



# How to Right-skill for Recovery?

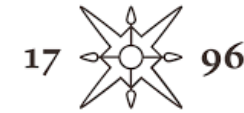
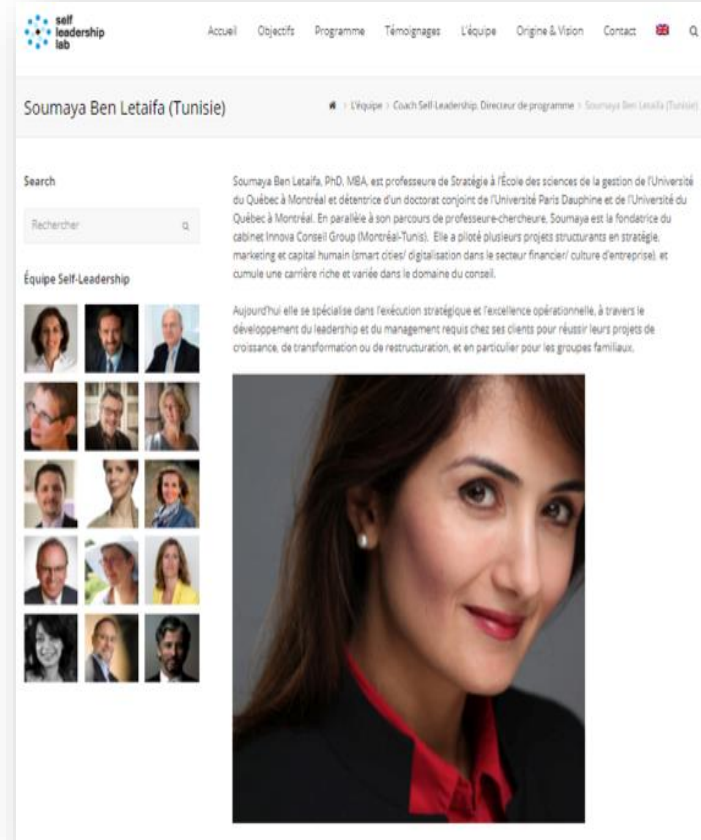
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# Director of the Self Leadership program for Africa and MENA region (University Of Geneva)



RÉMY COINTREAU



# CEO of Innova Conseil



## Founded in 2012:

Innova conseil is a consulting firm that was founded in Montreal, primarily tackling the North American market's strategy, marketing, and human resources fields.

## Expansion in 2016:

Innova Conseil has expanded its services to the MENA region and Africa and has opened a Tunisian branch. Its expertise extends across **two continents, two HQ and with 15 collaborators. A niche consultancy player.**





# Talent drain from travel will hurt recovery – the time to upskill and reskill is now



**Many travel sectors need to stop wondering when workers will return.**



**They are not.**



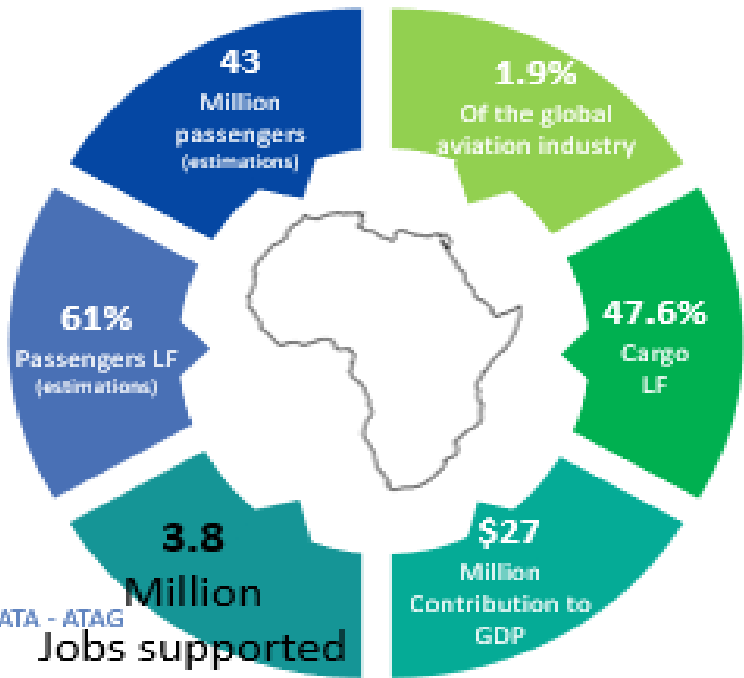
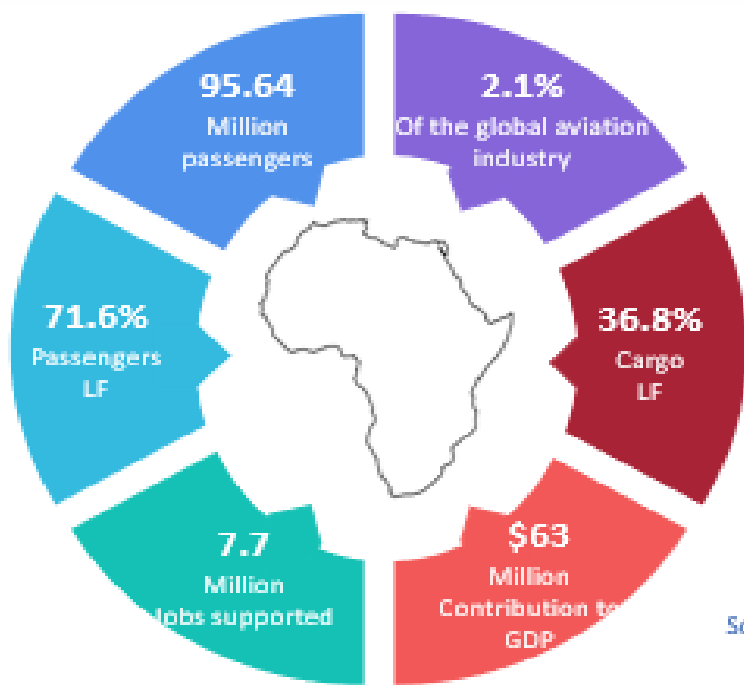
**Make do with what you have and right-skill.**





