



VOLGA-DNEPR
GROUP

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about & for V D LEADERS

MONTHLY CORPORATE MAGAZINE

STUDYING A CUSTOMER, LEARNING FROM A CUSTOMER!

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QUOTATION OF THE MONTH:

«Knowing is not enough; we must apply. Willing is not enough; we must do».

Johann Wolfgang von Goethe

Another seminar of the CU School for the company executives "Top-class" was held on December 12 in Moscow. The webinar format allowed the company employees from Moscow, Ulyanovsk, Houston and other VD offices across the world to share "the classroom". The company executives presented their reports following the results of the conducted trainings in GE Aviation Technology Center on November 7-8, and in GE Leadership Center in Crotonville, New York, USA on November 28 - December 1.



The opening speech was made by the company president **Alexey Isaykin** who emphasized the value of the knowledge gained from GE, and professionalism of their teachers. He also mentioned that the training was both interesting and useful

for expanding mental outlook.

Knowledge sharing was taken over by **Sergey Lazarev**, general director, ABC, who focused his presentation on brain capability and ways to boost its performance.

Then, **Eugene Kochetov**, general director, VDTM, presented the GE leadership philosophy in ten basic principles.

Denis Seleznev, head of management accounting department, VDA, went on with Fastworks methodology – a set of tools, principles and action templates to approach and learn the customer, increase response rate and speed up processes.

The GE digital transformation and a vision on transforming Volga-Dnepr into a 'digital business' was presented by **Alexey Kukanov**, IT director VDM.

The seminar was brought to a close by **Sergey Reznikov**, vice president VD UAC, whose presentation "A leader as a coach" covered basic tools of coaching. The speaker emphasized that nowadays coaching is the key competence for the leader to encourage every team member maximum



efficiency and professional growth.

For the details of the presentations go to Top-class community on the corporate portal my.volga-dnepr.com.

This is what the participants shared:

Alexey Zimin, director on a/c technical diagnostics and maintenance, VDTM:

– The seminar was short but useful! My take-home message is:

1) About brains. Brains should be fed properly, provided with choice (not too wide) and trained under moderate stress.

2) About interaction with the customer. New trend: do less for less.

Focus on urgent necessary things, though do them well.

3) About ideas. People can be managed by ideas. Look for great ideas and implement them straightaway.

4) About development. Digital era has already come. Those who ignore it will quickly lose their fight for leadership.

Andrey Agulov, head of property management department, VDM:

– The seminar was useful for different reasons:

1) Such training is a good way to get to know the customer well (about GE);

2) It also helps to cultivate the culture of knowledge sharing in-between different management levels, so-called 'knowledge circulation' in Volga-



Dnepr; My take-home message is knowledge about the customer – GE (number of executives, management levels, etc.), also about the way our brains work, and Fastworks methodology. It was useful to revise the principals of leadership philosophy by Jack Welch and compare them with the knowledge

gained at leadership training organized by Corporate University.



Elena Kavtyreva, head of project management department, VDM:
– I liked the seminar! It was interesting to learn about the way the brain worked, also to know the

GE priorities. Earlier, I'd read Jack Welch's management principles, though the GE Fastworks conception was something new for me. I think the principles on interaction with the customer 'study-workout-learn-act' could be implemented in our company and not only in terms of relationships with the customer.

RECOMMEND A BUSINESS-BOOK **we could add to the Volga-Dnepr Bookshelf!**



Dear colleagues! A year ago you gave us some valuable recommendations regarding interesting and helpful business literature.

The books that you recommended are uploaded in the Volga-Dnepr Bookshelf community on our corporate portal my.volga-dnepr.com.

Many of these books are included in Personal Development plans of Company employees. We regularly receive positive feedback about the books recommended.

Today we would like to update this list and we really need your help.

What was the last business book you read? Which business book do you think is the best in your professional

field? Which book are must-read for everyone in your opinion?

We would appreciate if you could complete the questionnaire and recommend us a few books.

It will only take you a few minutes.

Thank you in advance!

Entertaining management: We were loading the plane...

