9TH MENASASI CONFERENCE JEDDAH KSA

- **The Management of Change During a Period of Constant Change**

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Management of Change Challenges in Managing Change

- The aviation industry is a complex, rapidly changing and developing industry with a multitude of challenges

- 2019: Successful year
- 2020: Unprecedented Challenges
- Geopolitical tensions – UK International Airlines 75
- Signs of a weakening global economy
- Grounding of Boeing 737 MAX

- **Covid-19 pandemic:**
- **Unforeseen catastrophic impact**
- **2020 -2021 The lost years**
- **2022 – Starting again**
- **2023 – Signs of normality**

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COVID-19 Outbreak Review

WHO – Declaration of pandemic

Colossal impact – Suspension /Restrictions of operations

Immediate need for Executive Response

Strategic

Corporate

Financial

Operational

Organizational Survival – Top Priority

Airlines ceased operation

Aircraft parked / stored

Operational staff laid off – early retirement etc.

Industry Response

- Aviation industry - Unprepared for a global pandemic
- Fear of unknown
- Media pressure
- Result: Restrictive – Conflicting – Ad-hoc regulations that impacted airline operations
- Magnitude of change – novel, rapidly developing
- Changes had to be dealt with simultaneously
- **For the first time - Organizations and management teams had to address such a complex, highly evolving hazardous period of change**

SMS – Traditional Approach

Management of Change Safety Risk Assessment (MOCSRA) process
Most significant organizational activity

Powerful and effective tool for management teams to address the extent and level of change

At the start and during the pandemic the MOC concept, principles, and methodologies implemented in the organizations operational areas were inadequate for this magnitude of change

A new approach - with conceptual thinking and practical, effective, efficient, timely and controlled measures - was needed.

SMS – Traditional Approach

The MOCSRA had to expand in magnitude and scope beyond traditional operational activities to include Board and Senior Management level decision making

Questions:

How do we manage the challenges in a period of constant change?

What are the new main elements required for the effective implementation of management of change process when everything is changing?

Transformational Change of SMS

Aviation industry goes through a developing life cycle based on the evolving needs which are impacted by financial, political, geo-strategical changes requiring immediate *Transformational change*

Unplanned changes often occur when there is a sudden or surprising condition imposed by external forces requiring prompt action

Remedial changes are urgent and visible changes to provide solutions to current situations and problems

To deal with the Covid-19 pandemic - aviation organizations had to implement transformational, unplanned and remedial changes all at once

A Mindset Shift for SMS

- **Change is constant**

- Safety leadership is a crucial requirement to establish a change ready safety management culture

- Safety leaders must guide senior management to shift the organization's perceptions of change management from an episodic solution to an ongoing organizational safety strategy that becomes an inherent part of the organization's DNA

Change Management

CHANGE MANAGEMENT CONCEPT:

"THE APPLICATION OF A STRUCTURED PROCESS AND SET OF TOOLS FOR LEADING THE PEOPLE SIDE OF CHANGE TO ACHIEVE A DESIRED OUTCOME" (PROSCI, 2022)

GOAL - TO HELP THOSE IMPACTED BY THE CHANGE TO MAKE A SUCCESSFUL TRANSITION TO ENGAGE, ADOPT AND USE A CHANGE IN THE NEW OPERATIONAL ENVIRONMENT

CHANGE MANAGEMENT SUPPORTS MOVING AN ORGANIZATION FROM A CURRENT STATE (HOW THINGS ARE DONE TODAY, THE NORMAL OPERATIONS, PRE-PANDEMIC) THROUGH A TRANSITION STATE TO A DESIRED FUTURE STATE (A STATE OF CONTINUOUS CHANGE)

Change Management

New management approach implemented by many organizations

Affects the traditional MOCSRA which needs to be adapted to the change management organizational processes

Must be supported by Leadership of Change

Leadership of Change should:

Build an effective safety message framework throughout the organization

Explain the 'why', 'what' and 'how' behind the change of management strategy

Consequential Hazards and Risks

The Change Management at the beginning of the pandemic, during the crisis as well as in the post-Covid era highlights that key operational activities are impacted by the continuous changes in the aviation industry

Tremendous pressure to return to profitability and minimize losses

Resulted in cost cutting measures and increasing productivity

Increasing utilization of a/c

Major shortage of manpower and training capabilities

New Enhanced MOCSRA Approach is Needed

Aviation regulators and organizations must establish a new enhanced approach to manage the constant changes in order to survive and maintain their operational and safety standards