# The Airline Sector Shortages Impact

- **2.3 million** direct aviation jobs have been **lost** across airlines, airports, and civil aerospace firms since the emergence of Covid-19 worldwide– a **21% decrease** from pre-pandemic levels.



Source : AFRAA – IATA - ATAG

**50% of job losses**

The aviation industry is a critical sector of the global economy:

- Facilitates the movements of people and goods across our continent
- Generates revenue for the economy
- Creates Jobs



# The Airline Sector Shortages Impact

- The Repair and Operations (MRO) sector is facing a **mix of growing demand and a decline of technicians**, confirming what most airlines already know: **the aviation industry is suffering from a critical skills shortage.**
- **A 35% rise in service complaints** from May to June, and complaints are about **270% higher** than pre-pandemic levels.



# Impacts



Young talents are losing faith in the industry; thus, they are fleeing and no longer want to work in the aviation industry



Customer experience is downgrading



Costs are increasing in order to retain the remaining talents



Number of complaints is increasing



***Exception: Delta***



***➔ Need to Re-Market Aviation: Positioning the Aerospace & Aviation sector as an interesting and rewarding career choice***

# The Airline Sector Recovery

- IATA expects overall traveler numbers to reach **4.0 billion in 2024**, exceeding pre-COVID-19 levels.
- “Airlines are resilient. People are flying **in ever greater numbers**. And cargo **is performing well** against a backdrop of growing economic uncertainty. Losses **will be cut to \$9.7 billion** this year and profitability is on the horizon for **2023**. It is a time for optimism” Willie Walsh, IATA’s Director General, 2022.





# Regional Variations

## North America

- The strongest performing region and the only region to return to profitability in 2022.
- Supported by the **large US domestic market** and the re-opening of international markets, including the North Atlantic
- **Net profit is forecast to be \$8.8 billion in 2022.**
- **Demand (RPKs) is expected to reach 95.0%** of pre-crisis (2019) levels, and **capacity 99.5%.**

