

Separating Industry Issues From Safety Issues

Managing Inter–Organisational Collaboration when Implementing
a Fatigue Risk Management System (FRMS)
in an Airline Context

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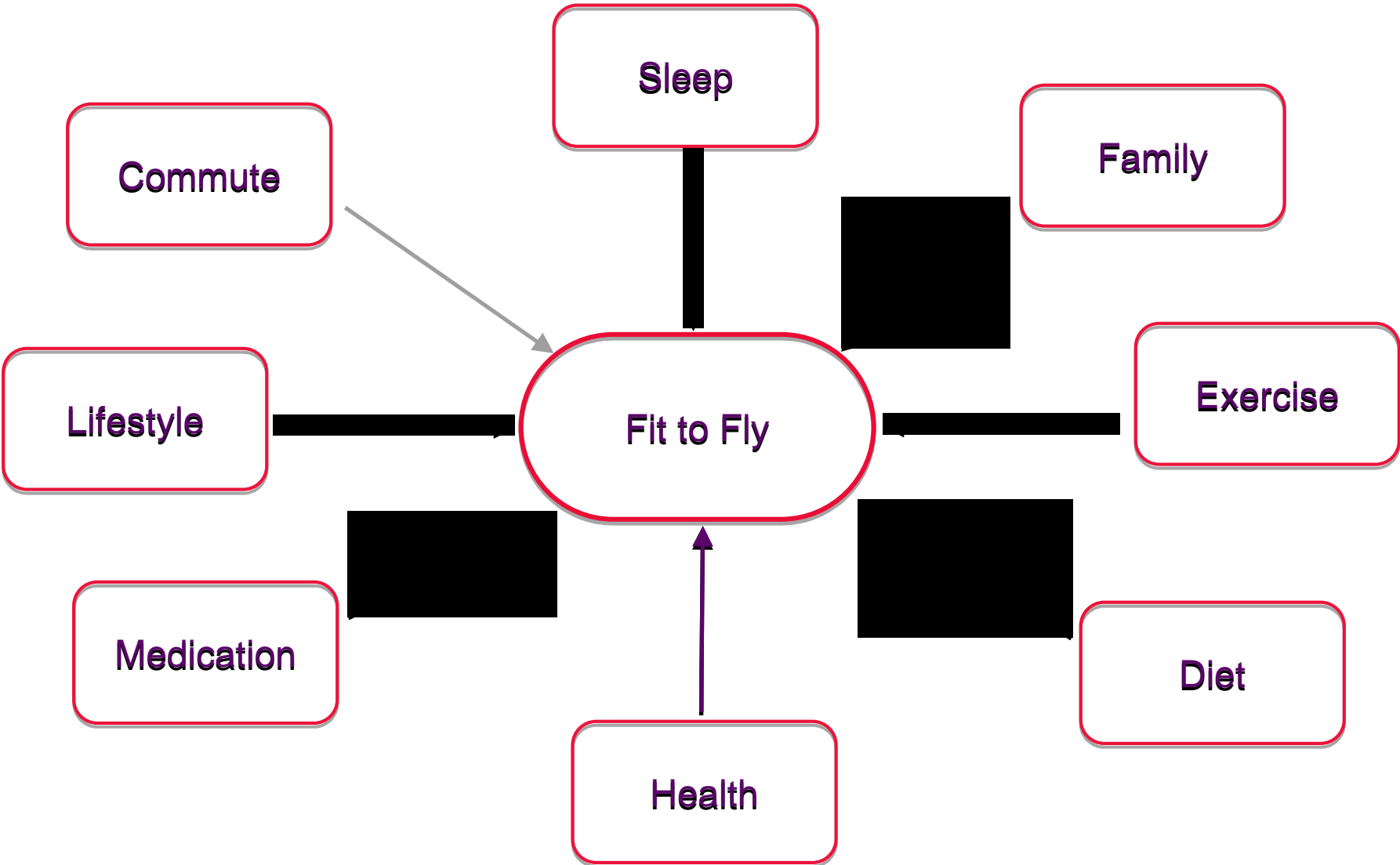
2nd September 2011

