Case Study: Small Giants Advisory: Human Centred Design

PROBLEM: WHAT WAS THE NEED	CHC are a helicopter company involved in a wide range of activities ranging from maintenance of fleets ie Victorian Police - PolAir fleet. Air-sea rescue services in Australia, UK and Thailand. Recently heavily involved in Viking cruise ship crisis and rescued the vast majority of the passengers. Significant amount of of work in ferrying of offshore oil rig workers in Australia, UK and North Sea.
Background • Brief details on the project/ issue or situation, • Client/Program partner • Specific industry, • Background and length of relationship,	The company was facing a significant challenge. Two of their large oil producing clients announced a major downturn in oil production leading to significant reduction in revenues. Facing a situation where they would have to find $10.2m the company felt its only option was retrenchment of 44 pilots. Initial attempts to resolve the process were met with some frustrations and it was then decided that a Human Centred Design would be utilised. The process involved drawing in a diverse group of people including pilots, the senior leadership team and key operational staff. The CEO was relatively new and knew and worked with JL for many years. He recognised that he had one chance to deliver a better outcome and therefore chose someone he trusted and knew would deliver.
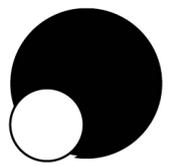
SOLUTION: WHAT WE DID	The problem CHC faced was an impossibly complex situation that would negatively impact morale and would be a massive distraction. This was of particular concern if all pilots were thinking "am I going to lose my job". Their role is categorised as a Cognitive maximum load task. Massive safety implementation , not only in changing the work culture –but the risk that they could lose everything including their entitlements
Give 2-3 key messages that we want to communicate:	
• What they wanted to achieve • Why they chose us • How it worked – our approach	Added to that the company was facing reputational risk knowing that there may be an upturn and a requirement for future hiring and retaining good people. The skills required for this organisation is drawn from a defined pool – only so many pilots are ticketed to do this kind of work.
	Why it worked, we brought together the right people, who had ideas (pilots) members of the senior leadership team, head of finance, flight operations, compliance officer ensuring alignment to regulations, pilots' union delegate.
	We conducted a two day process where everyone was taught how HCD works, gained agreement on guidelines and at the end of it there were some hard marker results; eg – at the end of two days they found $17m in savings – not only did they not have to retrench anyone but they needed to hire two more pilots. This was all achieved through restructuring of timetables and pilots taking accrued leave. The system they came up with meant they were implementing an incredibly flexible situation where client could flex up or down as needed... no other company is doing that. In terms of the soft markers – in the two days pilots commented " I have been working here for 11 years and didn't think the company cared about me and now I come to this workshop and find out that they were trying to save my job." Pilot came with a plan to save the company... the company came with a plan to save their jobs.
	We think problems are impossible and yet with HCD we blow through them and solve them I two days and it will be a shock at how well it worked. When all the data is in the room and everyone is going for the same outcomes that's when you achieve these outcomes.

WHAT THEY SAID; **Program Partner perspective** Any feedback and/or emails from the client/colleagues etc that would support this.	Vince would say that our relationship has been a long one. And is of the belief that if he has a problem JL would be able to fix it. Even so, he was a little bit shocked at how well it worked. With HCD they would be confident they could solve any problem.
Conclusion A brief conclusion of what we can learn from the Case Study.	There is no such thing as a wicked problem, I don't believe that any problem, with the right brains in the room, in the right environment with the right desire to work together...you will get the right solution. There is no topic that HCD will not work for. The best way to teach it is to do it. Two day process. What we have done is... why we have done it... if you don't do it... they were running their own program within a week. Come and see one, do one teach one.
Who is the spokesperson?	JL and Vince
Are there any other stakeholders who have an interest or role in communicating the message? Can they provide a quote for the media release?	Vince
USE OF THIS CASE STUDY; Note how this case study will be used.(Tender/proposal letter; newsletter; website; BD or Board presentation Social Media.)	Website
Consent from stakeholders "Case study was provided to client for sign off and written consent was obtained for publication of this case study and any accompanying images".	Vince would have to see this before it is published. We might view some of the videos to get a direct quote but publish it without crediting the person.
Any other information relevant to this case study.	HCD not only works with operational line managers, but also with boards, senior executive teams seeking to transform their organisation or to shape or reshape their culture. Board has to be prepared to listen and take on board.