

INTERNATIONAL AIR TRANSPORT ASSOCIATION

AUDIENCE

More than 820 managers, emerging leaders, and senior leaders reached through two programs, one for IATA staff members and another for personnel working at member organizations in the aviation industry

OFFERING USED

Harvard ManageMentor® v11

INDUSTRY

Transportation

COMPANY DESCRIPTION

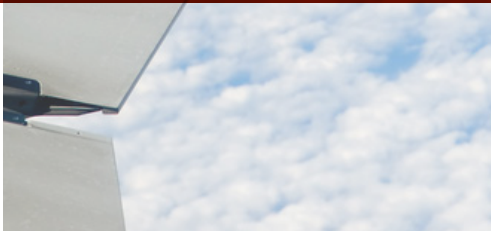
IATA is a global trade organization focused on representing, leading, and serving the airline industry.

BUSINESS CHALLENGE

Keep up with a complex and dynamic industry.

SOLUTION SNAPSHOT

IATA chose *Harvard ManageMentor* to complement its existing internal and external programs and to provide just-in-time learning opportunities in forty-four critical management areas, with content made available in English, Spanish, and Mandarin for its global audience.



In the growing and dynamic airline industry, the International Air Transport Association (IATA) recognized the importance of developing a competent industry workforce through management training that fosters global collaboration. To date, more than 820 IATA employees, staff from member airlines, and employees of other aviation sectors have taken advantage of *Harvard ManageMentor* v11 to sharpen their leadership skills and engage with colleagues worldwide.

For more than sixty years, the International Air Transport Association has focused on building and promoting the global airline industry. Since IATA's founding in 1945, the industry has grown from nine million passengers to more than two billion. This growth was fostered by the standards, practices, and procedures developed by IATA. IATA's membership roster includes some 230 airlines, representing more than 93 percent of scheduled international air traffic.

The challenge: improve management skills in a fast-paced, fast-growing, and diverse industry

To help the airline industry thrive and grow, IATA has long offered professional skills training through its Training and Development Institute to both its own staff and the staffs of its member airlines, as well as employees of other aviation sectors. This training has focused primarily on the more "technical" aspects of aviation, in areas like airline regulations, airport operations, and cargo management. Recognizing the need to include more general leadership and management development, IATA looked for a solution that would complement its existing diploma and certificate programs and provide a foundation for its ad hoc management skills offerings.

ANYTIME, ANYWHERE ACCESS TO HARVARD MANAGEMENTOR

IATA chose Harvard Business Publishing as its leadership development partner based on Harvard Business Publishing's reputation for academic excellence, established global presence, innovative approach to online learning, and multi-language content. IATA has incorporated *Harvard ManageMentor*'s 44 e-learning modules into its training curriculum, which it currently provides in English, Spanish, and Mandarin.

Senior IATA managers are encouraged to tap *Harvard ManageMentor* as a just-in-time learning resource. Emerging leaders access *Harvard ManageMentor* as part of their IATA Leadership Engagement and Development (I-Lead) program, a blended learning initiative using online content to support instructor-led training. And through the IATA Global Authorized Training Centers, managers with specific skill gaps can remedy those gaps through *Harvard ManageMentor*. For aviation industry personnel, IATA has introduced new programs, combining technical and business learning, in aviation, travel and tourism, and cargo.

PARTNERING WITH US

"Harvard Business Publishing has revolutionized distance learning. *Harvard ManageMentor* is on-demand, comprehensive, and cost-effective. It's also engaging, which had been distance learning's missing ingredient."

—Ismail AlBaidhani, Head, Global Partnerships & Learning Innovation, IATA Training and Development Institute



GETTING A NEW LEARNING PROGRAM OFF THE GROUND

During the summer of 2010, IATA launched a program unique for its industry. Sixty-seven individuals, primarily drawn from IATA staff participating in an ongoing management development program, registered with *Harvard ManageMentor* and completed 390 modules. Based on the consistently positive feedback on *Harvard ManageMentor*'s ease of use, content quality, and delivery flexibility, IATA decided to fully roll out the new program.

As part of its external rollout campaign, IATA emailed all target groups, and to further raise awareness, IATA worked through its more than 350 worldwide training partners to feature *Harvard ManageMentor* at several global training conferences. Internally, IATA's Human Capital team introduced the new program through regional workshops and articles in its in-house magazine.

With these awareness-building efforts, the profile for IATA's management development initiatives has been raised significantly. This is especially true for those working in remote locations, who give high marks to the program's global reach and local feel. IATA users are enthusiastically embracing *Harvard ManageMentor*. To date, 600 internal staff and 220 employees from the airline industry have used *Harvard ManageMentor*, and, overall, 70 percent of those completing courses reported knowledge gain.

SOCIAL LEARNING FEATURES THAT FOSTER COLLABORATION

Local leadership development managers use *Harvard ManageMentor Cafés* to engage learners in lively discussions and promote collaboration, worldwide. The most widely used interactive features—comments, polls, and emails—let participants record their impressions and share ideas and experiences on how they're using what they've learned with peers and colleagues from across the globe.

IATA's learners are enthusiastic collaborators. Recent analysis indicates that 82 percent of registered users are active and very engaged in the use of *Harvard ManageMentor*'s collaborative tools. Among *Harvard ManageMentor*'s overall user base, IATA ranks second in its use of comments and in the top five in use of polls and emails. One of the outcomes that IATA was most interested in achieving was driving collaboration between the targeted groups, and the use of *Harvard ManageMentor*'s interactive capabilities indicates they are achieving this goal.

LEARN MORE

PHONE 800-795-5200 (Outside the U.S. and Canada, call +1-617-783-7888.)
EMAIL corporate@harvardbusiness.org
MAIL 60 Harvard Way, Boston, MA 02163 USA
ONLINE www.harvardbusiness.org/corporate