

## Dubai Airports: Employee Engagement



### Background

Dubai Airports owns and manages Dubai International as well as Dubai World Central delivering a world-class experience for customers by providing safe and efficient airports in partnership with employees, airlines and passengers to drive the growth of Dubai as the world's emerging centre for leisure and business.

### Need

A new leadership team was tasked with the challenge of delivering a new airport in Dubai, growing the existing one and maintaining double digit growth in passenger numbers and revenue. With a number of complex partner relationships, a strong hierarchical and paternal management structure and a diverse workforce consisting of over 90 different nationalities the challenge was to galvanise the entire workforce around the business' strategic intent. Seeking engagement and commitment, whilst bringing clarity and a sense of responsibility to the employee community, meant looking at innovative ways to communicate.

### Our role

We worked with the senior leadership team to identify areas of the business that would be most receptive to change and then targetted these communities for development in the initial stages of the intervention. Given the diverse and multi-cultural workforce we focused on defining and creating a clear and compelling narrative that would ensure all employees could engage with a consistent message outlining the organisation's vision for the future. We also ensured the business celebrated every step, big or small, in some way and thereby encouraged and motivated the leadership teams across the organisation to create a positive and enthusiastic workplace culture.

### Outcome

In less than two years Dubai Airports recorded considerable behavioural changes across the business and noted that both the actions of the leadership team and the wider employee community were more positive and engaged. The encouragement of mid-level leaders to go out and talk openly about the changes and their positive impact to colleagues who had been reluctant to change began to shift widely held views. We continue to provide assistance to the senior leadership team as the organisation moves on to the next phase of its people and growth strategy.



'I have worked with the team at just add water for many years and I keep asking them back because they consistently deliver great results. Their creativity and ability to translate corporate goals into meaningful messages is simply amazing!'

Jill Nealon  
SVP Human Resources & Development Service  
Dubai Airports