



VOLGA-DNEPR
GROUP

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about & for V D LEADERS

MONTHLY CORPORATE MAGAZINE

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NUMBER OF THE MOUNTH:

Volga-Dnepr has delivered 45 tons of humanitarian cargo on behalf of the Norwegian Red Cross to help earthquake victims in Nepal.

QUOTATION OF THE MOUNTH:

«The man who doesn't read good books has no advantage over the man who can't read them».

Mark Twain

DENIS ILYIN: "IT IS IMPORTANT TO MASTER THE COGNITION SKILLS"

Interview with Denis Ilyin, Executive President, AirBridgeCargo.

– Denis, AirBridgeCargo was acknowledged to be the World's best cargo airline during the 32nd awards ceremony "Cargo Airline of the Year". What is the reason of this success in your opinion?

– There are two possible reasons of success: you could either be running faster to be ahead of your competitors, or they would slow down and fall behind you. On the one hand, AirBridgeCargo is focused on quality of service (scheduled flights, safety and security arrangements of delivered cargo). Due to these main points, improved in 2014, we managed to boost the quality of our service. On the other hand, because of recession and slowing down of the key competitors in industry, our advance and development was quite evident.

– **What main advantages in cargo operations shall ABC have in 10 years in order to keep the leading position?**

– Keeping high all the base characteristics of our service, in 10 years we must have an opportunity to instantly react to changes of the customer's needs and even predict them. These needs are changed quickly, that's why the leaders are those who can provide the customer with the most optimal and quick response (scope of services, prices, route network). Utopia of logistics expert: when we know and predict the customer needs in future and when we release of our product or service at the moment when it starts to be in demand. Can we achieve it? I don't know, but we have more chances to keep the leading position trying to meet these conditions.

– **ABC consists of international team with offices worldwide: Europe, Asia, and America. How can offices communicate with each other in order to provide the cohesion of regions?**

– Indeed, because of remote location of the offices, personal communication is held infrequently and lacks the presence of certain decision-makers. That's why the key factor is constant daily information exchange by the phone and e-mail with all



the regions. It is very important to hold this communication between the team of the head office and regions at the constant level of mutual information flow, as well as between functional units. How can we establish the constant communications? It can be made by personal example: trips, communication, disclosure of communication results to the colleagues. I try to control and provide these communications every day. I think we must perform this task in order to achieve any results because of remote location.

– **How important is ongoing training of managers and employees for the company?**

– Ongoing training is important for any person as it is the base of individual development. If you stop learning, you start degrading. Person can't stand still in his life: you should either be running forward, or you would be thrown back. People run ahead taking any training course. Developed manager or employee with good knowledge will be more helpful to the company. That's why the process of education is important for business and working people.

Education is a kind of brain jogging as physical exercises for body. But brain degrades much quicker, than muscles during our lifetime.

– **What should we study nowadays? Please, tell us about education of your employees. What do you learn yourself?**

(the end of the interview see on page 2)

– It is important to master the cognition skills. Sometimes because of occupancy, fatigue or laziness person finds himself at the top of the world. But any top is just start of slowing down if you don't have a new objective. If person understands it and studies all the time, he obtains a chance to develop himself and his business. Managers must encourage employees to the constant self-development.

I try not to teach, but encourage them and help find the right direction. There are two main points:

1) tendency to self-development (as a manager I try to provide any support);

2) skill and desire to make decisions as a core of personal activity.

Employee becomes manager only having started to make decisions.

– Denis, you are "a student" of Volga-Dnepr, but you have work experience in other companies. What in your opinion are the main differences of the Group manager?



– It seems to me that manager of Volga-Dnepr is a person, involved in the process and company life. This person considers the corporate life as a part of his own life and business. It is a characteristic of the family company, when manager considers the

company as a part of himself and his family. I think it is the basis of Volga-Dnepr.

Speaking about the drawbacks, I would like to mention the lack of some basic management points related to economy and HR management. At the same time these drawbacks are compensated by a wish to work and emotional involvement.

– You were admitted as a mentor in the Group. Moreover, your management style is considered to be the "mentor style". How can this style be realized?

– There is only one way – not to make decisions for others, to give



employees an opportunity to make these decisions. Mentorship means help to make the right decision and in case of mistake the mentor discusses it and understands its reasons. Management is the process of decision making about distribution of financial and human resources, as well as its usage. So I try to help people make these decisions.

