

Case Study:

Stantec UK CREW Pilot Program

Executive Summary

The Operations & Maintenance division of Stantec UK partnered with The Golden Thread to pilot the CREW (**C**ompetent, **R**esilient, **E**ngaged **W**orkforce) program. The aim was to explore:

1. Employee demand for personal development
2. Whether a structured human intelligence and capability program could strengthen workforce readiness for an increasingly AI-enabled environment.

At the end of the 12-week pilot, Stantec conducted an internal review and survey of pilot participants. The results demonstrated strong engagement, meaningful behavioural shifts, and an appetite for continued development.

The Strategic Context

As artificial intelligence continues to reshape industries, organisations are recognising that technical capability alone is no longer sufficient for continued success. Sustainable performance increasingly depends on human intelligence and capabilities that allow employees to apply judgement, collaborate effectively, and adapt to change. Stantec senior leaders recognised that as AI advances, human intelligence must advance alongside it. The CREW pilot was implemented to test a scalable approach to strengthening the intelligence and capabilities unique to humans, so that employees can thrive alongside AI.

Pilot Design

The pilot involved a voluntary cohort within Stantec's Operations & Maintenance division. The CREW program delivered structured digital learning designed to build capability across three domains: Self-awareness, Relational intelligence and Team performance. The program included 11 video modules, a learning guide, an accompanying e-book and 64 practical learning activities. In total, participants had access to more than four hours of structured development content.

Engagement Metrics

The pilot generated strong engagement levels across the group. Participants collectively completed 36.6 hours of learning. The average engagement time was 58 minutes per participant, while the most engaged participant completed 259 minutes of learning. 11% of participants completed the full program.

Evaluation and Internal Feedback

Stantec conducted an internal evaluation of the pilot cohort where 70% of respondents indicated they would recommend the CREW program to colleagues. For a voluntary corporate learning pilot, this level of endorsement represents a strong signal of internal buy-in and perceived relevance.

Reported Improvements

Stantec's internal review identified several areas of development among participants. Employees reported improved interpersonal and collaboration skills, greater emotional awareness and improved ability to understand the behaviours of others. Participants also demonstrated clearer future orientation, including improved clarity around personal goals and motivation.

Behavioural Shifts

Participants reported a range of behavioural changes following completion of the program. These included improved self-awareness, greater willingness to support colleagues, adoption of a growth mindset, and increased openness to new perspectives. Participants also reported stronger alignment between their personal goals and the objectives of their teams and the organisation as a whole.

Application of Learning

The evaluation demonstrated that the CREW framework translated into real workplace application. Participants indicated that they were able to apply concepts from the program directly to daily work situations, influencing how they communicate, collaborate and make decisions.

Growth & Development

Participants highlighted several aspects of the program that supported their development. These included improved self-awareness, greater ability to 'read the room', and more thoughtful engagement with colleagues. Several participants also highlighted the value of tools such as the 'shelf' concept, which encourages openness to new ideas and gradual integration of new concepts over time.

CREW Program Evolution

Feedback from the pilot group suggested structured discussion time and facilitated reflection, alongside digital learning. In response, the CREW program has evolved into a blended development model that combines digital learning with monthly, small group-coaching sessions. This approach strengthens behavioural change, accountability, and real-world application of learning.

Organisational Impact

The pilot demonstrated some important organisational insights.

1. Employees engage when a program is practical and directly relevant to their growth and development.
2. Digital learning provides a scalable way to deliver capability development across the workforce.
3. There is a clear appetite within the organisation for personal and professional development that strengthens emotional intelligence.

Conclusion

The CREW pilot demonstrated that structured development of human intelligence and capability can deliver measurable behavioural impact within a modern workforce. The program proved both scalable and engaging, while generating strong internal endorsement from participants. For organisations navigating technological disruption and AI-driven change, developing human skills, alongside technical capability, represents a critical pathway to sustaining performance and results.