Yachts in Monte-Carlo, race cars in Melbourne – or vice versa? First centering, then lashing – or vice versa? The sixth seminar of the 'Entertainment Management for Kids and Adults' program was full of tasks and puzzles.

The preparation scope of the seminar devoted to transportation management is as impressive as the geography of flights performed by the company: 100 metres of ropes, 60 pasteboard boxes, 250 units of the stationary and almost 300 presentation slides were prepared by the Corporate University specialists together with Transportation Organization Department specialists. The seminar was conducted by **Elena Erastova**, CU teacher-methodologist, **Vladimir Gorbachev**, leading manager on logistics and transportation organization, VDA, **Eugene Tikhonov**, load-



master An-124-100. At the beginning of the seminar the children 'turned into' maintenance teams to service three types of aircraft. Having received real maintenance release they got down to work.



It took 1,5-hour 'working day' for the maintenance teams to calculate aircraft basic empty weight...



... and to load it on board the plane.



...to construct cargo compartments of their aircraft, ...



At the end of the seminar the teams conducted an experiment which demonstrated the principles of cargo CG positioning. You can try it now at your work place: take a scotch tape, a ruler, two flyweights and try to balance this system. It is so relaxing! Everybody was happy: the kids – with their results, the teachers – with the kids.



... to package cargo ...

VOLGA-DNEPR FUTURE LEADERS: EXCEEDING EXPECTATIONS!

This digest issue continues a series of articles about first enrolment graduates of the management reserve training program. Have they benefited from the training? Have their careers changed? Ekaterina Chuychenko, fleet development director, VDM, is answering these questions today.

– Ekaterina, what did you do to participate in the program?

– It was a self-nomination: as soon as I got the information, I submitted the application form and an essay, collected all necessary recommendations from the management and then was selected for the program.

– Why did the program draw your attention? What were your expectations?

– I saw it as a wonderful opportunity to learn more about the company, its processes, the strategy and colleagues from different Structural Units. Besides, according to the assessment I had been through by that time I would have to work on my strategic vision. So, this was what I hoped to improve during the training. By that time I had been working in the company for 4 years as the head of the fleet development department. So, it was time for further development, and I just considered this program as a chance for the next step.

– What can you say about the program? Was there anything that impressed you most?

– I very well remember the training devoted to negotiations “Challenging Dialogues” conducted by Maxim Ilyin, a business consultant from Smart-Values. I would do it again if I had a chance. I am sure I would find some other useful things there.

I also enjoyed the training on leadership conducted by Elena Russkaya, a consultant from “A Public Person”. It helped me understand what leaders should feel, and how they should behave to be accepted as leaders.



Another seminar which stays in memory was devoted to implementation of changes, conducted by Tim Hight from GE. And here there is an interesting observation – the seminar didn't impress me much at the time, and only now I've started to recall, understand and apply a lot of things heard there.

I would also like to emphasize the seminars conducted by our management, especially in terms of the strategy – this was initially my objective to get the picture of all the processes from above. So, this is the development of this particular competence which I think I succeeded most during the training. I wish such training sessions on strategic vision were systematic.

Getting to know other program participants from different VD offices in Ulyanovsk, Europe, Asia, the US was also valuable. These contacts are quite useful to manage processes.



And of course I do remember our first teambuilding day. It was great! I remember us, a big group of people, standing on the log trying to support each other – this is an absolutely different sensation of being in a team. There were seemingly easy tasks on information interpretation to show how inaccurate information transfer can distort the information and destroy the whole process. Wherever I work I very well remember this lesson.

– Did the training meet your expectations?

– More than that – the training results exceeded my expectations! I improved my strategic vision, learned more about the company, the processes, the team, management. What I didn't expect was any perspectives for career growth.

– Did the program help your career growth?

– Yes, the program did expedite my career development – I was promoted



Ekaterina Chuychenko

to the position of the fleet development director. I had been gradually prepared for this position by my line manager, but the program sped it up.