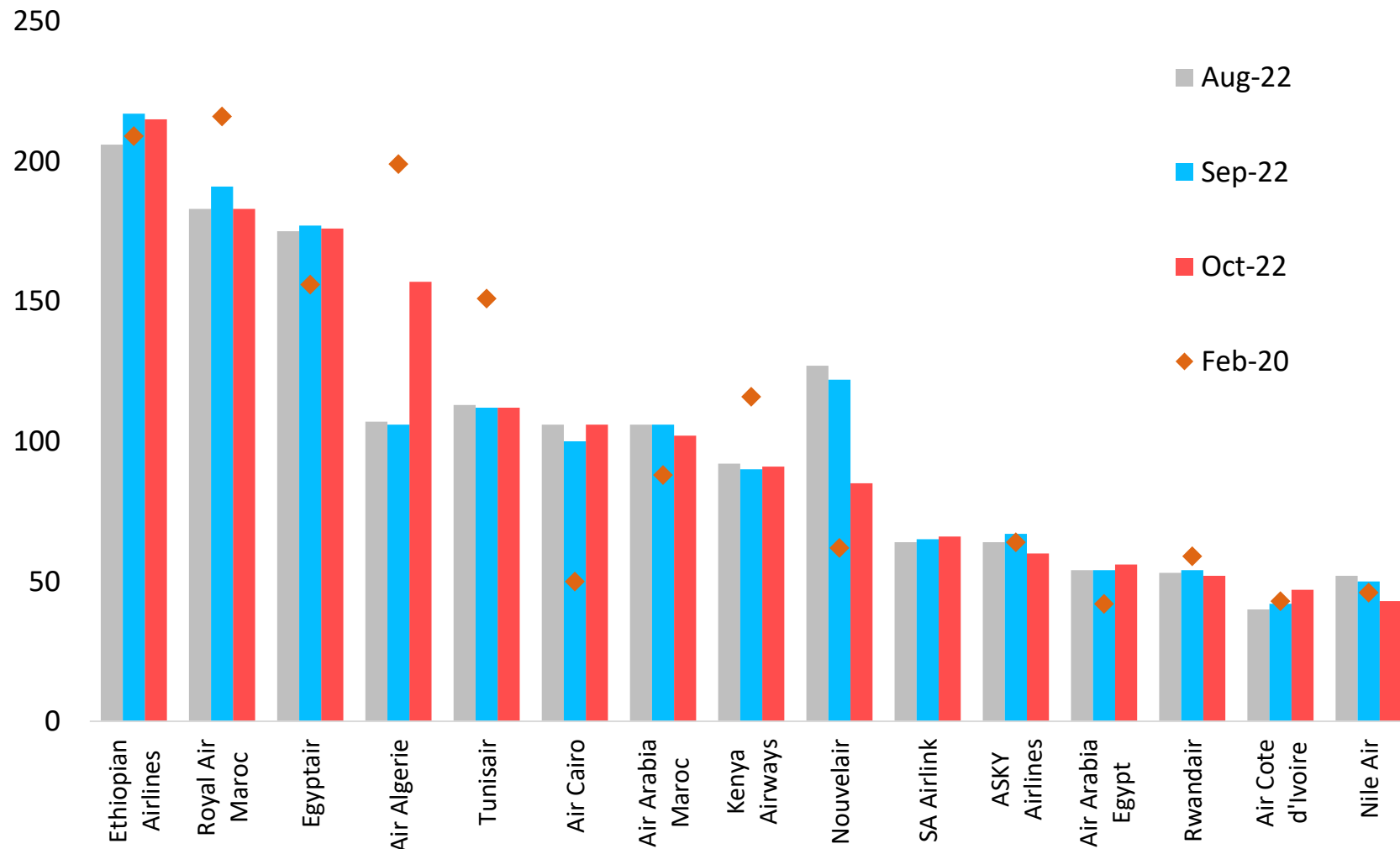


## Africa

- Lower vaccination rates have dampened the region's air travel recovery to date
- Some catching up is likely this year, which will contribute to an improved financial performance.
- **Net losses are forecast to be \$0.7 billion in 2022.**
- **Demand (RPKs) is expected to reach 72.0%** of pre-crisis (2019) levels, and **capacity 75.2%.**



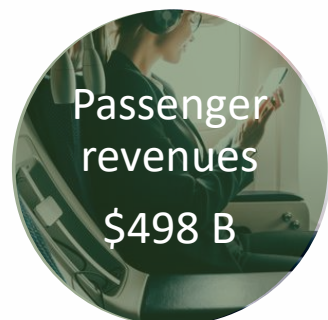
# International routes operated by African Airlines



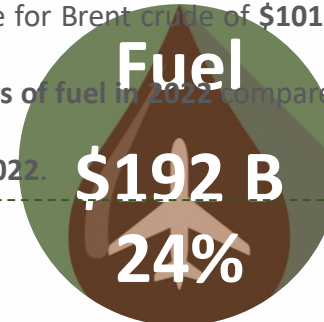
The percentage of international routes operated by African airlines exceeded the pre-Covid level in **October**, to reach **100.31%**.

- ❖ Ethiopian airlines have opened new intra-African 5<sup>th</sup> freedom routes. Royal Air Maroc and Egyptair also reopened some previously closed routes.
- ❖ 8 airlines in this top 15 have reached or exceeded their number of international routes of the pre-Covid period.

# Industry Revenues VS Expenses



- At **\$192 billion**, fuel is the industry's largest cost item in **2022 (24% of overall costs, up from 19% in 2021)**. This is based on an expected average price for Brent crude of **\$101.2/barrel** and **\$125.5** for jet kerosene.
- Airlines are expected to consume **321 billion liters of fuel in 2022** compared with the **359 billion liters consumed in 2019**.
- Fuel will account for about a **quarter of costs in 2022**.



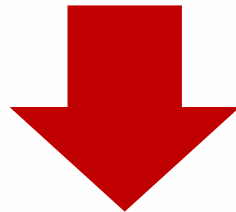
- Expenses**  
\$796 billion.
- 44% increase on 2021, which reflects both the costs of supporting larger operations and the cost optimization in some key items
- Labor is the **second-highest operational cost item** for airlines.
  - Direct employment in the sector is expected to reach **2.7 million, up 4.3% on 2021** as the industry rebuilds from the significant decline in activity in 2020. Employment is **still**, however, somewhat **below the 2.93 million jobs in 2019**. The cost is expected to remain below this level for some time. Unit labor costs are expected to be **12.2 cents/available ton kilometer (ATK) in 2022**, which is essentially back to **2019 levels** when it was **12.3 cents/ATK**.
  - The time required to recruit, train, complete security / background checks, and perform other necessary processes before staff are "job-ready" is presenting a **challenge for the industry in 2022**. In some cases, **employment delays may act as a constraint on an airline's ability to meet passenger demand**.
  - In countries where the economic recovery from the pandemic has been swift and the unemployment rate is low, tight labor markets and skill shortages are likely to contribute to upward pressure on wages. The industry's wage bill is expected to reach **\$173 billion in 2022 (around 22 % of overall costs), up 7.9% on 2021, and disproportionate to the 4.3% increase in total jobs**.



