

## ... CASE STUDY

# Kenya Airways: Driving Performance Improvement

## Challenge

Rapid growth over a six-year period and an exponential growth trajectory created challenges for the people and systems of Kenya Airways (KQ) to keep pace with the company's expansion. In response, the CEO set out a new vision: To consistently be a safe and profitable airline that guarantees world-class service—the pride of Africa. This required consolidation of the business and the development of a winning leadership team that could deliver a steep takeoff in performance.

## Solution

To help, McKinney Rogers (now GP Strategies®) used their Mission Leadership philosophy to clarify key tasks and create alignment across all divisions of the organisation. This in turn enabled behavioral changes, unleashing innovative thinking from KQ's latent talent, driving greatly improved performance.

McKinney Rogers also worked closely with KQ in measuring its performance and progress toward achieving its goals using Dashboard. This improved accountability and confidence at all staffing levels by demonstrating the impact and value of the changes being implemented.

## Business Impact

Despite the challenging operating conditions in the airline industry, KQ weathered the storm and increased both its operating profit and net margin, each by over two percent.

During the same period, KQ implemented many of the organisational and infrastructural changes required to enable the steep takeoff in performance.



For our leadership teams, Dashboard has become the primary means of reviewing our business performance. Using it has become part of everybody's normal business cycle. It is always up-to-date, easy to use, and entirely transparent. As a consequence, it enables us all to stick to it, keeping the main goals and the contribution we each make toward them firmly front of mind.

- Paul Kasimu  
HR Director

## RESULTS

**2%**  
increase in  
operating profit  
and net margin