– The second training year will match the intensity of the first one: “future leaders” will have to perform their individual tasks, work with tutors, have personal coaching sessions, etc. How do you see your further development?

– I am still a newcomer on present position and consider leadership competences to be my primary growth area. For me, a leader is a person who you would like to share the pathway to the achievement of a significant goal. This requires lot: to understand and correctly formulate goals, to carefully consider the route, steps to take, to motivate the team, to define error and growth areas...

– What can you recommend to the second enrolment program participants?

– I was delighted to know that five participants of the second enrolment had chosen me to be their tutor. I am sure I will manage to offer them interesting tasks, approaching each participant individually. This is going to be a peer teaching.

I wish them to be courageous to take up new challenging tasks and enjoy doing them, to get pleasure from their contribution to both personal growth and the company development, to be self-confident and happy in their discoveries!

Not just a Contest!

Do you know how to build a runway for An-124-100 in a tropical country?

Or how many medicines can our Boeing transport in one go?

Or how to construct a hangar in a desert for aircraft maintenance?

The winners of the contest on the company experience description know the answers. The contest was initiated within the CU strategic project "The aviation industry knowledge center teaming up best airfreight experts".

We are grateful to all our colleagues who participated in the process of describing the company milestone events.

The **first place** was shared by two participants:

– **Guli Valieva**, corporate management specialist, VDM;

– **Sergey Yermolenko**, head of air navigation provisions department, VDA;

The **second place** – **Eugene Venikov**, flight support specialist, ABC;

The **third place** – **Vladimir Ulyashin**, head of line maintenance station, Ulyanovsk, VDTM.

As a reward all the contest winners can choose any destination of the company flight network and travel there on the company aircraft.

Here's what the winners have to say!

Eugene Venikov:

– *Collecting the company experience is definitely very important for both the company and its employees. It helps to take up any new project more efficiently. For example, when working on the project "Papua New Guinea" we drew on expertise and experience of the Colombian program (1996-1998). Both projects were about transporting oil and gas equipment, off loading one-piece cargo onto multi-axis trailers; in the first case we extended the runway in El Opal, whereas this time we had to build it from scratch in Como. Description of a milestone event develops, provides unforgettable impressions, opens a new horizon! Thank you for the chance to travel with the company flight. I'd use it with pleasure to go to the US and back.*

Guli Valieva:

– *The contest has become the most memorable event. As the task was not only to describe experience on*



certifying medical transportation IATA CEIV, but also to gain confidence from our executives and colleagues – the project participants. Participation in the contest gives a chance to get new experience and understand how the company defines success! The more often the contest will be conducted, the more employees will address the company price-less experience, looking for a template to use. I am dreaming about flying to Antarctic on the company aircraft. I have never flown on cargo planes, have never been to Africa and Antarctica. It would be interesting to try the role of a polar researcher, to see the sixth continent from the sky. Another option is a flight on our new Boeing to Chicago, the most "American" megapolis in the USA.



Sergey Yermolenko:

– *We have a lot of specialists who participated in the company milestone events. So, it is very important to fix and preserve their experience, learn the lessons before they are retired or leave the company for other reasons. I enjoy participating in the contest. It's vital to continue with this important initiative.*



Vladimir Ulyashin:

– *I described the process of establishing and developing VD Gulf. In some years somebody may describe VD Gulf operation in the new century. We shouldn't*



forget our history! And this is not the end of the story! Do you know that experts from our company have found out dozens of events which affected the company development?

Colleagues in Moscow and Ulyanovsk gathered in minigroups to describe milestone events. Moderators managed to involve direct participants of the events, even those who'd already retired.



In October the minigroups gathered in Ulyanovsk described 11 events on transporting oversized cargo.

– *The participants' recollections of the events were so vibrant as if it had been yesterday!* – shared **Julia Tolmacheva**, moderator and project department expert VDM.



The collected material will be placed into a common information system worked out within the "The aviation Industry knowledge center" project. It's just one of the contest stages that has finished for now.



Would you like as our winners to travel to the destination of your choice?

Any employee who wants to engage into the company experience description can join the project!