Collaboration

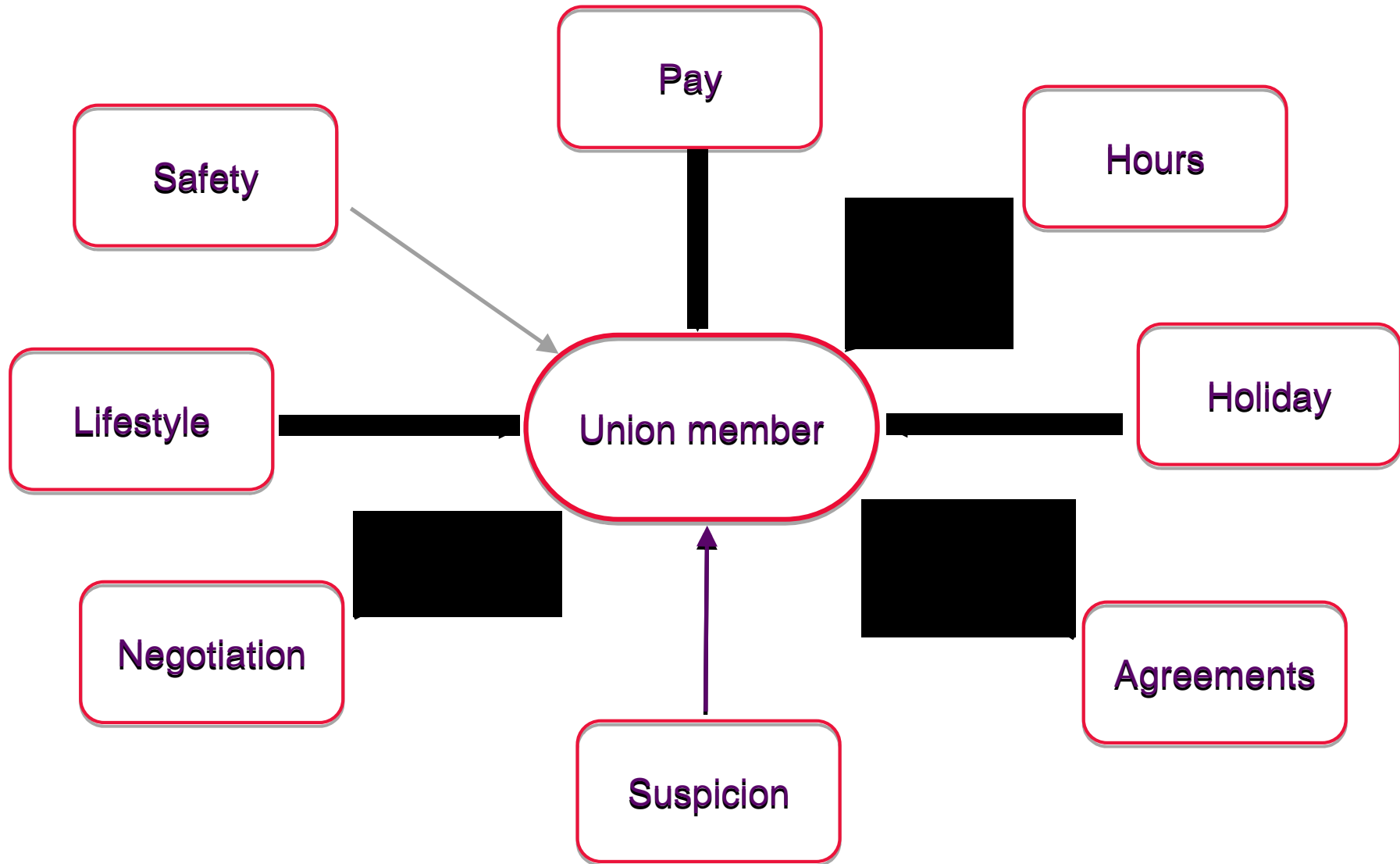
An oil company manager once said of collaboration:

You may have to jump into bed with someone you don't like...'

