



New Flight Plan for Leading U.S. Airline: How Strategic Change Management Created Prosperity

A Peak Advisory Consulting Case Study



Introduction

In the rapidly evolving and highly competitive aviation industry, a large U.S. domestic airline faced several significant challenges.

The company had been relying on an outdated Human Capital Management (HCM) and payroll platform for over a decade, which was impeding its ability to grow and adapt to new market demands.

Recognizing the need for a modern solution, the airline decided to implement Workday, a comprehensive HCM system.





The Challenge

Airline employees were accustomed to extensive communication, change management, and training whenever new systems were introduced.

In addition, the COVID-19 pandemic brought unprecedented staffing and capacity challenges, with the airline needing to adjust rapidly to business slowdowns while maintaining the momentum of the Workday implementation project.

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The Impact

Despite the daunting obstacles, our team stepped in to guide the airline through this complex transition. Our first step was to establish robust program governance and deliver expert program management to ensure all facets of the Workday deployment were meticulously coordinated.

We took accountability for all business workstreams related to the deployment, which included:

- **Change Management:** We crafted and executed a comprehensive change strategy that ensured all employees were prepared for the transition. This involved anticipating resistance and addressing concerns proactively.
- **Communications:** Understanding the critical role of communication, we developed a detailed communications plan. This plan included regular updates, FAQs, and interactive sessions to keep employees informed and engaged throughout the process.

- **Training:** To equip employees with the necessary skills, we designed and delivered a variety of training materials. These included a training curriculum, user guides, and quick reference guides tailored to different user needs.

Throughout the project, we created and distributed numerous change efforts, communication pieces, and learning artifacts to ensure a smooth transition.



The Conclusion

Despite the challenges posed by COVID-19, our diligent efforts and strategic planning paid off.

Over a third of the company's employees accessed Workday within the first week. The Workday implementation was one of the few projects prioritized on the airline's "must do" list during the pandemic. We successfully navigated the project through this turbulent period and achieved a seamless go-live.

The results were remarkable. Over a third of the company's employees accessed Workday within the first week, which was considered a major success, especially since payroll processing—expected to drive the most logins—had not yet occurred.

The feedback from employees was overwhelmingly positive, with many stating that the change management, communication, and training collateral were the best they had ever used.

This case study illustrates how, even in the face of significant challenges, a well-structured approach to change management, communication, and training can lead to a successful technology implementation and set the stage for future growth.

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