# New Opportunities and Reasons for Optimism



- The pandemic has been a portal to change in so many ways, and the innovation is coming at the edges as it always does
- **New trends** will define the travel industry for **2023/2024**
- **Companies need to work harder at being flexible, innovative, and to reskill, upskill and rightskill their staff**



***“ True leadership in the new normal. We must bring back the passion, and you must be a role model to lead the team ”***







# Training is the key to industry recovery



*“The Future Belongs to Those Who Learn More Skills And Combine Them in Creative Ways”*

- As aviation rebuilds from the biggest crisis in its 100-year history, it is essential that those leading the transition into a more sustainable future, possess the correct skill set.
- Training is the bridge between the state of the industry today and a strong, successful recovery



**1.New areas of focus:** *Safety, Sustainability, Leadership, Data Science, Cybersecurity, AI, new CX*



**1.New competencies to build**  
with Competency-based training  
and assessment (CBTA)



**1.New Training  
Techniques**



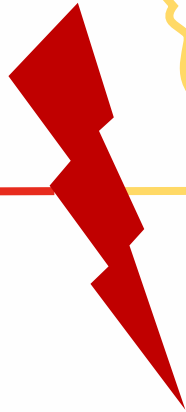


# 3 pillars: Recruiting, Assessment & Training



## What skills?

Who should we recruit? For which skills?



## How to evaluate?

How can we measure and evaluate?



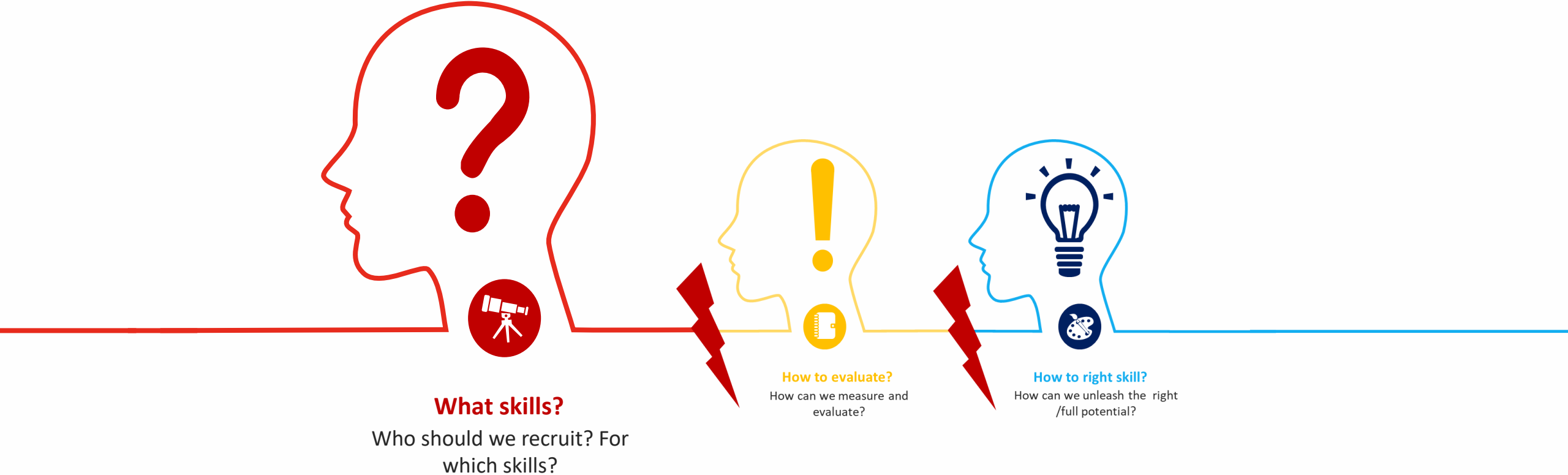
## How to right skill?

How can we unleash the right /full potential?





# First pillar: Recruiting





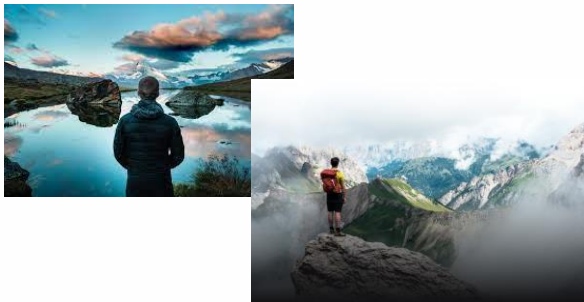
# New competencies and expectations



As uncertainty is the new certainty, new expectations and new management, competencies and skills are required to prepare, face and adapt to disruptions, crisis, changes.



