

Two HR teams set out to build a culture of adaptability, and left with the shared definition their business conversations now run on.

INDUSTRY	ORG SIZE	DURATION	SCOPE	CLIENT
Defence & Aerospace Manufacturing	Enterprise, multinational	3 weeks	20 HR professionals, two teams	Anonymised

SITUATION

Two HR teams came together for a joint offsite inside a multinational defence and aerospace manufacturer. The businesses they support were shifting on several fronts at once: manufacturing methods evolving, digital strategy accelerating, government regulation moving quickly, and leadership turning over. One of the two teams was newly formed.

IMPLICATION

Defence and aerospace has historically been built for engineering programmes whose planning, manufacturing and delivery span decades, not quarters. The pace of change has since accelerated, and the software and hardware inside those programmes now age faster than the programmes carrying them. An HR function asked to lead change across that business had no shared way to name or discuss adaptability, and no view of whether its own teams could absorb the pace they were about to set.

APPROACH

To answer that question, AQai built the pilot around three objectives: establish adaptability as an enabler of transformation, put the teams' own data in front of them, and turn that into personal action on change readiness. All 20 participants completed the AQme™ assessment, and results were aggregated into AQteam reports at team level, giving the group a shared picture of how it adapts. The live session was designed for the teams to lead the interpretation. Their context is what made the data mean something.

What AQ® Reveals

AQ® measures adaptability — the capacity to navigate change, complexity, and uncertainty — across three dimensions: Ability, Character, and Environment. Unlike engagement surveys or personality tests, AQ® measures what people can do when the ground shifts, not how they feel or who they are. It is the only validated framework that lets leaders predict, develop, and scale adaptive capacity.

RESULTS

- The teams left with a common definition of adaptability that carried into ongoing business conversations.
- The two teams recorded near-identical averages, while their members sat in very different places within them. That pointed each team toward different development work.
- One team had recently been hired to disrupt the status quo. High Explore & Transform across that group, with nobody in the low band, confirmed for the leader that the right people were in the right seats.
- Asked for one word to describe the session, participants offered: insightful, intrigued, interested, curious, safety.

"The workshop gave us a common definition to discuss adaptability, which has been incredibly helpful in our ongoing conversations."

— Senior HR Director, multinational defence and aerospace manufacturer

About AQai AQai is the world's leading platform for measuring and developing adaptability. Our assessments help leaders and teams understand, predict, and grow their capacity to adapt.

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