– What are your recommendations for people aiming at leadership achievement in the company?

– You cannot become a leader by the order of someone from the top. A person shall obtain leadership by internal efforts only. If you don't want to be a leader, nobody can make you. At the same time if you are leader by na-

ture, I am sure that company will provide you with opportunities for self-realization. However, it is very important to combine emotional leadership with professional management for successful business leadership. That's why a person should try to become leader developing his professional management skills. So, he will have a chance to achieve optimal results in business.

Corporate University

3 hot-seat questions:

– What is your favorite expression?

– *Recent: success is very meaningful in aviation. During one of the meetings it was said: "person is successful if he works". If you make efforts, try to get something in your life, you have a chance to achieve success. The word "luck" has literal meaning in our business, because if we have a cargo to deliver, we have financial result and success.*

– What do you like to read? What have you read recently?

– *I prefer to read the books by Akunin in my free time. I read with interest management books and biographies of people, who made something important for themselves, country and history. Also I prefer the books of classics: Chekhov, Bulgakov.*

– Where do you prefer to stay?

– *At home with my family.*

GET KNOWLEDGE – GET INSPIRED

Elena Kavtyreva, Strategic Management Department:

– *18 May the Leadership training was held under the School of Management "Profi". During this training I obtained a lot of useful information to apply it practically in my work. For example, I learned the differences between approaches to management of leader and manager, about four constituents of leadership, basic skills of leader, styles of leadership, etc. I gained interesting "co-leadership" experience,*

working at case in a team (each participant used the leadership skills to achieve the general purpose). Due to appropriate strategy, correct split of responsibilities and effective communication between participants the team managed to perform all tasks and win. I would like to thank Evgeny Patrikhalka, who presented us interesting and practical information and created informal and imaginative atmosphere during the training!



VOLGA-DNEPR SHARES ITS 25-YEAR EXPERIENCE IN NUCLEAR LOGISTICS AT IAEA CONFERENCE

Volga-Dnepr presented its broad expertise in transportation of dangerous goods during the conference held by the International Atomic Energy Agency (IAEA) in Samarkand, Uzbekistan on 03-05 June 2015.

The 9th Technical Meeting on Lessons Learned from the Russian Research Reactor Fuel Return Program hosted 80 representatives from 19 countries. The Volga-Dnepr team of Evgeny Lazarev, VP CCO, APAC, Andrey Gulyanovsky, Logistics Optimization Manager, and Alexander Gerasimov, Sales Executive, Russia & CIS, spoke to share Volga-Dnepr's accumulated ex-

perience in carriage of dangerous goods and related safety controls. The team also arranged a workshop where they described the carrier's expertise in logistics of nuclear materials for the needs of global nuclear energy industry.

In addition, Volga-Dnepr held a special reception dedicated to its 25th anniversary, which was attended by the conference participants and representatives of IAEA, Russia's Federal Atomic Energy Agency (Rosatom) and Federal Service for Ecological, Technological and Nuclear Supervision (Rostekhnadzor), and U.S. Department of Energy.

"Such events enable us to strengthen cooperation with our partners in such a complicated business," said **Evgeny Lazarev**. "We are pleased that our expertise and presentations were of interest for conference participants. Our experience in the airlift of dangerous goods comprising more than 500 flights to/from 31 countries for 35 customers worldwide since 1996, continuously increasing tonnage and 100 per cent reliability has been

greatly appreciated by the participants, and many of them expressed hopes for further cooperation and wished the company success and growth."

Corporate Communications Department



AMTES GMBH CELEBRATES FIVE YEARS IN THE WEST EUROPEAN MARKET



Aircraft Maintenance and Engineering Service GmbH (correct name Volga-Dnepr Technics GmbH) celebrates five years of operations in the West European market.

The Company was registered in 2010 at Leipzig/Halle Airport to serve western- and Russia-built aircraft and following construction of a hangar facility at the airport.

In 2011, the Company obtained EASA

Part 145 certification to perform maintenance services for B747-200/300/400 fleets at Leipzig/Halle. The next year, a line maintenance station was launched at Frankfurt-am-Main, Germany.

In November 2012, Leipzig/Halle Airport transferred its 8,500 m2 maintenance hangar facility to Volga-Dnepr. The hangar can at a time accommodate one wide-body like B747 or four narrow-bodies like B737s or A320s. In the following years, the Company continued with expanding its range of

services, and further airplane type ratings.

