

... CASE STUDY

Aerospace Giant: Co-Creating a Winning Governance Model

Challenge

With air travel increasing and lower-cost competition, a multinational aerospace corporation recognized the need to establish a governance model to inform decisions across their learning organizations, align learning with organizational goals, reduce redundancies, and create a holistic approach to employee development.

Solution

The solution began with a co-creation effort between the company's LLOC workstream team, their stakeholders, and GP Strategies®. Over a two-month period, the team defined the three new governance levels and how they would work together. The intent was that during implementation, each new entity would further refine and launch the next one.

- *Enterprise Learning Board* sets strategic direction for learning and ensuring alignment with business needs.
- *Enterprise Learning Council* oversees the implementation of the learning strategy; directs the annual learning plan; approves policies, processes, and tools; and oversees and sponsors the Learning Enablement Teams.
- *Learning Enablement Teams* implement requirements, guidelines, and strategies, providing prioritization, guidance, and oversight.

BUSINESS IMPACT

Throughout the organization, leaders report improved operations as a result of the new model and have learned some key lessons. Some of those lessons have produced a strengthened, more aligned, and integrated hiring and staffing effort. And the company's Program Management University reports the new Digital Campus and Leadership, Learning & Organizational capability tools have saved work and helped them better integrate as an enterprise.



RESULTS

Improved operations as a result of the new model

Strengthened and aligned hiring and staffing efforts

Better integrated as an enterprise

