

Executive perspectives:  
an audience with HR leaders

## Wings of change



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In the fast-paced aviation industry, it is imperative to recognize the role of technology in shaping not only operational efficiency but also employee engagement and development. Methods of attracting and retaining talent are evolving amidst changing workforce expectations, and leveraging data analytics to redefine HR strategies and enhance overall organizational performance is critical.

A notable trend observed is the shift in the recruitment landscape, where candidates wield more influence, demanding holistic experiences beyond mere pay scales. Acknowledging this shift, Etihad Airways aims to enhance employee experiences by integrating technology to simplify their lives.

Data analytics, a cornerstone in decision-making processes, has emerged as a priority across various organizational functions, particularly in HR. By harnessing data trends, Etihad Airways gains valuable insight into workforce dynamics, enabling them to predict future talent needs and optimize HR processes.

Ensuring seamless access to information and support is crucial

for improving the employee experience. To achieve this, the organization has enhanced its employee service center through analysis of queries across various channels. This initiative resulted in the implementation of a chatbot system, streamlining responses, reducing turnaround time, and optimizing back-office functions.

Collaborations between organizations and educational institutions have become a prominent trend to drive innovation. In line with this, Etihad Airways has embarked on partnerships with academic entities. Notable projects resulting from these collaborations include the implementation of predictive analytics in HR and the creation of an AI-driven safety training program by interns from partnering universities.

It is important to recognize the potential inefficiencies stemming from technology adoption without proper alignment with existing processes, and understand the rationale behind implementing technology. Ensuring seamless technology integration requires organizations to conduct thorough assessments of current processes. This enables them to

pinpoint operational gaps and areas for enhancement. Etihad Airways demonstrates this strategic approach, highlighting the importance of aligning technology adoption with existing processes for optimal efficiency and effectiveness. Also, establishing clear policies and ethical guidelines in the adoption of technological advancements is critical to build trust and foster a culture of responsible innovation.

Given the significance of skill-based growth, Etihad Airways prioritizes project-based learning opportunities customized to individual requirements. This method not only improves particular skills but also resonates with the preferences of younger generations, who value ongoing learning and career adaptability.

Strategically embracing technology is key to adapting to changing workforce dynamics, fostering innovation, and prioritizing employee development while upholding ethical standards. By leveraging technology effectively, organizations can position themselves as market leaders, ensuring sustainable growth and operational excellence.