



VOLGA-DNEPR  
GROUP

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# about & for V D LEADERS

MONTHLY CORPORATE MAGAZINE

## WHO IS THE MANAGER OF THE YEAR 2014?

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### NUMBER OF THE MOUNTH:

30 projects have been successfully implemented in VD Group since 2011.

### QUOTATION OF THE MOUNTH:

«The illiterate of the 21st Century will not be those who cannot read or write, but those who cannot learn, unlearn and relearn».

Alvin Toffler,

American sociologist and futurist

Dear friends! Let's proceed to the final stage of the Best in Profession Contest in "Best Manager of Volga-Dnepr Group 2014" category. Note that at the First Stage you proposed the candidates for the Contest. As a result the list of 33 candidates was drawn. At the Second Stage (October 1-10) all employees were invited to vote on Intranet. They could cast their votes to any of candidates and leaving a comment on their decision. According to voting results 5 participants were chosen for the Final Stage:

- **Sergey Shklyanik**, VD Group Senior Vice-President;
- **Sergey Pedan**, VD Group Vice-President, Economy, Finance and Accounting;
- **Irina Rodionova**, Deputy CFO on Regions;
- **Oksana Mevshina**, Manager, Clearing Payments Division;
- **Vera Astafurova**, Manager, Administrative Office.

The best manager will be chosen in the first half of November after the practical stage. The participants will have to write an essay devoted to Role of the Manager in Labor Organization.

We asked the finalists to describe the key factors manager's work.

#### O. Mevshina:



- I thank all employees who voted for me for their support! I think it is very important that my division and colleagues from other divisions trust me. I would like to note that each manager plays the role of "bandleader", who directs, motivates, develops, trains his/her employees, creates working climate in the "orchestra". His/her management skill influences labor efficiency of the team and the company in general.

#### S. Shklyanik:

- There are different priorities at different levels of management, and they are even more specific in terms of functional areas.

However there are common and universal priorities for all managers, which they must use in daily activity.

1) During the years of company business activity we have engineered and implemented our corporate values. Promotion, implementation and use of the company values are essential constituents of the manager's work.

2) Formation, selection, proper distribution of employees' responsibilities in his/her team.

3) Making decisions as a manager. Manager who doesn't make decisions is not a manager. This process influences many other tasks to be complete by the manager. It is necessary to have strategic vision, ability to formulate decisions and put them over to the staff, as well as choose professionals, provide effective vertical and horizontal communication, follow up the implementation of decisions. All the above requirements should be based on manager's skill to engage with people and teams, including the ability to motivate.

#### S. Pedan:

- Manager must be wise and care for employees.

#### V. Astafurova:



- I think that the role of manager is very important because many things depend on the manager; the main of them is the result of division work, which depends on contribution of each employee. Also many things depend on team environment. If a person feels comfortable at work, confident in getting help and support, feels labour importance, - therefore results are much better.



(the end of the article see on page 2)

**I. Rodionova:**

– Present-day manager is a person who leads the company and the team to reach their business objectives, who is able to charge the staff with energy required to reach those objectives, who arranges the division's activity in

such a manner that complies with the needs of the staff and the overall efficiency of the company. The manager shall be responsible for planning, arrangements, motivation, guidance, management, coordination, monitoring, providing bonuses and development.

**Please feel free to contact Evgeniy Patrikhalka on any matters related to the Best in Profession Contest (ext. 1087).**

*Corporate University*

**Dear colleagues!**

As you definitely know our company pays close attention to all aspects of quality management. However, no limit to perfection. There is the urgent task to raise the educational level of the managers associated with the quality management. We are planning to provide all managers the ability to obtain necessary knowledge. You could help us to make the learning process more effective by sending us your wishes - what would you like to know about quality management, what questions do you have, in what form do you prefer to get the knowledge?

Thank you in advance for support and cooperation.