AMTES GmbH personnel had the Company's five-year celebration outdoors. Active leisure and recreation with various games and competitions e. g. riding six-seat bicycles, ski races on grass, shooting range, and orienteering, made the holiday unforgettable and useful for health and also strengthening team spirit.

Ildar Ilyasov, Managing Director AMTES GmbH said: "I congratulate you with the Company's first jubilee anniversary! In the five years we managed to make a lot of achievements: strengthen position in the European market, build up smooth operations system, build a hangar and start up maintenance operations. This year we have many goals ahead which we will pursue together with due diligence."



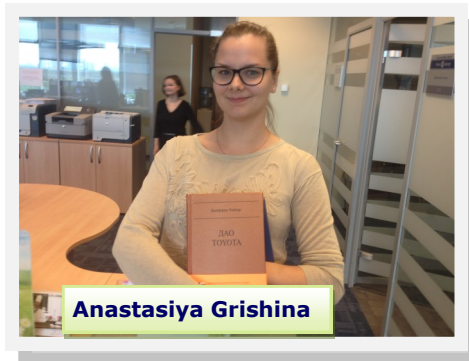
BOOKS AS AWARDS FOR THE BEST STUDENTS OF THE CORPORATE UNIVERSITY SCHOOLS

In 2014 the best students of the Corporate University of Volga-Dnepr Group were awarded with books according to the results of its schools work. We asked some of them to share their impressions about lessons.

– In the previous year I managed to visit several schools of the Corporate University, - said **Yuliya Gordeeva**, Functional Manager, Compensation and Allowances, VDM. – I consider

Corporate University". In-house coaches are at least as good as invited trainers. I was awarded with a book "Good to Great" by James Collins with presentation inscription as one of the best students. I have already read this book several years ago. It seemed to me that I read this book for the first time. After training at different schools, seminars and lessons I perceive the meaning of this book in other way. It is related to changes happened in my life due to the specialists of the Corporate Education Department, lecturers of the Corporate University in Moscow and Ulyanovsk, employees of the company, ready to share their knowledge and experience. I want to express gratitude for "Contribution in me" and join to initiative of my colleagues to hold the training courses.

– I consider that dress code training was very interesting, - said **Anastasiya Grishina**, ABC E-services Deployment Expert. – We took a lot of



Anastasiya Grishina

advice regarding business style and style in general. I apply advice of the coach.

– Due to wide experience of the coaches and delivery of information we managed to learn more about ELC production processes and understand specific features of sales, - said **Denis Akimov**, Manager, Flight Performance Assessment, VDM.



Yuliya Gordeeva

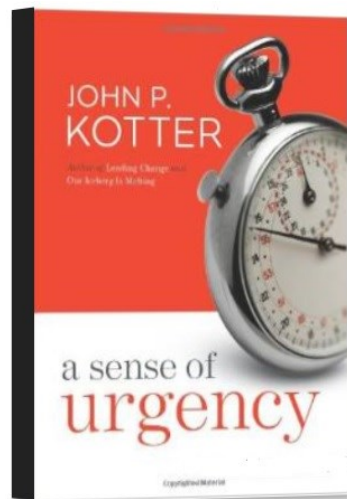
the most useful lessons for me at schools "Profi" and "Lecturer of the

CORPORATE UNIVERSITY IN INSTAGRAM

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Book of the month. A Sense of Urgency



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

In June the book of the month is a bestseller by John Kotter "A sense of urgency".

Most organizational change initiatives fail spectacularly (at worst) or deliver lukewarm results (at best). In his international bestseller *Leading Change*, John Kotter revealed why change is so hard, and provided an actionable, eight-step process for implementing successful transformations.

The book became the change bible for managers worldwide.

Now, in "A Sense of Urgency", Kotter shines the spotlight on the crucial first step in his framework: creating a sense of urgency by getting people to actually see and feel the need for change.

Why focus on urgency? Without it, any change effort is doomed. Kotter reveals the insidious nature of complacency in all its forms and guises.

In this exciting new book,

Kotter explains:

- How to go beyond "the business case" for change to overcome the fear and anger that can suppress urgency
- Ways to ensure that your actions and behaviors - not just your words - communicate the need for change
- How to keep fanning the flames of urgency even after your transformation effort has scored some early successes