



VOLGA-DNEPR  
GROUP

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# about & for V D LEADERS

MONTHLY CORPORATE MAGAZINE

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## NUMBER OF THE MONTH:

**Volga-Dnepr Airlines  
delivered 208 barrels  
of fuel for inland  
scientific missions,  
vehicles and small air-  
plane operations onto  
a remote airfield in the  
Antarctic**

## QUOTATION OF THE MONTH:

«Knowledge is not an inert,  
passive visitor coming to  
us, it's a result of great  
efforts and great  
sacrifices».

Henry Buckle

## BUILDING THE KNOWLEDGE CENTER!

**2015 was the anniversary year for Volga-Dnepr Group. The company president A. Isaykin declared it the year of knowledge. That year gave the start to one of the company 2020 most important strategic projects – "The aviation industry knowledge center teaming up best airfreight experts".**

*– I would compare the Knowledge Center with a bee hive, - said Alexey Isaykin. - The employees are like bees collecting knowledge nectar, which when necessary becomes food. I see the Knowledge Center as a buzzing busy place which people use to preserve, share and gain knowledge for their operational needs.*

The president emphasized that in the first place the Knowledge Center was meant for the company customers, then - providers, scientists, researchers and, of course, the company employees.

*– I am sure that the operating Knowledge Center will make the company more attractive and potentially beneficial for our customers, - noticed A. Isaykin. - On the other hand it will make us more competitive on the market, and not only on airfreight market.*

The project started with global knowledge elicitation on all functions and processes, first initiated in VDTM with the leader **Alexey Zimin**, the director on business development. Then the initiative was cascaded to AirBridgeCargo Airlines and Volga-Dnepr Airlines with the project group leaders **Rodion Nelidov** and **Fedor Novikov** correspondingly.

*"The bees" collecting the precious "knowledge honey" are the people who attended a special training and got the status of the Knowledge Center technologists. This is what some of them shared about their work with experts.*



**Michael Chernopyatov**, the head of the commercial schedule support department, ABC:

*– I participated in the pilot project on knowledge elicitation in VDTM. I remember how we were excited*

*getting down to work. Everything was organized on the principle "think – do – make a mistake – think it over – correct – do". This trial and error method worked well for the result. Fast and efficient!*

**Tatiana Kozlova**, the head of the labour safety department, Volga-Dnepr Airlines:

*– Watching the experts was interesting: as it is often the case with something new and unknown, some of the experts were suspicious about the project and interviews. But as we were progressing on the project explaining its objectives and fulfillment plans they got more interested, active and motivated in sharing their experience, providing it with more details. I wish the project successful growth and maybe a bit earlier than planned fulfillment for the company to start utilizing its rich repository of knowledge!*

**Dmitry Tarasov**, the leading specialist on certification, Volga-Dnepr Airlines:

*– We learned how many professionals with profound and unique experience had been fostered in Volga-Dnepr Airlines. Their openness, enthusiasm and co-operation in reaching common goals truly impressed us.*

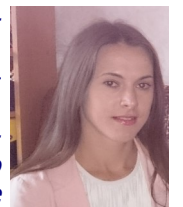
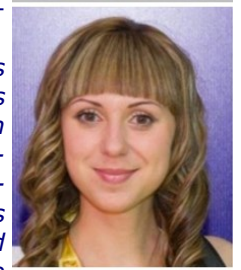
**Oleg Omeljanenko**, the head of flight safety and aviation accident prevention department, Volga-Dnepr Airlines:

*– An expert interview is a mini-project. Each one is different with its own specifics and subtleties. To conduct an*

*interview is the tip of the iceberg. Its invisible part is proper completing of the knowledge map with its visualization in the special program – FreeMind.*

**Olga Pakhomova**, the analyst, VDM:

*– The project gave the technologists an opportunity to work with experts from the*



(the end of the article see on page 2)

company foreign offices. This was the first experience requiring good command of English.

This is how the main project customers see its products: **Denis Ilyin**, the executive president of AirBridgeCargo Airlines, and **Alexander Bashkov**, the executive president of Volga-Dnepr Airlines.



– The Knowledge Center should have its "skeleton", like a card catalogue in a library, – noticed **Denis Ilyin**. – There must be two main filters for the cards to get into this cata-

logue – they should be unique and in high demand. As for the knowledge relevant to aviation industry in general, this is our technical solutions and transportation experience. The customer will address the Knowledge Center to get the best solution and the best price for the goods to transport – and this should be the most efficient solution.