For the details contact Anastasia Martynova, deputy project manager, head of analytics department, VDM: a.martynova@volga-dnepr.com

**VOLGA-DNEPR AND BOEING:
great opportunities for super brands**

“Super Brands in Industrial Events” training session was held in Moscow on November 21st. The event was conducted in cooperation with the Boeing Company, our strategic business partner, within the CU Sales and Marketing School.

The seminar venue brought together more than 30 Volga-Dnepr executives and sales managers from the company offices across the world.



The opening speech was done by the Volga-Dnepr president **Alexey Isaykin** and the president of Boeing Russia **Sergey Kravchenko**. They emphasized the importance of the event as the first step in synergy of the company brands.

Then, senior executives shared their experience in air shows organization: on the part of Volga Dnepr – **Tatiana Arslanova**, the company vice president on strategic management, and **Axel Kaldschmidt**, aerospace industry director, VD UAC; on the part of



the Boeing company – **Dan Nevill** and **Dmitry Kroll**.

Working in groups the seminar participants were to formulate a detailed action plan on air show organization in Le Bourget.

– *I’m quite positively impressed!* – says **Anastasia Nazarova**, marketing specialist, VDA Moscow. – *The seminar was vibrant and useful both in knowledge and experience on conducting such events and in ideas worked out by the participants. It was wonderful to work in such creative atmosphere, among the colleagues who were very enthusiastic about formulating a really interesting conception of our participation in Le Bourget, and working on the company image in aviation industry. Besides, I really appreciated our communication format – when colleagues from different company departments and offices*



worked together. I am sure this allows working on tasks at different levels and seeing them from different perspectives. Hopefully, such seminars will become a good tradition between Volga-Dnepr and Boeing.

– *It was interesting to get straightforward and practicable recommendations from Boeing,* – shares **Ekaterina Andreeva**, marketing specialist, ABC, Frankfurt. – *Our groupwork was*



also very useful: we were open to share opinions, ideas, experience. As we finished on our plan formulation it was worthwhile listening to other teams, as such ‘concilium’ adds much to the situation integrity. I think everyone picked up some new ideas. In the end I’d like to add that the seminar was vibrant, useful, dynamic. All the speakers and participants are real professionals who were very energetic in sharing their ideas and experience.

– *I’d like to pass on my thanks for having been invited to this workshop in Moscow.* – says **Clair Gunn**, key account manager, VD UK. – *It was an interesting experience and I certainly think it is beneficial to get global group representation at these events. I would definitely be interested to hear the results of this workshop and whether the conclusion from it results in our participation at the Paris Air-show in 2017 and of course whether some of the concepts that were discussed during the workshop are part of the plan.*

SHARING THE CLASSROOM WITH GE

The sixth training session conducted within the CU School of Global VD employee was held on November 7-8 in the United Arab Emirates. 28 executives and employees from Volga-Dnepr offices across the world were invited to share the classroom and learn from the VD strategic partner – GE.

The first training day was conducted in the GE office in Dubai. The opening speech was delivered by **Alexey Isaykin**, VD president, and **Muhammad Al-Lamadani**, Vice President Sales, Middle East, Turkey & CIS, GE – Aviation.

The keynote reports presented by our strategic partner were devoted to development of digital technologies in GE and to aviation analytics.

As a host party the GE representatives gave their VD colleagues an unforgettable tour around the modern information processing center.

The second training day started with the GE leadership training – Fast Works, where participants were presented with the innovative approach to management combining startup potential and management experience.

Another GE representative **Sohinder Singh**, leads customer financing for GE Aviation for EMEA and South Asia, presented "Financial Solutions for Airlines".

The session was crowned with the motivating and inspiring speech about GE values made by **Muhammad Al-Lamadani**.

Two days of training resulted in practical work on "VD group digital transformation".