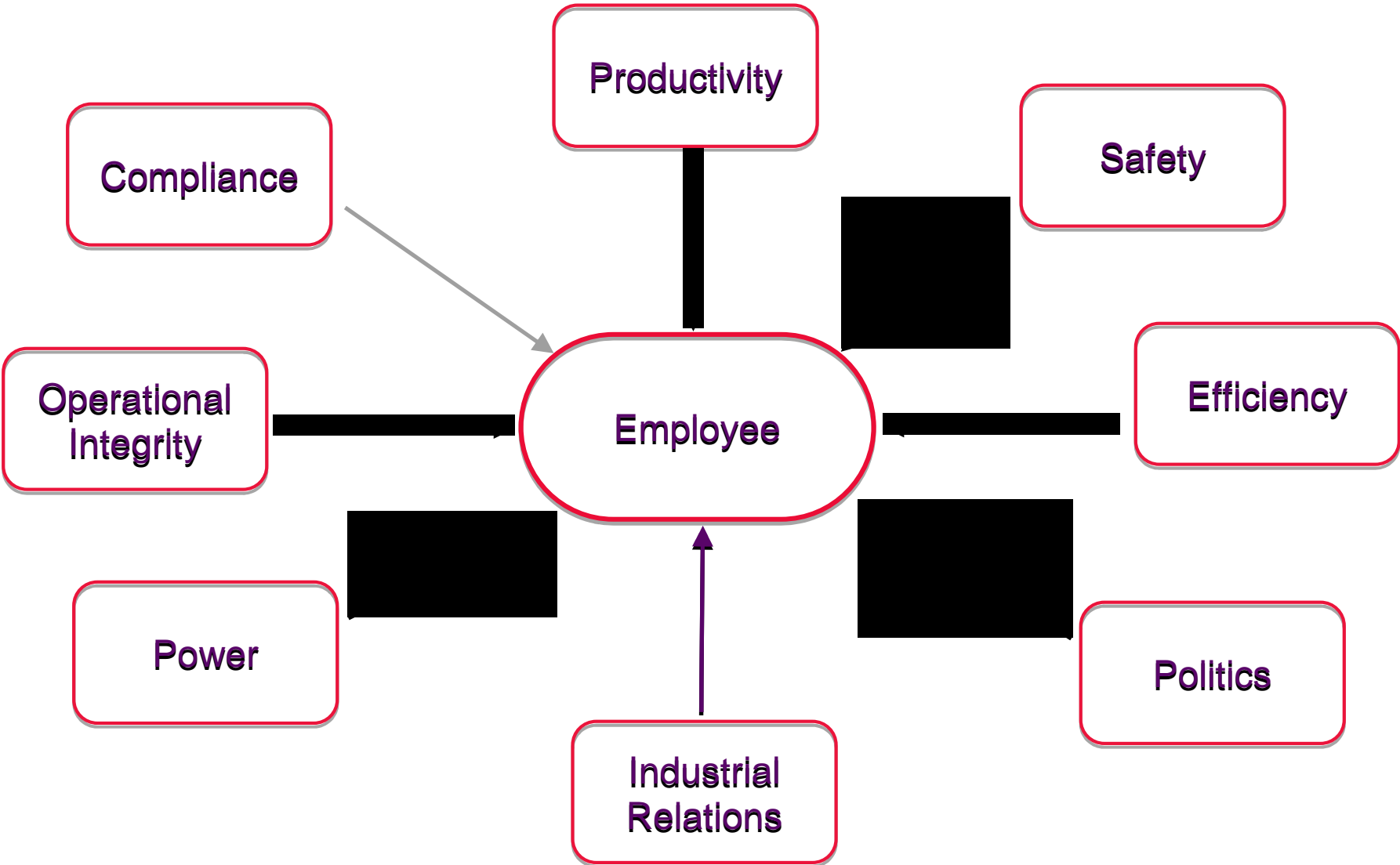
Safety Perspective



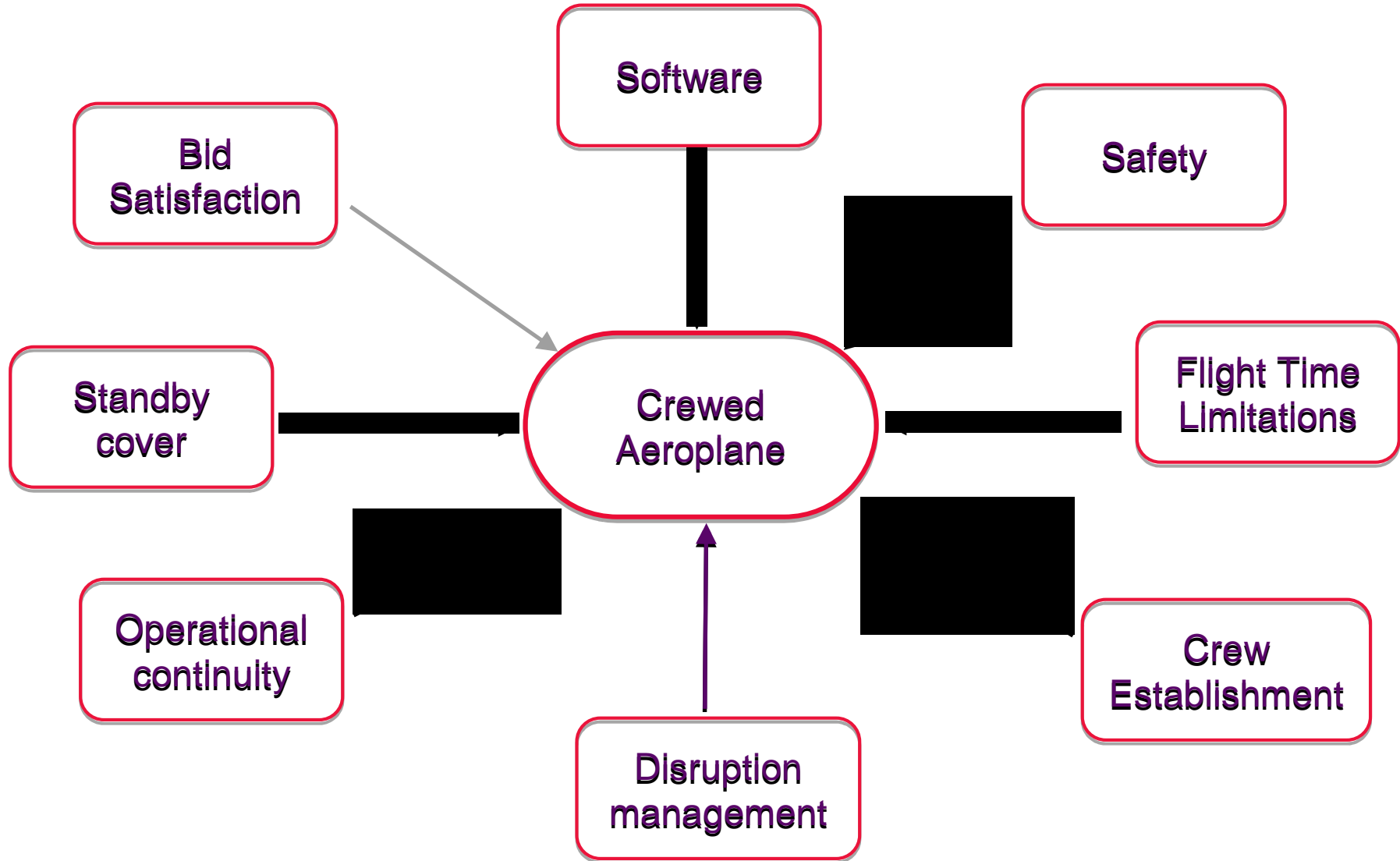
Crew Representative Perspective



Management Representative Perspective



Crew Scheduling Perspective



Collaboration



Types of themes in collaboration practice
Managing to Collaborate – Huxham & Vangen, 2005