The Knowledge Base should also provide opportunity for statistical sampling, analytical research, conclusions on the past or present condition, forecasts.

The company needs the Knowledge Center for at least two reasons:

- 1) diversification of our activities;
- 2) monitoring changes in logistics market to be able to adequately react to these changes correcting our services.

– The knowledge Center should cover the company commercial and operational activities, – said **Alexander Bashkov**. – That is how we sell our services (the cus-



tomers knowledge files), how we perform flights (the aviation personnel knowledge files), and also how we maintain and support transportation (transportation management knowledge files). The data base should be well-structured to provide easy search for information. Another requirement is to separate the data base maintenance from operational activities. There should be specialists to see to it. The Knowledge Center should consolidate both – the company and the industry experience. As an executive officer I would also require personified training based on the collected experience – when everybody learns what he needs.

Here is how the key project audience – the external customers sees the Knowledge Center. **Sergey Kravchenko**, the president of Boeing Russia, was the first to ask.

– What is essentially necessary is the global and reliable support of aviation logistics, – noticed

**Sergey Kravchenko**.

– Also, analytics meant to monitor the customers demand, knowledge on how the Boeing brand could contribute to the development of the Volga-Dnepr brand and ABC, and vice versa, how ABC contributes to empowering the B747-8 airplane brand and the Boeing company in general. The knowledge base should also cover finances, HR management, IT. Its interface should provide access to Volga-Dnepr knowledge for other companies. It should be the place where aviation industry experts could share their experience.

Finally, here are some words from **Galina Isaykina**, the project manager:

– It was a challenging year for the project team members. The project idea, its realization, required re-

sources were discussed with them in detail and not once. To create something out of the company knowledge and experience which could be in demand for internal and external customers turned out to be both – exciting and important. The Book of Recognition is one of the launched initiatives. It will comprise nearly 500 key company events covering the period of 25 years. 300 expert interviews on the main processes of charter and regular transportation have already been conducted, resulted in created knowledge maps. We are now preparing a series of live knowledge seminars "Lessons learned". The list of initiatives can be continued, but the most important thing we managed is to "tune" the employees' attitude to knowledge sharing, showing them that is not only useful but also profitable. We all will benefit if our customers are happy flying with us.

As the project manager I can't help praising the project team members. We often act as a single unit – dynamic in discussing problems, finding solutions, debating, learning from each other ... and enjoying our intellectual communication!

Let the new 2016 be the next bright period for our project energized with our heartfelt devotion!

Corporate University

## CORPORATE UNIVERSITY IN INSTAGRAM

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## THE FUTURE VOLGA-DNEPR LEADERS TRAINING PROGRAM IS COMPLETED!

The final module of The Future Leaders training program was held on December 15-18 in Moscow. We asked "the future leaders" to share their impressions on the module and the program in general. Here are some of their opinions.

**Andrey Agulov**, the head of the property management department, VDM:

*– I'm really happy with the program. It's a feather in the cap for our group. If Sberbank is famous for being the first non-production company implementing LEAN-management, then one can be confident that Volga-Dnepr is the first aviation company in Russia launching the leaders program. And this is not accidental.*



*of growing leaders we made a transition from a chaotic search for leaders to the level of an advance training of leaders, those who are meant to realize Volga-Dnepr future strategic goals.*

*It's worth mentioning that my colleagues and me are the first graduates of this program. This is both responsibility and extra motivation. And there is no doubt that we'll be able to meet all the expectations and be a good example for future generations of leaders.*

**Vitaly Andreev**, the head of the customer support center, Volga-Dnepr Airlines:

*– All four days of the final training module have been imbued with one idea – we are now facing an absolutely different paradigm where long-term predictions don't work. So, the crucial competence of a leader is to feel the difference and to act in accordance with daily changes. I'd like to mention Sergey Vorobjev's realistic and sensible view – his words are able to touch the most sophisticated listener. Another credit is to a very professional lecturer Sergey Kravchenko for the LEAN technologies course which has been very well embedded in our memory. I hope that the future leaders training will become a good tradition and a permanent company practice, as it contributes much to personnel and the company development.*