Organizations must constantly examine their processes and performance strategies to better understand what changes need to be made and link those changes to an enhanced MOC SRA process throughout the organization
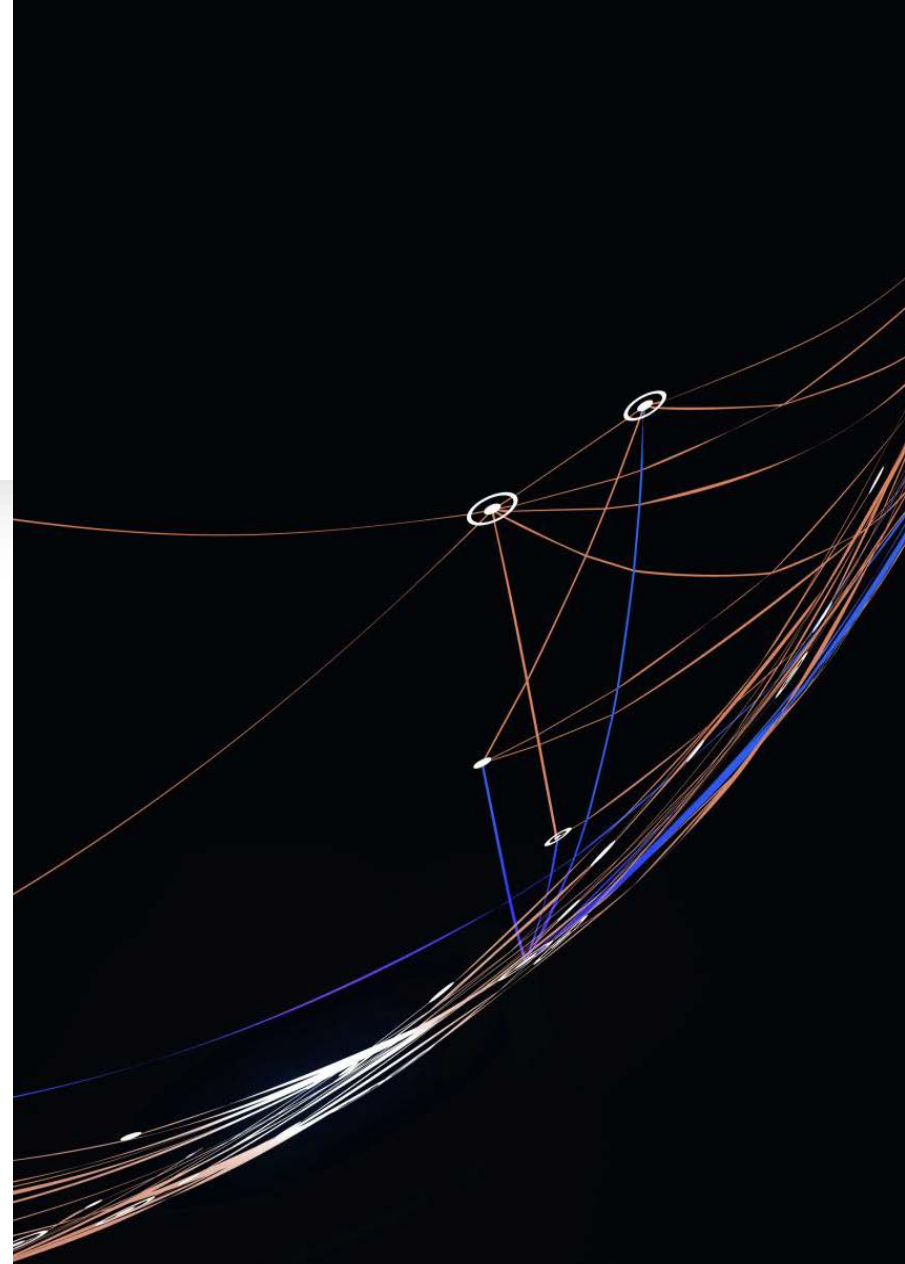
Conclusion

There is a need to link the Change Management process to an enhanced MOC SRA process throughout the organization

Constant change must be accepted as the new reality in the aviation industry

Any resistance to the change will impact safety and operational standards

Conclusion

- Organizations that fail to link the Change Management process to an enhanced MOC SRA process throughout the organization do so at their own risk

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Thank You

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