Today's demands on managers



Towards the company

Towards themselves

Not just adapt to change, but live it fully

Not just do what we're told, but anticipate, propose, assume

To overcome business obstacles and move on between requirements and initiative

Towards new challenges, new ideas, new interactions

By accepting their environment, their added value, their responsibility

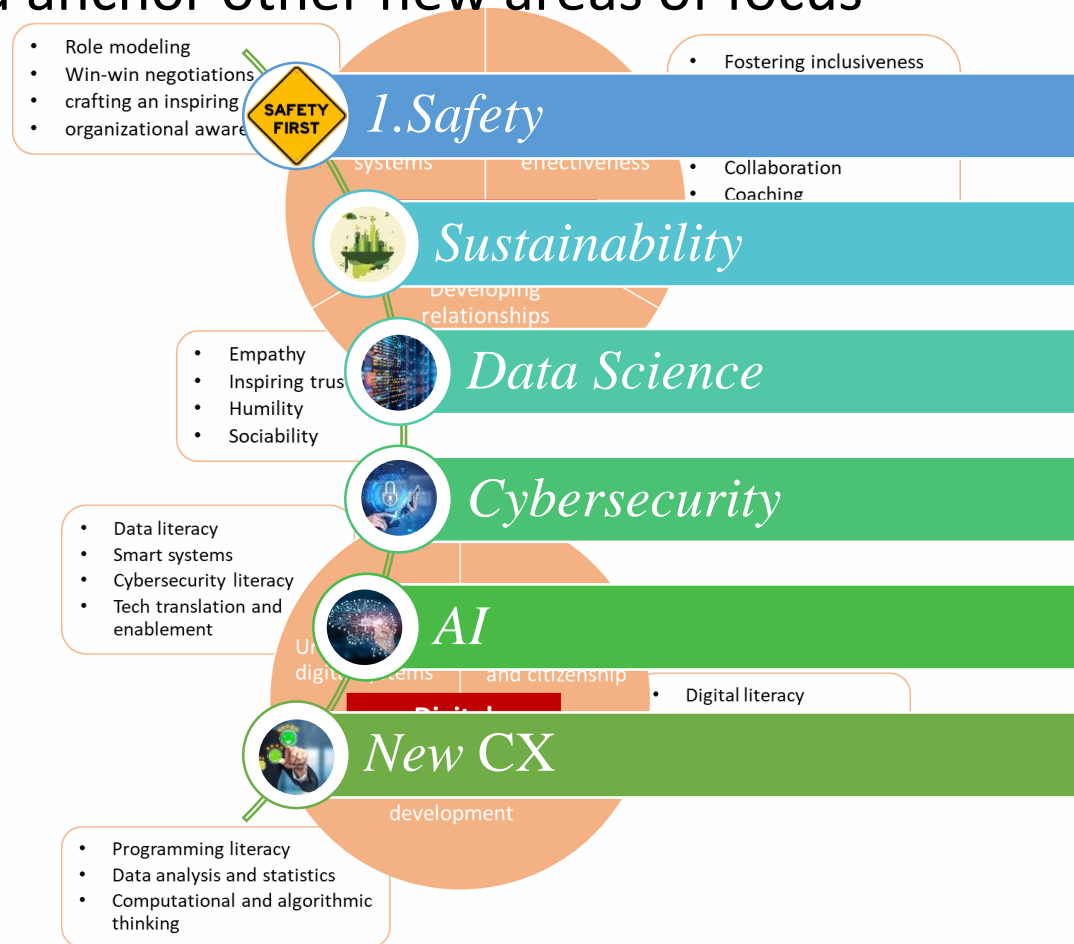
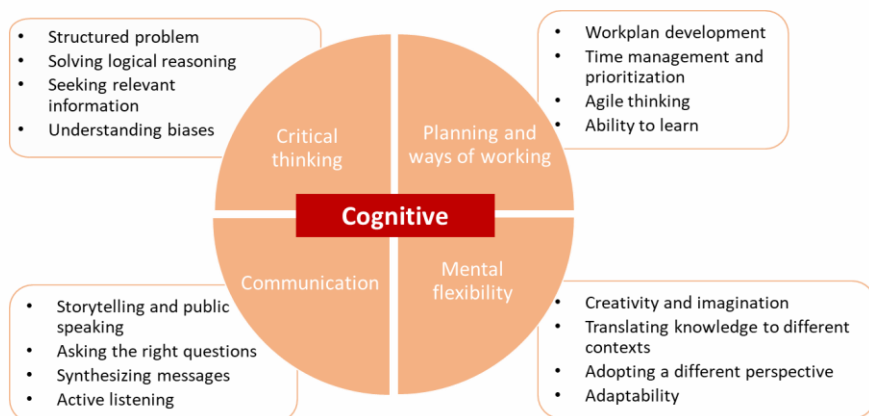
For decision-making, and for the meaning we give to what we do





# Gartner: Self Leadership Matrix (2021)

Self Leadership helps strengthen skills and anchor other new areas of focus





# How to right-skill?



**They aligned to put (self) leadership as the key skill for a successful covid-19 recovery**



# Second pillar: Assessment



# What is not measured, does not exist



## Hidden strengths

The scores your respondents gave you on these dimensions are higher than your self-assessment. These are strengths in the eyes of your respondents and you are not aware of them.

## Known areas for development

You and your respondents have rated these dimensions with low scores. Your respondents believe you can improve on these dimensions and you are aware of this.



## Blind spots

Sur ces dimensions, votre autodiagnostic est plus élevé que celui de vos répondants. Il s'agit de dimensions sur lesquelles vous pouvez vous améliorer et dont vous n'êtes pas conscient-e.