**Konstantin Surkov**, the chief accountant, VDTM:

*– I benefited much from the future leaders program. I was able to arrange the knowledge I'd had before the training. I also gained new knowledge to apply at my working place. I'm going to share it with my employees.*



*We are an indisputable leader in the market of the unique and oversized cargo;*

*We have the status of the first Russian airline performing regular cargo flights;*

*We are the first in Russia to operate the most modern cargo plane B747-8F.*

*2015 has become the time for reconsideration, the time calling for more professional approach to the issue of leadership. Rich in experience*



## THE SAD, SICK LIFE OF THE BUSINESS TRAVELLER



**Many of us have found ourselves trying to explain to friends and colleagues that, no, business travel isn't as fun and glamorous as it seems. Finally, there could be proof to back this up.**

Researchers at the University of Surrey, in Britain, and Linnaeus University, in Sweden, have published a new study highlighting what they call "a darker side of hypermobility". The "hypermobile"—largely but not exclusively business travellers—have won a certain cachet in contemporary society, with the worldliness they seem to acquire from their travels and the envy-inducing social-media posts they leave in their wake. But, the researchers warn, "whilst aspects of glamorisation in regard to mobility are omnipresent in our lives, there exists an ominous silence with regard to its darker side".

The study, which synthesises existing research on the effects of frequent travel, finds three types of consequence: physiological, psychological and emotional, and social. The physiological ones are the most obvious. Jet lag is the affliction travellers know best, although they

may not anticipate some of its direr, if rarer, potential effects, like speeding ageing or increasing the risk of heart attack and stroke. Then there's the danger of deep-vein thrombosis, exposure to germs and radiation—people who fly more than 85,000 miles a year (say, New York to Seattle and back every three weeks, or New York to Tokyo and back seven times) exceed the regulatory limit for exposure to radiation. And finally, of course, business travellers tend to get less exercise and eat less healthily than people who stay in place.

The psychological and emotional toll of business travel is more abstract, but just as real. Frequent flyers experience "travel disorientation" from changing places and time zones so often. They also suffer mounting stress, given that "time spent travelling will rarely be offset through a reduced workload, and that there may be anxieties associated with work continuing to accumulate (eg 'inbox overload') whilst away". Due to the absence from family and friends, "hypermobility is frequently an isolating and lonely experience," the authors write. The accumulated impact can be substantial. One study of 10,000 World Bank employees found that the business travellers among them were three times as likely to file psychological insurance claims.

Finally, there are the social effects. Marriages suffer from the time apart, as does children's behaviour. What is more, relationships tend to

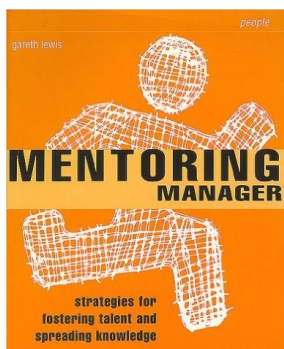
become more unequal, as the partner who stays at home is forced to take on more domestic duties. There's a gender disparity here, since most business travellers are men. (A 2011 survey of Asian business travellers by Accor, a hotel firm, found that 74% were men. Seemingly the last comprehensive research into American business travellers in 2002 found that 77% were male.) Friendships also fray, as business travellers often "sacrifice local collective activities and instead prioritise their immediate families when returning from trips".

Of course, these impacts are mitigated by the fact that they fall disproportionately on a segment of the population that is already doing rather well. The "mobile elite" tend to have higher incomes and access to better health care than the population at large. According to the study, in Sweden, 3% of the population accounts for a quarter of international travel; in France, 5% covers half of the population's total distance travelled.

So these may be problems of the 1% (or the 3%, or the 5%). But they're real enough regardless. By all means feel jealous of acquaintances' Instagram photos of exotic meals and faraway attractions. But harbour a small amount of concern as well.

**Source:** [www.economist.com](http://www.economist.com)

## Book of the month. The mentoring manager: strategies for fostering talent and spreading knowledge



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

In January the book of the month is a bestseller by Gareth Lewis "The Mentoring Manager: Strategies for Fostering Talent and Spreading Knowledge". The description indicates:

Mentoring can be daunting when you first come across it. What is it for? How is it used? Mentoring is the most effective way to help people develop their jobs and careers. The challenge is to learn to apply it in a structured, thoughtful and planned way. This book will

show you how to maximise your company's pool of knowledge and experience to benefit all concerned.