Managing Themes

- Aims
- Culture
- Trust
- Politics
- Power

Collaborative Advantage Vs Collaborative Inertia

Collaboration

<i>(One participant's perspective)</i>	Explicit	Assumed	Hidden
Collaboration aims	The purpose of the collaboration		by definition these are perception of joint aims and so cannot be hidden
Organisation aims	What each organisation hopes to gain for itself via the collaboration		
Individual aims	What each individual hopes to gain for him/herself via the collaboration		

A framework for understanding aims in collaboration
 Managing to Collaborate – Huxham & Vangen, 2005

'Collaborative Thuggery'

Managing Aims

- Goal Setting
- Superordinate Goals
 - 'Improve Safety'*
 - 'Big Society'*
- SMART goals
 - Specific, Measurable, Agreed,*
 - Realistic, Time bound*
- Goal Commitment/Rejection

Managing Aims

Empathy Box

	Positive Outcomes	Negative Outcomes
Goal Commitment	?	?
Goal Rejection	?	?

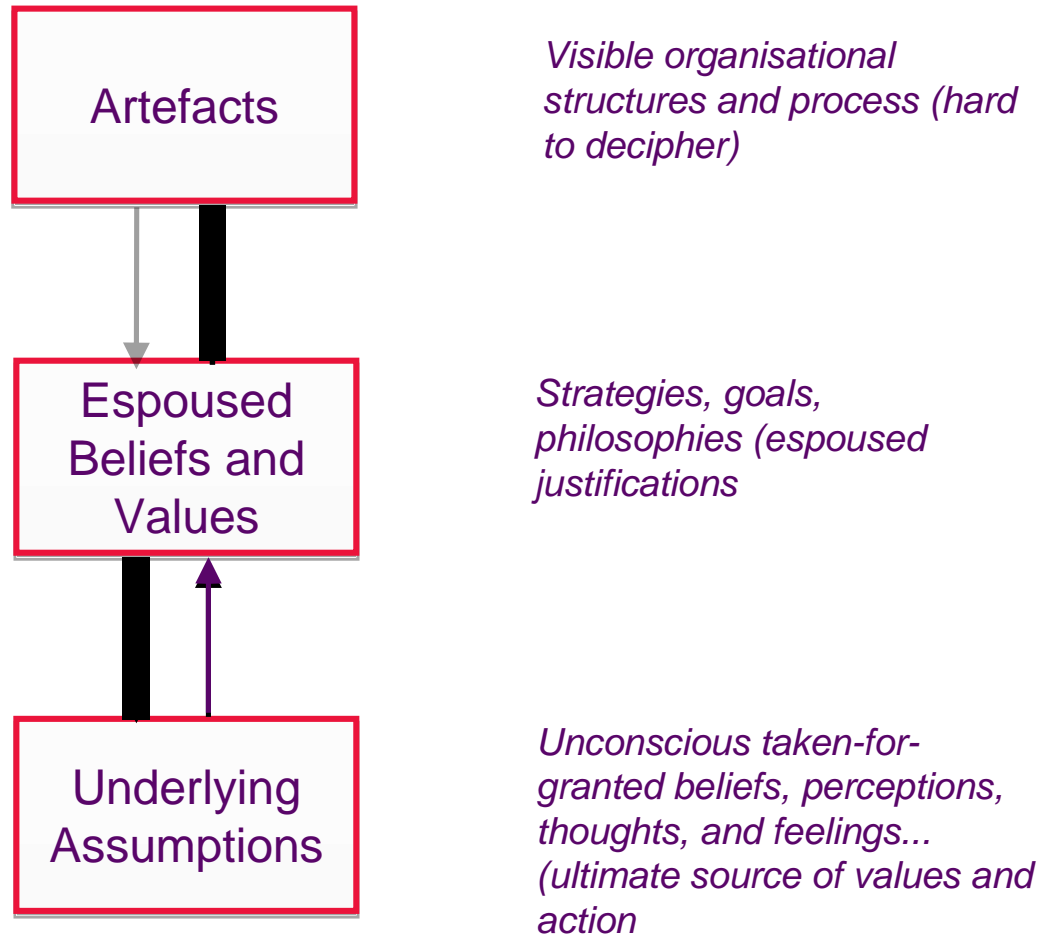
Managing Aims

Linking FRMS to SMS

- Beware of ‘Goals Gone Wild’
- Unintended consequences
- Integrity and Accessibility