This is what the participants shared:

Michael Khoroshaev, general director, VD Gulf:

– The fact that the training was conducted in UAE shows a particular attitude to VD Gulf. On the part of our



Digital transformation at work – excursion in the GE modern information processing center



The importance of strategic partnership was emphasized by the company president Alexey Isaykin

team we would like to express our gratitude for the opportunity to learn from GE. The way they speak about simple things – with lots of enthusiasm and professionalism – shows their cultural background. Their attitude to the customer, need analysis and innovations make the company the leader in the field.

Alexey Kukanov, IT director, VDM:

– The session conducted by Marvell on the second training day was extremely useful. We were taught an absolutely different (from what we practice in VD) cultural approach to innovations, initiatives and ideas:

- a) Firstly, with the focus on the customer, they made it possible to organize the ongoing work with changes and improvements (including an opportunity for any employee to submit their initiatives and ideas). We are now building in this mechanism within the Knowledge Center project;
- b) Secondly, they are always in contact with the customer when working on the customer service improvement, including pre-sale of a service-to-be as a result of the decision coordinated with the customer;
- c) Decision making process on testing new initiatives is extremely shortened, with the risk costs reduced by checking practicability on limited extent and with limited resources;
- d) Thirdly, the policy of seeing mistakes as 'paid experience';

Also, School of Global VD Employee is a unique venue for the executives from different offices and regions to share ideas, knowledge and experience. Working 'live' on common tasks is sort of team-building for such international team. It's very useful!

Rodion Nelidov, head of aviation transportation management center, VDA:

– A new approach to organizing and expediting changes in GE – this is what I find the most useful: they

learn from small companies which implement innovative startups – which is right. Big companies with thousands of employees and business diversification tend to have communication problems, extra bureaucratic procedures, etc., whereas a group of enthusiasts can take timely decisions and start working on them without delays. The examples are obvious – Apple, Microsoft, Uber, etc. Just think how these companies would emerge.

Pavel Tereschenkov, technical director, ABC:

– It was very informative and interesting! When the world around us is changing, digitalizing and is turning into something different from what we got used to, it is important to keep pace with the progress. Firstly, I'd like to thank our senior executives and Corporate University for giving us a chance to keep up with the changes-to-be. Learning from GE proved that aviation manufacturers changing from the inside and 'selling' their culture would try to develop a new market segment. Our disputes with colleagues about changes, their necessity and inevitable digitalization were also valuable.



Sohinder Singh shared the details of financial solutions for airlines

So, as the training outcome – we have to take steps into a new world of a digital airline;

- it must be a freewill choice of everyone who understands the necessity of being in common field with our customers;
- it's all about customers – we have to know for sure how to benefit them and make it the fundamentals of our work;
- I'm going to apply this knowledge at work and make it available for colleagues.

Oleg Makushkin, deputy sales director, ABC:

– The GE Fast Works training combined the simplicity of approach and



Marwan Al-Roub, Executive Director of GE Innovation Centre – Gulf region, is speaking about Fast Works conception

comprehensible way of teaching, and I really liked it. The message from our reputable customer was really im-



«CU School of Global VD Employee – is a unique venue for sharing ideas, knowledge, experience!»

portant to hear for the colleagues from different departments (operation, sales, etc) – that is our work should be based on customers' requirements, not on our personal needs.

Denis Seleznev, head of financial accounting department, VDA:

– The presentation of the Fast Works conception made by Marwan Al-Roub, Executive Director of GE Innovation Centre – Gulf region, was so emotional and impressive that it made you believe in its remarkable ability to change approaches to everything in organization. Collaboration Center with its interaction technologies and conception for mutual (together with customers) decision making was also very interesting. Group work was really beneficial as it encouraged mutual effort on the part of sales people, economists, operational managers, and allowed to see the problem from different perspectives.