QUALINTRA

TTI SUCCESS INSIGHTS



# Measure the Effectiveness of an Aviation Training Program

The objective of any Organization learning objective should be to both provide for a **Return on Investment** and to **improve the employees' personal skill set.**



To measure the improvement of engagement among employees as they continue to learn from each other



To measure the effectiveness of the management's ability to ensure employees are applying the learned concepts accurately and correctly within the organization



To confirm Knowledge Transfer is helping if all the employees possess the right knowledge and skills to meet performance targets

➔ One of the best methods to measure the effectiveness of the training program is to know if **trainees are capable to transfer their knowledge to others**

# Skill Assessment

Testing trainees after every training and on the basis of their knowledge level related to a given subject is **highly relevant to measure training effectiveness.**



Allows assessment of any improvements



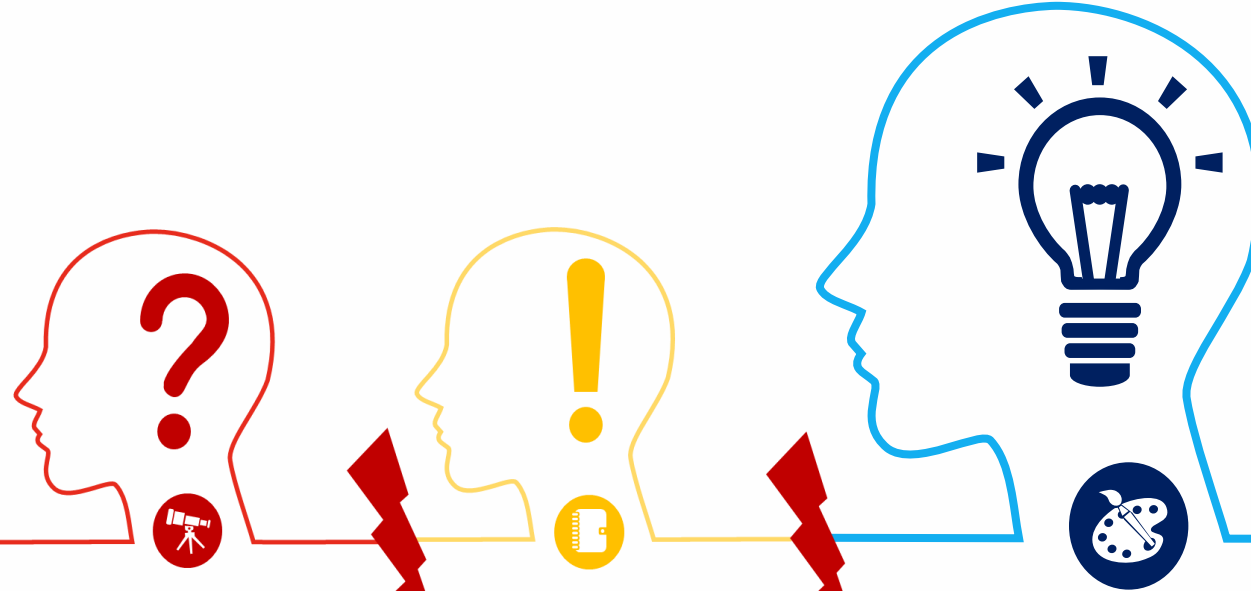
Motivates employees to get better with each training program



Fosters “Team Spirit” by bringing employees together, in cooperation also encourages the best results



# 3 pillars: Recruiting, Assessment & Training



## What skills?

Who should we recruit? For which skills?

## How to evaluate?

How can we measure and evaluate?

## How to right skill?

How can we unleash the right /full potential?





# Have you said right-skill?



“Right-skilling means **equipping your workforce with the right skills to do the tasks they’re facing**—an area that’s become much more relevant in an ever-evolving business landscape,”  
Forbes (2022).



Although it’s often confused with re-skilling (or re-training employees for different roles, so they can pivot), right-skilling is geared toward **keeping employees productive and enabling them to deliver value in their current positions**





# How to right-skill?



**Unleashing the full potential is the only way to right-skill**

To give managers:

- The means to become aware of their **role**, their **skills** and their **values**.
- The energy – like trust – to **take their rightful place within the company** as well as in the general airline ecosystem.



Investing in training must be perceived as an asset since it is the key to the industry recovery, leading to a significant return on investment.



# Moving towards an agile organization





# Royal Air Maroc

## Innovative Leadership: A Key Strategy Amidst Recovery

AUGUST 15, 2022 / [LEAVE A COMMENT](#)

Over the last two years, COVID-19 on one hand, has been for some airline companies an era of stagnations, and on the other hand an era of innovation and continuous improvement for others. In fact, some airline companies faced this disruptive change as a threat and a risk, while others as an opportunity to seize for reinvention.

However, we cannot deny that COVID-19 was a catalyst of the digital transition and a stimulator for innovative leadership. In this context, it's worth mentioning that Royal Air Maroc (RAM), one of Africa's leading airline organizations has set the bar high by making a pioneering initiative with its Digital Open Innovation Program that spread out worldwide in a few months.

