

Changan Ford's Flight Program Wins the 2017 WIAL Best Application Award

Changan Ford is a famous Chinese automobile company. The company has a 100-year history beginning in Changan, China. By now, they have plants in Australia, India, Indonesia, Japan, New Zealand, the Philippines, Thailand, Taiwan and Vietnam. Facing the future, the company decided to build an energetic business to achieve comprehensive profitable growth.

Changan Ford grew rapidly in the past years. In 2012, the company started applying Action Learning to support the growing business. At that time, the company had



about 5,000 employees. With the decision to be a leader in the Chinese automobile industry, the company has to expand the business by building more plants in China.

This decision brought many challenges, mainly because they

didn't have enough talents to support such great expansion. So the Organizational Development department decided to take on the challenge of building a talent pool containing the right people for the right positions.

The Flight program was born in Changan Ford. It is a key talent development program to support different people at different levels. It faced 3 main challenges at that time:

- Identification: what are the key talents of each position in the organization ?
- the real needs: since they have done a lot of leadership programs in the past, how to find different ways to meet the current needs ?
- conflicts: how to achieve the balance so that participants can manage both urgent business priorities and leadership development ?

Action Learning became the choice after much deliberation, mainly for 3 reasons:

- AL coaches are experienced in different talent development programs. Their participation could help to clarify key talents for different positions.
- AL's essence is to find the real problem, which demands openness and authenticity. The action learning team will gradually form an atmosphere to exchange with one another sincerely, which demands firm trust, and through this will help them understand the deepest needs of each other and the organization.
- an AL session takes 2-3 hours of the day, and it's easy to be applied into the organization. HR could be an AL's coach after professional training, which makes the program more flexible.

By now, Changan Ford has grown to about 20,000 employees. They have identified 5,000 key talents at each layer of their organization and trained near 600 participants in the last 2 years. Most of the participants are brought into different teams to take actions. Additionally, they have developed personal leadership and promoted the ability to find the real problem before starting any actions. These achievements help Changan Ford successfully transform into a large and leading company in China, and even in the Asia-Pacific automobile industry.



In 2017, “The Flight” program has recognized by WIAL at the WIAL Global Conference in Shanghai, and Changan Ford received the WIAL Annual Best Application Award.

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