Oleg Serdinov, leading engineer of engines troubleshooting, VDTM:

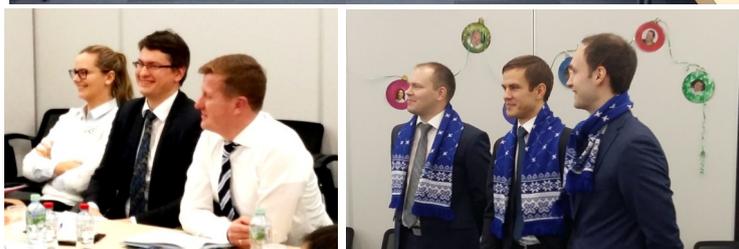
– I really enjoyed the GE presentation; their visual brand-new aids are impressive. It's really worth setting as a goal! As for the system for engine



The session was crowned with inspiring speech about GE values delivered by Muhammad Al-Lamadani

monitoring, we've been utilizing a similar to the GE diagnostic system for the ABC fleet for a long time already. It works well, though with criteria modernization used in GE it will be better! Thank you for the excellent training organization!

Volga-Dnepr Future Leaders: Final Report



Moscow, December 22-23

School of Quality



Ulyanovsk, December 27

ENJOY ENGLISH WITH CORPORATE UNIVERSITY

NEW YEAR'S RESOLUTIONS: A ROAD TO NEW YOU

Psychologists say that people who make explicit New Year's Resolutions are 10 times more likely to attain their goals than people who don't explicitly make them. Here are 5 tips that will navigate your goals.

1. Set SMART Goals

Once you've decided on your resolutions for the year, write them down in a way that communicates why it is important to you and place your goals in a place where you can see them regularly.

Your goals need to be S.M.A.R.T.

- **Specific** – Clearly define the direction you are going to take. Your goals should be clear and without any ambiguity. Avoid making them vague. If losing weight is a resolution, specify how much weight you would like to lose.
- **Measurable** – Identify exactly what changes you will see when you reach your goal.
- **Attainable** – Write goals that are attainable and ground them in reality. An unrealistic resolution is not a goal but a wish.
- **Relevant** – Make resolutions that are relevant to your lifestyle. Decide for yourself if a goal matches your skill set.
- **Time-Bound** – Link your goals to a timeframe. Having a deadline creates a sense of urgency that inspires action. Set dates on your goals.

2. Keep It Simple

Dream big, but keep your goals simple.

A big goal is easier to tackle when divided into smaller sub-goals. How do you keep your goals simple?

- **Keep the number of goals for the**



new year low. Quit trying to change your entire lifestyle and work on just a few areas.

- **Tackle one goal at a time.** Just focus on one goal every week or just one goal each day.
- **Don't complicate your objective.**
- **Complete your goals.** When faced with a number of pending goals, first knock off the low-hanging fruits, the goals that are simpler to complete. The resulting confidence will boost your resolution to complete your other goals.

3. Reward Yourself

It is important to celebrate **your progress** on the path to successfully completing your goals. Maintaining long-term focus on your goals is easier when you reward yourself along the way. It helps you stay motivated and enjoy the process of achieving your goals.

4. Accountability Partner

A common reason that causes men give up on their goals is the lack of

accountability.

Have someone that holds you accountable.

How to build accountability into your goals?

- **Schedule a regular meeting.** Preferably with a man who gives you a straight answer and won't let you down easy if you are falling behind on your own goals.
- **Join a small community.** A group offers support, encouragement and advice on how to stay on track with your resolutions.
- **Often accountability partners can be found online.**
- **You need to find the system that works best for you.** Maybe it's your child who will hold you accountable. Kids can be powerful work drivers. Maybe your roommate or spouse can work on a goal with you. Working towards something together is always better than alone.

5. Review & Refocus

Review your goals regularly to make sure you are on track. Create a system where you reflect on your progress periodically. It could be once a week, on Monday morning or on the first day of every month.

Direct your attention to what you have learned, rather than thinking about what you have achieved.

You may find along the way that your situation has changed and you need to adjust your resolutions. Deleting irrelevant and redundant goals will help you refocus your energy on the ones still pending.

Break your goals into smaller timeframes in case you have to change your direction.

When you review your current goals, ask yourself if any new resolutions should be added to the list to contribute towards your long-term objectives.

Often **the challenge with resolutions is not setting them, but sticking to them.** It's about persistence – not about how many times you fall.

HAPPY NEW YEAR
2017

