

OGMA Case Study



Combining Traditional and Modern Training Methodologies, Dynargie Helps OGMA Build a Proactive and Cohesive Management Team

Established in 1918, OGMA is a leading Portuguese aeronautical company, offering a complete portfolio of services for defense, commercial and executive aviation. With more than 1,700 employees, they manufacture and maintain aircraft, and supply integrated services to OEMs. They are proud to be involved in some of the most outstanding aeronautics programmes, supplying companies like Boeing, Embraer, Dassault, Airbus Military, Lockheed Martin, Pilatus Aircraft, AgustaWestland and Eurocopter.

CHALLENGE:



In their 85th year, a new era in OGMA's history began when the government of Portugal accepted a proposal from Embraer to privatise the company almost in its entirety. At that time, a major drive was initiated to make the company efficient on a world-class scale and to expand into even more markets than those already explored.

OGMA was in the midst of a cultural transformation process. In 2013, and over a three-year period, alone, they began the implementation of a significant change in leadership. Since they had brought in so many leaders from the outside, they needed to develop homogenous leadership competencies that aligned their longer-term leaders with their new hires. They also needed to:

- Empower the company with robust leadership skills that would enable team development and the advancement of the company's strategic plan for greater efficiencies and growth.
- Increase employee compliance and commitment to the company's growth challenges.
- Develop a culture of openness to learning – one that focuses on results and going the extra mile.

In Portugal, as in most cultures, discussions about corporate change take people outside of their comfort zones. OGMA needed to work on the commitment of their people and make them believe in their strategic plan, even though the results might not be seen in the near future. OGMA wanted to be stronger than any of their competitors and they needed to have their people on their side to do this.



SOLUTION:

In 2013, Ana Guimarães, Human Resources Director at OGMA, was the first director hired to implement the transformation. She brought Dynargie on board to help. Guimarães comments, "Dynargie is different from other companies I've used in the past. They take a pragmatic approach with a high applicability level." She goes on to say, "They allowed us to choose several methodologies, the more traditional ones, complemented by the people management simulator, which everyone enjoyed very



OGMA Case Study



much. We didn't want the same approach. It was important to have surprises and new approaches."

The Dynargie team translated OGMA's challenges into a coherent global development plan, taking a tailor-made approach to achieve the desired impact: empowering the whole leadership structure, key people and senior technicians to implement the cultural transformation process.

Dynargie applied their Dyergetic People Management (DPM) development methodology to OGMA's organisational structure, adjusting their approach to each management tier and their priorities. This strategy prepared the managers, from top to bottom, to work with a 360° perspective; it equipped them with a powerful toolkit of management, communication and negotiation skills to successfully deal with their teams, superiors, colleagues, clients and external stakeholders. At the same time, OGMA selected a group of key people and senior technicians and provided them a modified version of this toolkit to help them work on their negotiating skills with superiors, colleagues and external stakeholders, while building a common language and purpose across the organisation.

Dynargie provided a results-oriented approach through experiential training combined with pragmatic feedback. This allowed OGMA managers to increase their self-awareness both about their strengths (to optimise) and their challenges (to improve). The training and feedback sessions also allowed managers to apply their new skills and tools to their daily lives, which supported their individual action plan implementation, gradually aligning the whole team towards a consistent OGMA leadership culture.

To better address OGMA's needs identified during the project, Dynargie combined an integrated approach ranging from standard programmes to tailor-made modules and from traditional training to innovative solutions, using a leadership simulator.

RESULT:

Dynargie gave OGMA's leaders, key people and senior technicians the tools and skills to drive the company to carry out their strategic plan for greater efficiencies and growth. Dynargie helped them align the people who have vital roles in the plan's success, by helping them to speak a common language and focus on results.

Dynargie taught OGMA a new way of managing people and a new way of working in teams. To date, 219 OGMA employees have benefited from Dynargie's programmes throughout the different leadership tiers.

"The participants rated the programmes highly at every level, praising the applicability of the training, the knowledge of the trainers and the methodology," comments Guimarães. Although they started with a small group within a very large organisation, OGMA is continuing to roll out more Dynargie training programmes across more divisions.

Guimarães concludes, "The combination of Dynargie's more traditional methodology with the leadership simulator engaged our leaders and will have a lasting effect. Our people are excited about future trainings with Dynargie."



ABOUT DYNARGIE: Dynargie is a dynamic soft skills consulting and training company dedicated to influencing and managing positive change in both people and organisations. Founded in Switzerland in 1982, Dynargie operates in diverse cultures spread over 12 countries (from Jakarta to Sao Paulo) and in 11 languages. Through their unique training and consulting methods delivered by a multidisciplinary consulting team, Dynargie helps transform difference into complementarity, and makes individuals and organisations more productive.