

Case Study

Elevating voices to reshape a company – and its culture

Aspen/Pitkin County Airport partnered with ACS Firm to conduct a highly personalized executive search, organizational and team assessment, cultural assessment, succession planning and creation of individual development plans for interested employees. This resulted in company realignment — and changed culture.

Organizational Transformation

Elevating voices to reshape a company – and its culture

Located only three miles from the notable mountain town of the same name, Aspen/Pitkin County Airport serves as a prime worldly destination. To help combat low employee satisfaction and a **37% turnover rate**, the organization tapped ACS Firm to provide better alignment between education, experience and compensation, and strong, but compassionate leadership. ACS Firm first helmed an executive search for a new airport director — **then led the charge on organizational evaluation as well as structural and cultural transformations.**

Listening to the team

Gathering insight from the inside

Because company culture begins with the people, ACS Firm held a town hall to facilitate a candid dialogue, explain the process — and build trust. A few key questions the ACS Firm team introduced included: What was working? What wasn't working? What resources were needed or underutilized? From there, the firm conducted 1:1 interviews with every team member and facilitated intake surveys to establish the cultural climate and employee engagement, as well as their experience, education and overall training and career goals. This feedback, as well as insights from exit interviews, helped to engender a stronger understanding of current capabilities as well as **60+ different opportunities for change.**



Services

- Executive Search
- Organizational Assessment
- Team Assessments
- Cultural Assessment
- Succession Planning
- Organizational Strategy
- Executive Coaching

Outcomes

- 30 months of no bad turnover
- New Leadership
- New organizational structure
- Professional Development paths
- Company realignment





Honing capabilities

Rebuilding the org structure

After evaluating the feedback and analyzing areas for improvement, ACS Firm met with the airport director to first reestablish the vision and process moving forward, then collectively communicated their goals to the entire Aspen/Pitkin County Airport team. Careful assessment of current and needed capabilities led to the **creation of a new organizational structure**, which included:

- The elimination of two director roles that had recently become vacant
- Greater utilization of three existing manager roles
- A shift of key operational roles better suited for county resources
- The hiring of a new airport deputy director to oversee all operational divisions and associated positions under managers
- The addition of “levels” to positions that did not previously exist.

Planning for the future

Shaping succession opportunities

A large concern among team members was a lack of opportunity for career growth and professional development. To address this, ACS Firm first crafted individual development plans (IDPs) for approximately 40 interested employees, then worked with the airport to begin their implementation with managers in **a year-long coaching program**. This strengthened the abilities of managers — and, by extension, the team members themselves.

Creating a lasting change

Continuing success

Today, ACS Firm and Aspen/Pitkin County Airport continue their partnership. **In 30 months, there has been no bad turnover** and a continued emphasis on clear and open communication within the company. Employees now enjoy a better work/life balance as well as greater access to company resources, professional development, networking at conferences, and training according to their IDPs.



“ACS Firm makes experiences and solutions that are personalized – not like an assembly line.”

Dan Bartholomew

Airport Director at
Aspen/Pitkin County

By truly understanding the specific needs of the company – and equally important, its team members – ACS Firm helped transform Aspen/Pitkin County Airport into a high performing organization.

Read more about the work we did with Aspen/Pitkin in [Airport Magazine](#). To learn more about the services that ACS Firm provides or to schedule a consultation, please visit our website: [ACSFirm.com](https://www.ACSfirm.com)

