

How AIA expanded its Learning culture by creating a Leadership Academy



AT A GLANCE

Established in 1996, **Athens International Airport** (AIA) considers its employees to be the driving force in being one of the most renowned airports worldwide for its operational and business excellence. To develop newly appointed leadership members, together with **Being Essential**, AIA's HR team created a cutting-edge Leadership Academy with 3 leadership groups.

KEY METRICS



338

Training hours consumed



514

Badges earned



160

Virtual Workshop hours



10 €

Return on every € invested

THE BUSINESS CASE



"**AIA Leadership Development Pathways**" is a leadership developmental framework with focal point the skilling and upskilling of company's leadership levels based on organization's core values and strategic mission.

The framework aims on building and/or strengthening the core value-aligned with leadership skills and competencies not only for performing successfully at each leadership level but also empowering program participants with the necessary knowledge for leading productively their teams and the organization.

THE SOLUTION



The academy program focuses on implementing the framework for the middle and senior leadership levels of the company: Heads, Managers and Directors.

In collaboration with the AIA Training & Development team, we have created a **blended learning solution** aiming at Heads and Managers, and an e-learning series for Directors.

The blended learning solution consisted of self-paced study and knowledge assessments via **e-learning** and **interactive workshops** which included activities such as video examples, "what if" case studies, group discussions and self-reflection exercises.


An overall of **20 different leadership competencies** were delivered successfully **within a time frame of 3 months** by our well qualified faculty who bring long-term professional and teaching experience on these matters. The course topics/competencies were:

- Giving and Receiving Feedback
- Building and Leading Successful Teams
- Coaching
- Delegation
- Driving Performance
- Influence & Persuasion
- Leader as Motivator
- Leading by Developing People
- Leading Effective Meetings
- Leading Innovation
- Leading through Change
- Managing Priorities
- Managing Team Conflict
- Managing Up & Building Relationships
- Becoming a Front-Line Manager
- Problem Solving & Decision Making
- Resilience & Perseverance
- The Emotionally Intelligent Leader
- Thinking Strategically
- Understanding Unconscious Bias & Leading Diversity



THE BENEFITS OF THE SOLUTION

- 1** Identification of individual's skills' strengths and gaps and creation of an action plan for future improvement
- 2** Opportunity for participants to interact and learn with their peers, exchanging ideas and experiences
- 3** Space for addressing new competencies such as e.g., understanding unconscious bias
- 4** Support collaboration and build relationships with colleagues across the organization


100% of the participants agree that they would “recommend the training program to colleagues or others”

KATERINA SKOUTERI
Manager, Recruitment & Development, AIA

At AIA, our aim is to continuously develop skills and behaviors that leaders need to effectively manage our business and engage our employees for success. We recognize that the skills required for leadership positions differ from those needed as individual contributors and also differ between leadership levels. To bridge such gaps, we partnered with Being Essential to develop our Leadership Academy addressing precisely the leadership skills and behaviors necessary for leadership progression at AIA. Being Essential brought their extensive expertise and best-of-breed content so that we create a robust leadership development training program with their guidance and resources.



Being Essential is one of the leading professional training & consulting companies in Greece and Cyprus with a extensive experience in designing and implementation of Corporate Academies in exclusive partnership with Harvard Business Publishing leveraging Harvard ManageMentor®'s content.

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