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

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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.
Leadership Development

- Social Capital
- Collective Leadership
- Human Capital
- Globalization
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
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.
<table>
<thead>
<tr>
<th>Collective Leadership</th>
<th>Human Capital Management</th>
<th>Relational Wealth</th>
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</thead>
<tbody>
<tr>
<td>• Advance leaders and leadership</td>
<td>• Human resource strategy of performance management</td>
<td>• Improved knowledge creation and maximization of collaboration</td>
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<tr>
<td>• “We need...more strategy focusing on people; of them is the LDP”</td>
<td>• “Mission is to redesign the whole map of the company...this requires a focus on people.”</td>
<td>• “They learn from others in the class to help us design our company.”</td>
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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?