



How Airways' Head of Organisational Development is Pioneering Sustainability and DE&I

As the world of business continues to shift towards sustainable and inclusive practices, the leadership required to drive these transformations has never been more critical. At Airways, one of the country's key aviation organisations, this shift is happening at the intersection of sustainability and Diversity, Equity, and Inclusion (DE&I)—spearheaded by [Lisa Boltman](#), the company's Head of Organisational Development.

For Lisa, enrolling in the Sustainability Leadership Programme (SLP) was more than just a professional development opportunity—it was a chance to deepen her impact in two critical areas. “I wanted to understand how I could better lead sustainability efforts here at Airways and work more effectively with our Sustainability Manager,” Lisa explains. “At the same time, I wanted to bring my experience in DE&I into the conversation because I saw so many parallels between the two.”

Lisa's role at Airways includes leading the company's DE&I initiatives, and throughout the SLP, she used this as her test case in the various exercises and learning modules. She felt that the programme offered an opportunity to bring fresh insights to both sustainability and DE&I, two pillars she believes are integral to the future of the organisation.

Tools for Change

During the programme, Lisa was introduced to new tools and frameworks that have reshaped her approach to both sustainability and DE&I at Airways. One of the most impactful was “seven generations thinking”—a concept that encourages leaders to consider the long-term implications of their decisions across multiple generations.

“I applied the global megatrends and seven generations thinking directly to DE&I,” Lisa says. “It changed how I plan out and communicate the ‘why’ behind our initiatives. It's not just about what we're doing today but about laying a foundation for the future, ensuring that our efforts have lasting impact.”

She also credits the SLP with giving her a more structured approach to building strategies. “The tools we picked up

“It changed how I plan out and communicate the ‘why’ behind our initiatives. It's not just about what we're doing today but about laying a foundation for the future, ensuring that our efforts have lasting impact.”

over the two days were incredibly useful for shaping our DE&I strategy. It's given me new ways of thinking that are more aligned with the broader goals of the company," she adds.

Leadership Refined

The journey through the SLP wasn't just about new frameworks and methodologies—it was also about reflection and growth. One of the key exercises was the Catapult 360 LeaderScope feedback assessment, which provided Lisa with feedback on her leadership style from her peers and colleagues.

"The 360 exercise really reaffirmed a lot of what I've been doing intuitively in the DE&I space," she says. "It showed me that I was on the right track, but it also highlighted areas where I could stretch further and be more intentional in my approach."

Beyond reaffirmation, the programme exposed Lisa to the unique challenges faced by those working in sustainability. "It was invaluable to hear from people in the sustainability space. Understanding their world has given me a deeper appreciation of what our Sustainability Manager is dealing with, and that understanding has made our collaboration much stronger," she explains.

Since completing the programme, Lisa has already begun to see tangible results. "The structure of our DE&I programme has become sharper. I've also refined how we tell the story of DE&I—what we're doing and why it matters. Just in the past two weeks, I've spoken at two external HR leadership events, and the feedback has been incredible. People are connecting with the story in ways they hadn't before."

Looking to the Future

Lisa is far from done. Having completed the SLP, she's eager to apply what she's learned to future projects. In the coming months, she plans to work more closely with Airways' Sustainability Manager to support the organisation's roadmap, particularly in the areas of organisational development, culture, and communications.

"The storytelling framework was a big work-on for me," she says, reflecting on feedback from her 360 assessment. "I plan to use it extensively as we move forward, helping to craft narratives that resonate with our people and stakeholders alike."

For Lisa, one of the most profound takeaways from the programme was realising the extent of her own agency. "The SLP taught me that I have more power to drive change than I thought," she says. "The 3D future state exercise really shifted my perspective. It made me realise that the only things holding me back are my imagination and energy levels. The DE&I work I've been doing has the potential to expand into broader areas if I allow it to—for the greater good, not just for Airways, but for our people and stakeholders as well."



“It’s given me new ways of thinking that are more aligned with the broader goals of the company.”

Impact Beyond Airways

Lisa's vision extends beyond her immediate role at Airways. She sees the potential to use the insights and tools she's gained from the SLP to create wider societal impact. "The work we're doing in DE&I and sustainability has legs," she says. "It's not just about ticking boxes—it's about making real, lasting change. That's something I'm deeply committed to, both personally and professionally."

With a clear strategy in hand and a renewed sense of purpose, Lisa is confident that her work will continue to drive meaningful impact at Airways and beyond. For Lisa, the lessons from SLP will shape her leadership for years to come.



The Sustainability Leadership Programme is Australasia's most comprehensive course on sustainability leadership, offered in partnership with the [Sustainable Business Council](#) and [Catapult](#). This intensive short course equips leaders with the tools and confidence needed to create measurable impacts. [Find out more.](#)