Please, send your e-mails by [stanislav.pogrebnyak@volga-dnepr.com](mailto:stanislav.pogrebnyak@volga-dnepr.com)



**EMPLOYEES ABOUT MANAGERS**

*Comments from corporate portal my.volga-dnepr.com*



**Kate Andrusenko**

To be a leader is both an art and a hard everyday duty, which is mastered by Oksana Mevshina with great effort. Oksana is the real leader and mental center of our team. She is responsible for decisions. She makes and creates the climate we all are glad to work in the mental center.

Sergey Shklyanik is a great manager; his directions and comments are clear and reasonable, always hit the bull's eye. Moreover, his personal qualities include an unruffled calm, a systemic view with close attention to details, always giving a feedback.



**Maria Raevskaya**



**Vladimir Ostroumov**

Sergey Pedan is a leader with a wide personal and professional experience.

Irina Rodionova is a responsible, active, communicative person and leader. She is a true professional!



**Elena Volkova**



**Olga Litinskaya**

Vera Astafurova is a really great manager. She is always client-oriented. If a difficulty arises she always goes into details and finds solution. She is always ready to share professional skills and experience with her employees.

**WINNERS OF THE BUSINESS GAME**

In the previous issue of "VD Leaders" we have asked you to suggest your solutions for the business-case about merged IT-companies. Thank you all who sent the solutions! They all are very interesting and thoughtful. It was really hard to choose the winners.

So, the best, in our opinion, is the solution suggested by Evgeniy Patrikhalka (VDM). Eugeni was awarded by a model of Antonov aircraft. Second place winner - Olga Popova (VDT GmbH). Olga received a

classical book and a notepad. The third place goes to Alexei Zimin (VDTM). He got a notepad and a book of aphorisms.

You can find all proposed solutions in the community of our magazine on corporate portal **my.volga-dnepr.com**.

In addition, you can find there solution of the author this business-case Pavel Nikolaev, expert of the "Dvizhenie" company and developer of the tonicity-management.



## A MILITARY LEADER'S APPROACH TO DEALING WITH COMPLEXITY

**The most effective leaders I've known or studied all share a common trait: they were unwilling to settle for the existing state of affairs. They believed with all their heart that what we focus on can become reality.**

In my quarter-century of military service, I've been afforded the rare privilege of leading in a broad array of environments: commanding a 500-person special operations expeditionary air refueling group in the Middle East after 9/11; guiding a 7,000-person military community through a dramatic mission transformation in North Dakota; and leading men and women from 14 NATO nations in building a sustainable, independent Afghan Air Force in an active war zone—something that had never previously been attempted.

I know how daunting it can be to lead dedicated professionals to undertake complex endeavors, and I've lived the reality of trying to bring positive change to large, bureaucratic organizations. Here are four principles I've learned that can help you enhance your leadership while concurrently bringing out the best in those around you.

**Principle 1: Craft your vision in pencil, not ink.**

It is a well-accepted role of leaders to focus on the future and pursue the possibility it holds. In other words, leading entails being a visionary—confidently looking ahead and ascertaining how best to transform your current reality into your desired future. One of the most significant errors I see leaders make is developing their vision in isolation and then expecting people to accept it at face value. When leaders do this, they violate one of the most important truths of promoting change: our words create our worlds. How we choose to describe and discuss what we are doing and where we are going is important, but what moves people to sustainable, self-motivated action is understanding the why behind the vision. That vision can only be fully realized if leaders involve others in the process of creating it.

Ultimately, what makes a vision come to life isn't people understanding it, but people choosing to own it. Making inclusivity a priority will increase ownership, enhance motivation, improve information sharing, and result in

leaders making wiser, more informed choices.