Indeed, this Program is a great example of self-leadership application. During the pandemic, RAM's vision evolved from 2.0 to 3.0, and the Open Innovation Program was a successful strategic recovery initiative for the year 2022. The Program was a great initiative for the company to open to the startup ecosystem worldwide, se



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1<sup>ère</sup> Conférence Kick-Off  
@UM6P Benguerir  
6 Mai



2<sup>ème</sup> Conférence Kick-Off  
@Silicon Valley  
11 Mai

PLUGANDPLAY



3<sup>ème</sup> Conférence Kick-Off  
@ Singapore  
17 Mai



4<sup>ème</sup> Conférence Kick-Off  
@Geneva  
20 Mai





# Innova Conseil has been steering RAM post covid transformation: RAM 2.0



1. New 2.0 Organization

3. IS Transformation

5. Marketing Diagnosis  
& Action plan

6. Task-forces' Coaching

8. A New Academy Agenda

9. RAM Digital Open Innovation

10. Deployment of  
New Values

11. New 3.0 Organization

2. HR Transformation

4. Commercial Representations'  
Reconfiguration

7. Self Leadership Program



الخطوط الملكية المغربية  
royal air maroc



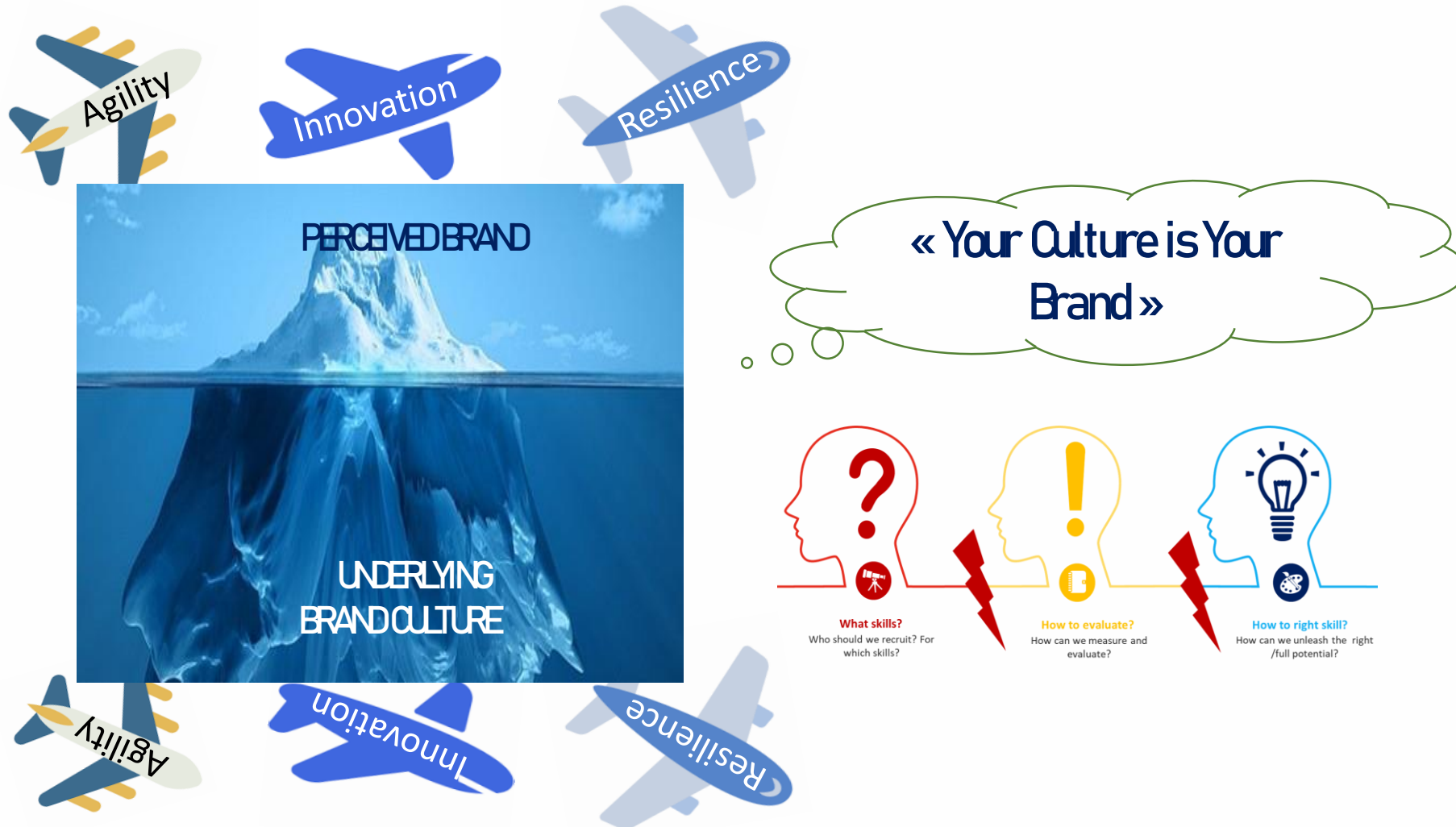




# Transition from 2.0 to 3.0

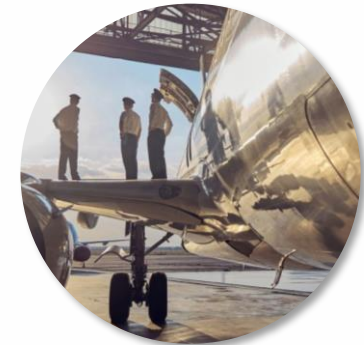
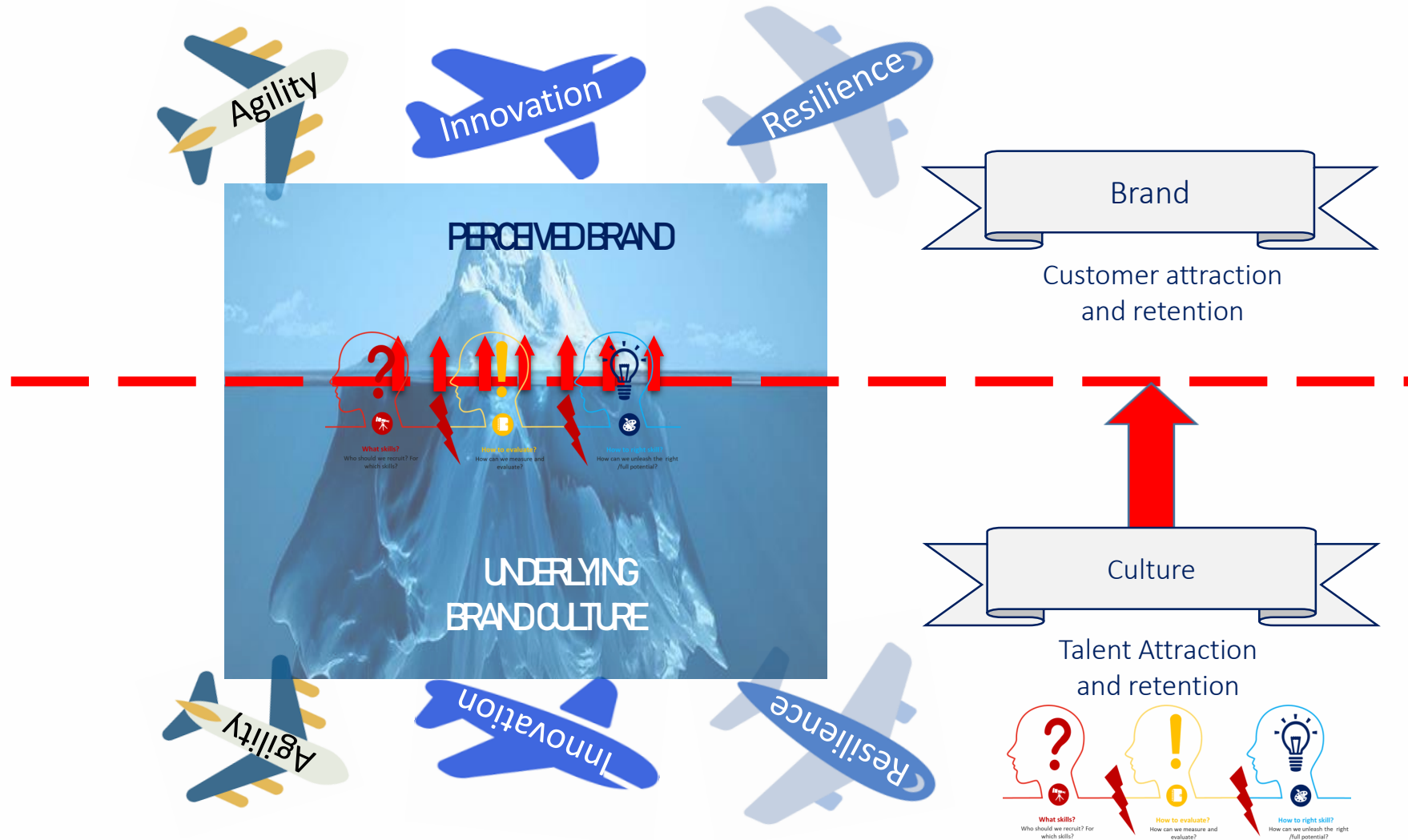


# A new Mindset, a Cultural Shift





# A new Mindset, a Cultural Shift



# Cultural alignment is a must

➤ The Best Strategy in the World won't work if the Culture doesn't fit.



Corporate Culture doesn't just happen.



Culture always Wins







# How can we right-skill: concluding remarks



1

1. Build Your People and Culture Strategy: Recruitment, Training and Assessment based on targeted values and behaviors (beyond managerial and technical competencies)

2

