

Case Study

Airline | United States | Aerospace

Driving operational excellence through frontline management

Strengthened frontline leadership and management practices unlock sustained operational performance

Our client is a major airline headquartered in the United States, and one of the largest carriers in the world.

The challenge

As catering and support operations expanded across multiple locations, maintaining consistent execution and alignment became increasingly challenging. Frontline leaders required better tools and routines to monitor performance, address issues proactively, and reinforce operational standards.

To ensure reliable service delivery, the organisation sought to strengthen operational consistency and execution, improve communication, increase accountability, and gain greater visibility into day-to-day performance.

The approach

Our client partnered with our dss+ Humex team to implement a structured frontline management system designed to improve leadership effectiveness, operational control, and accountability through on-the-floor coaching sessions.

Management routines such as active supervision tours were introduced throughout each shift to identify gaps, address issues in real time, and reinforce standards. Clear Leader Standard Work defined daily, weekly, and monthly management activities.

A consistent daily management cadence was also established, including shift briefings, daily management meetings, weekly operational reviews, and structured action follow-up. Visual management tools were implemented, and an internal team was trained to coach leaders and embed continuous improvement into daily operations, supporting long-term sustainability.

Strengthening frontline leadership and daily management practices helped establish a foundation for sustained operational performance. This improved execution, visibility, and accountability at the frontline level, while reinforcing a culture of continuous improvement.

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Impact on the ground

Improved consistency in operational execution	**Increased engagement** among frontline leaders	**Greater visibility** into operational performance	**Enhanced communication** across teams and locations	**Stronger frontline accountability**	**More reliable service** delivery

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