**Principle 2: Believe no job is too small or insignificant for anyone, especially you.**

For those of us who have served in uniform, getting dirty, sleeping in tents, leading marches in the mud, or spending hours rehearsing a mission comes with the territory. As a commander, you don't get a pass because you have the highest rank. In fact, you should be ready to be the first to face hardship and the last to benefit from success. If your team is cold, wet, hungry, and sleepless, you should be, too. You should be prepared to eat last, own failure, and generously share triumphs. This others-centered approach to leading will build deep trust and enduring respect, and reinforce that you don't expect anyone on your team to do anything you wouldn't do yourself.

Ego tempts many leaders toward self-aggrandizement—the higher their rank, the more pronounced the pull. Choose to direct your effort and attention toward what you can give rather than what you can receive. Demonstrate humility, not superiority. Model for others the selfless attitudes and behaviors you desire to see in them.

**Principle 3: Remember that leaders should be generalists, not specialists.**

Nobody can be an expert in everything, but the greater your scope of responsibility as a leader, the more you need to learn about what you are demanding of your people. Just like the best sports coaches, who invest countless hours in understanding every position on the field, effective leaders develop a keen sense of how the organization's various roles, functions, systems, people, and processes contribute to achieving its desired goals. You may be a specialist at one thing, but knowing what others around you do—and how and why they do it—is vital not only to attaining your desired outcomes, but also to realizing your individual and collective potential.

Don't allow yourself to become stale or small-minded. Make it a personal priority to know more about what is going on around you. If you spent the bulk of your career working in sales, accept a stretch assignment in business development or talent management. You will likely be pleasantly



surprised at how this broader, richer view of what's happening in your organization will enlarge your perspective, enhance your appreciation, and elevate your sense of personal satisfaction.

**Principle 4: Recognize that every interaction is an opportunity to equip, engage, empower, and inspire those around you.**

The world of physics has a principle: "Every contact leaves a trace." What this means for leaders is that every interaction with someone—verbal, written, or even through non-verbal mannerisms—makes an impression. Effective leaders understand that every interaction is a potentially powerful means of nurturing a relationship, eliminating an obstruction to progress, or reinforcing trust. Determine to leave a trace that leaves those around you better for knowing you.

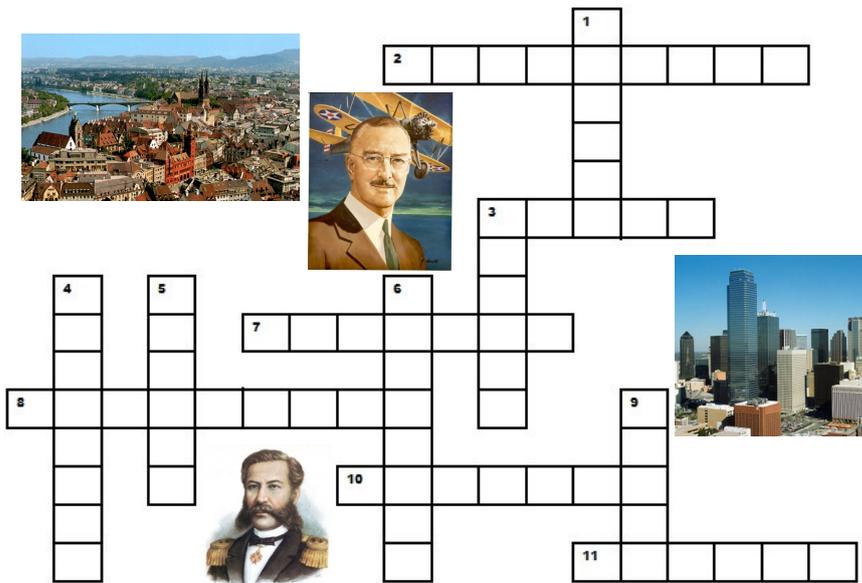
Do your part to seed an environment where everyone is compelled by your example. Adopt a walk-the-floor policy instead of an open-door policy. Visit with people in their space. Don't make them come to yours.