Identify and Close Learning Gaps : Right-skilling is all about thinking about what areas people are currently struggling in and what opportunities are often missed and then training to address those gaps. For example, an airline with high rates of customer complaints might need to spend some focused efforts on customer service

3

Create Continuous Learning Opportunities : Training should never be a one-and-done activity. The demands placed on employees are ever-changing, so why should their training be static? It's impossible to right-skill an employee one time and be done with it, because the "right" skills are always evolving.

4

Build a More Effective Training Ecosystem with strategic partners : [New Aviation Academies can tackle the aviation skills shortage](#)



# THANK YOU

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# Coaching and training's impacts

## Tangible Business Impacts

*(Frequency of impacts reported by executives)*



## Intangible Business Impacts

*(Frequency of impacts reported by executives)*



Source: Maximizing the Impact of Executive Coaching, THE MANCHESTER REVIEW



# The Airline Sector Recovery



- The reduction in losses is the result of hard work to keep costs under control as the industry ramps up.
- The improvement in the financial outlook comes from **holding costs to a 44% increase while revenues increased 55%**. As the industry returns to more normal levels of production and with high fuel costs likely to stay for a while, **profitability will depend on continued cost control**, which also **encompasses the value chain**.
- Suppliers, including airports and air navigation service providers, **need to be as focused on controlling costs** as their customers to support the industry's recovery,