDP*

## Human Capital Management

- Human resource strategy of performance management
- *“Mission is to redesign the whole map of the company...this requires a focus on people.”*

## Relational Wealth

- Improved knowledge creation and maximization of collaboration
- *“They learn from others in the class to help us design our company.”*

## Human capital & collective leadership capacity

- Necessity for competitive advantage and sustainability

## Globalization

- Impact of social capital in organizations through exchange of ideas occurring between international organizations

## Organizational strategy

- Vital component to organizations aimed at enhancing organizational effectiveness and performance



# QUESTIONS?