Military work is risky, pressured, and ever-changing. Yet the principles military leaders use to lead effectively are the same skills companies need today to prevail in a climate of increasing uncertainty and accelerating complexity. It is up to each individual leader to choose to put these lessons to work.

**John MICHEL, Harvard Business Review**



*Brig. Gen. John E. Michel is the Commanding General, NATO Air Training Command-Afghanistan and Commander, 438th Air Expeditionary Wing, Kabul, Afghanistan. He is a widely-recognized expert in culture, strategy & individual and organizational change.*



## The prize crossword!

### Dear colleagues!

To participate in this prize crossword please send your answers to: **aleksey.seryogin@volga-dnepr.com** (Alexey Seryogin).

The original prize are expecting the employee, who first will send correct answers of the crossword. We wish you success!

The correct answers will be posted on corporate portal **my.volga-dnepr.com** in the section "Community" -> "Public community" -> "Monthly corporate magazine VD-Leaders" on November 20th.

### Questions:

#### Across:

- 2.** Russian naval officer, aviation pioneer. Was first in Russia (and one of the first in the world) who designed and constructed a life-sized plane.
- 3.** AirBridgeCargo opened its new weekly flight to this city placed at the boundary of Switzerland and France in August 2014.
- 7.** US state with the world's busiest airport,

Hartsfield–Jackson.

- 8.** Aerobatic maneuver that starts from level flight up into a straight vertical climb (at full power) until the aircraft loses momentum. Was presented for the first time at the Farnborough airshow by Anatoly Kvochur, Russian test pilot, at MiG-29 (Fulcrum).
- 10.** Historical arts of which country Volga-Dnepr Airlines delivered for an exhibition at the Louvre Museum in Paris?

**11.** Leader of the VD School of Mentor.

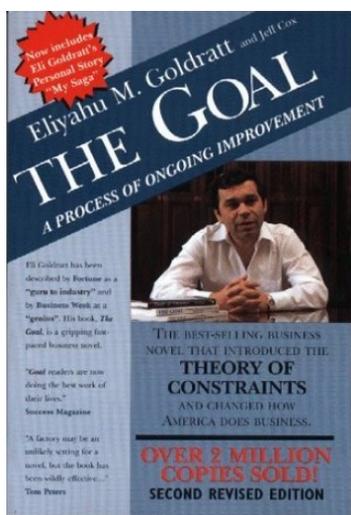
#### Down:

- 1.** The farthest from Moscow point of the AirBridgeCargo regular route network.
- 3.** American aviation pioneer, named William, founder of a large aviation company. Boosted his first plane into the air in 1915.
- 4.** UAE city where, as well as in Sharjah, a line station Volga-Dnepr Gulf provides all kinds of

maintenance and related services for AN-24/26, AN-74, and IL-76.

- 5.** One of the VD's values.
- 6.** Volga-Dnepr Airlines delivered helicopters for emergency UN mission to fight Ebola to this city of Sierra Leone.
- 9.** One of the VD schools of Manager.

## Book of the month. The Goal: A Process of Ongoing Improvement



We continue our column about one of the recommended business books.

In October, the book of the month is Dr. Eliyahu Goldratt's "The goal: a process of ongoing improvement." As stated in the opening remarks: somebody, coming across a problem in his business and urged by it to think logically, calmly, steadily, without adventurous and hysterical jumps and breaks should be able to see the cause-and-effect

relationship between actions and results, and to know the basic principles for achieving success.

– The book explains basics of the theory of constraints ("bottleneck"), supported by examples from real situations in the office - said the deputy director of IT **Dmitry Vlasov**, one of those who recommended this book. - It helps to take a broader look (strategically) at the enterprise as a complex organization with a variety of relationships, learn to

use common sense more often and to determine a cause-and-effect relationships in the analysis of the situation.

Well, an additional advantage of the book, of course, is that it was written as a business novel. In addition to the general theory and examples from practice, there is an art component which facilitates the absorption of the book.