



THE FOUR ROOMS OF CHANGE

Case Study - Four Rooms of Change at Jetstar

Background:

The Jetstar Group is a group of value based carriers providing all day everyday low fares across Australia, New Zealand and the Asia Pacific region. Jetstar's mission is to offer all day, every day low fares to enable more people to fly to more places, more often. The Group consists of Jetstar Airways in Australia and New Zealand, Jetstar Asia Airways based in Singapore, Jetstar Pacific Airlines based in Vietnam and Jetstar Japan.

The Jetstar Group has flown more than 180 million passengers since it launched in 2004. In the financial year ended June 2015, the Group carried more than 29 million customers. The Group has grown from employing around 400 people in 2004 to around 7,000 across the region. Like all airlines Jetstar faces challenging times during dips in the airline business and is regularly required to "reinvent" itself to continue to grow market share and profitability.

Applications:

During 2014 Jetstar decided to update and relaunch its leadership development programs. The Four Rooms of Change® (via the Personal Dialectics) was introduced to the most senior level program to develop self-understanding by participants and for understanding the process of change at an individual and organisational level. Part of the development program included a dialogue session between participants and a Jetstar Executive Team member in which the Four Rooms of Change featured as a major talking point and key model used by participants when explaining their learning and insights.

The ability of the Four Rooms of Change model to assist in honest and meaningful discussion about organisational change within Jetstar was clearly apparent in these discussions and led to the Executive Team asking to be taken through the Introduction to the Four Rooms of Change and from there to the Four Rooms of Change becoming widely understood and used within Jetstar to discuss and understand the change process being undertaken at the time.

Jetstar has operations in a number of different cultural settings in Asia (Australia, New Zealand, Hong Kong, Vietnam, Singapore and Japan) as well as an established mechanism for managing and implementing change programs. The Four Rooms of Change proved to be an approach which "worked" across all cultures and was able to complement the existing change management tools very effectively.

Testimonial:

"Jetstar is a company which is always changing – usually at rapid pace! Our leadership program participants and our Executive Team have found the Four Rooms of Change to be a great tool for making sense of the change process. It is rapidly becoming the language we use to talk about change (and where we are on the change journey) throughout the organisation."

David Magdic
Head of Diversity, Culture and Engagement – Jetstar

For more on the Four Rooms of Change® go to www.fourroomsofchange.com.au .

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