

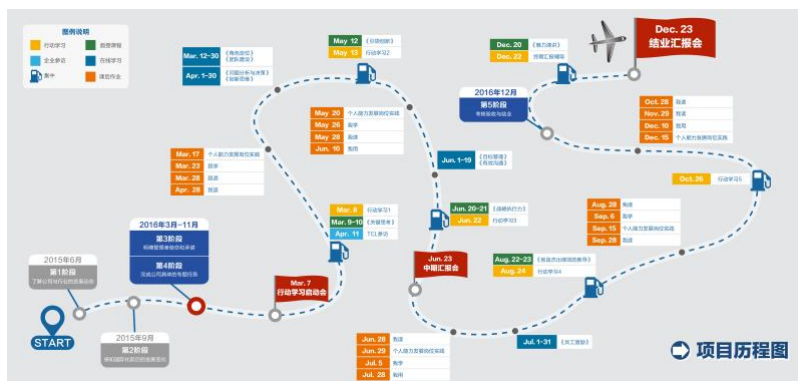
## China Southern Airlines Receives the 2016 WIAL Award of Best Application of Action Learning in the Business Sphere

At the 2016 WIAL Global Forum in Poland, China Southern Airlines received the WIAL award for the Best Application of Action Learning in the Business Sphere of for its success in transformation through Action Learning.

China Southern Airlines Company Limited is an airline headquartered in Guangdong Province, China. It is the world's fourth-largest airline measured by passengers carried and Asia's largest airline in fleet size, revenue and passengers carried. It is the fourth-largest airline in the world in domestic passenger traffic and the sixth-largest in scheduled domestic passenger-kilometers flown. With the development and changes in domestic market and global environment, China Southern Airlines redefined its strategic direction- to step out for globalization.



Having the business strategy set, China Southern Airlines planned to grow the management talents for its globalization move. The strategy required a group of middle and senior management with international vision, professional business management and solid leadership. Team synergy was also to be cultivated based on the shared vision and values.



Action Learning was thus introduced for the purpose of both addressing the real issues in business operation and the talent development in a comprehensive way. China Southern Airlines decided to start this

program in the corporation as well as Hubei and Guizhou pivotal subsidiary airlines.

In corporation, senior management played the role of topic consultants, which helped to yield impressive result in team members' leadership development and thorough project research, but most importantly contributed to the transformation to the learning organization.

In Hubei subsidiary, AL helped to sort out the marketing strategies upon consensus; it also laid solid foundation for the future by systematically growing marketing team's competencies. As first-line managers, AL team members identified their leadership

strengths and gaps, and developed their own intangible competencies during the 2-year project.

Guizhou Airlines clearly defined the competency set and start from there continued with Action Learning for leadership development. Team successfully worked out a concrete plan to increase profit, and set a high standard for cargo security and compliance. In this 2-year project, Hubei subsidiary e-marketing ratio raised from 17% to 26% (within 4 months); achieved 64.9% year-on-year increase of international cargo income without the increase on transport capacity. Team synergy gradually came to light, changing from the culture of independent thinking and turf sense to the shared mind of working as a team.

Guizhou Airlines reengineered its cargo security process, produced the hieroglyph combination of Cargo Post Operation Guide, Cargo Post Operation Quantitative Assessment Standard and Typical Case Assembly of Cargo Unsafe Incidents, so as to improve safety control quality. The violation rate decreased by 10%, operation efficiency such as cargo trip rate increased to 99%. Guizhou Airlines gained a higher customer satisfaction and a lower cargo and luggage delivery time.

The past two years also witnessed optimized flight routes network for China Southern Airlines. New international routes opened up to help the company compete in the global market and 7 products had been released.

The program team explored SCC (shared service center) product development pattern, solidified a set of mechanism for internal operation, and formulated online-offline procedures for product promotion and evaluation.

The change in mindset and leadership style from top leadership team to the middle management level was also tremendous. “It turned out to be a new page of China Southern Airlines- a page on which all the staff and management team co-work on the paragraphs and share the same vision,” one of the AL team members once commented.

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