Goals Gone Wild (Ordenez et al 2009)

Levels of Culture



Levels of Culture
Organizational Collaboration – E.H. Schein, 2011

Managing Culture

- Espoused Beliefs and Underlying Assumptions

‘Prescriptive rules have worked till now’

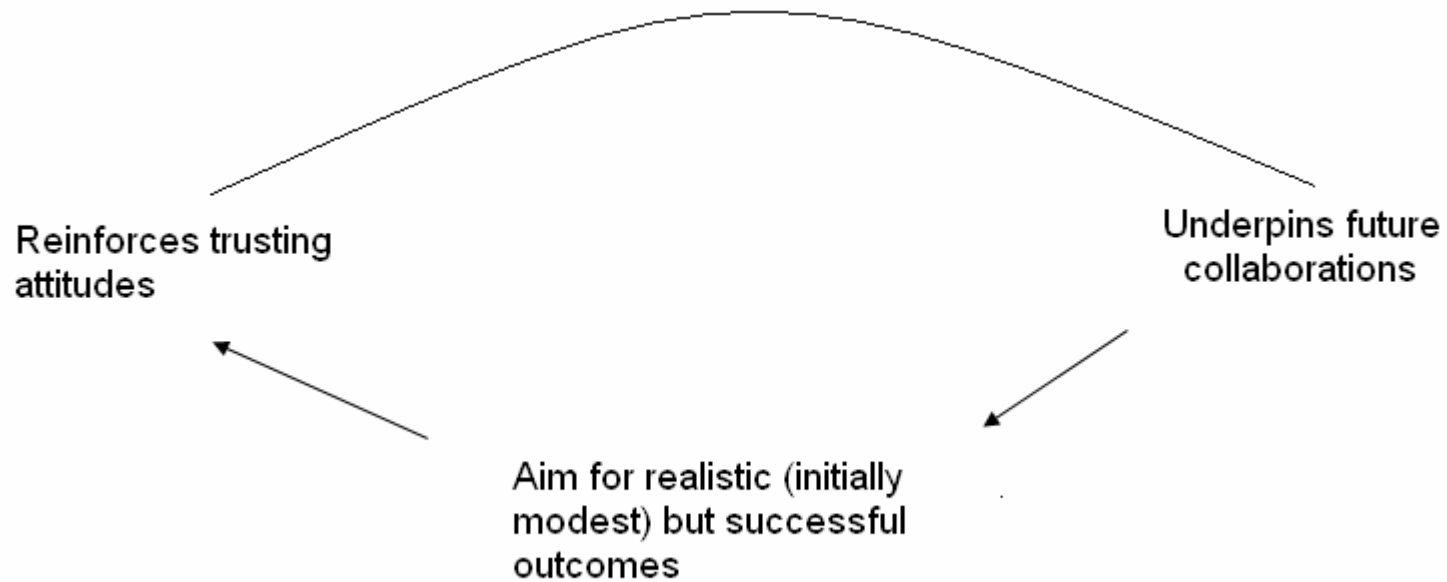
‘Crew will use this to work less’

*‘Management will use this to increase
productivity’*

‘It’s legal’

Managing Trust

The Trust Building Loop



Managing Politics and Power

'My airline is so political'

- 'It would be surprising if politics was not present in your organisation. As much as governments are organisations, large organisations are governments' (Long, 1962) and therefore political.

Managing Politics and Power

- ‘As organisations are manifestly social entities, power and politics are ubiquitous elements in their make up. Often used synonymously, they are also inherently interwoven and as such are treated in many ways as inseparable issues.’

(Di Domenico, 2011)

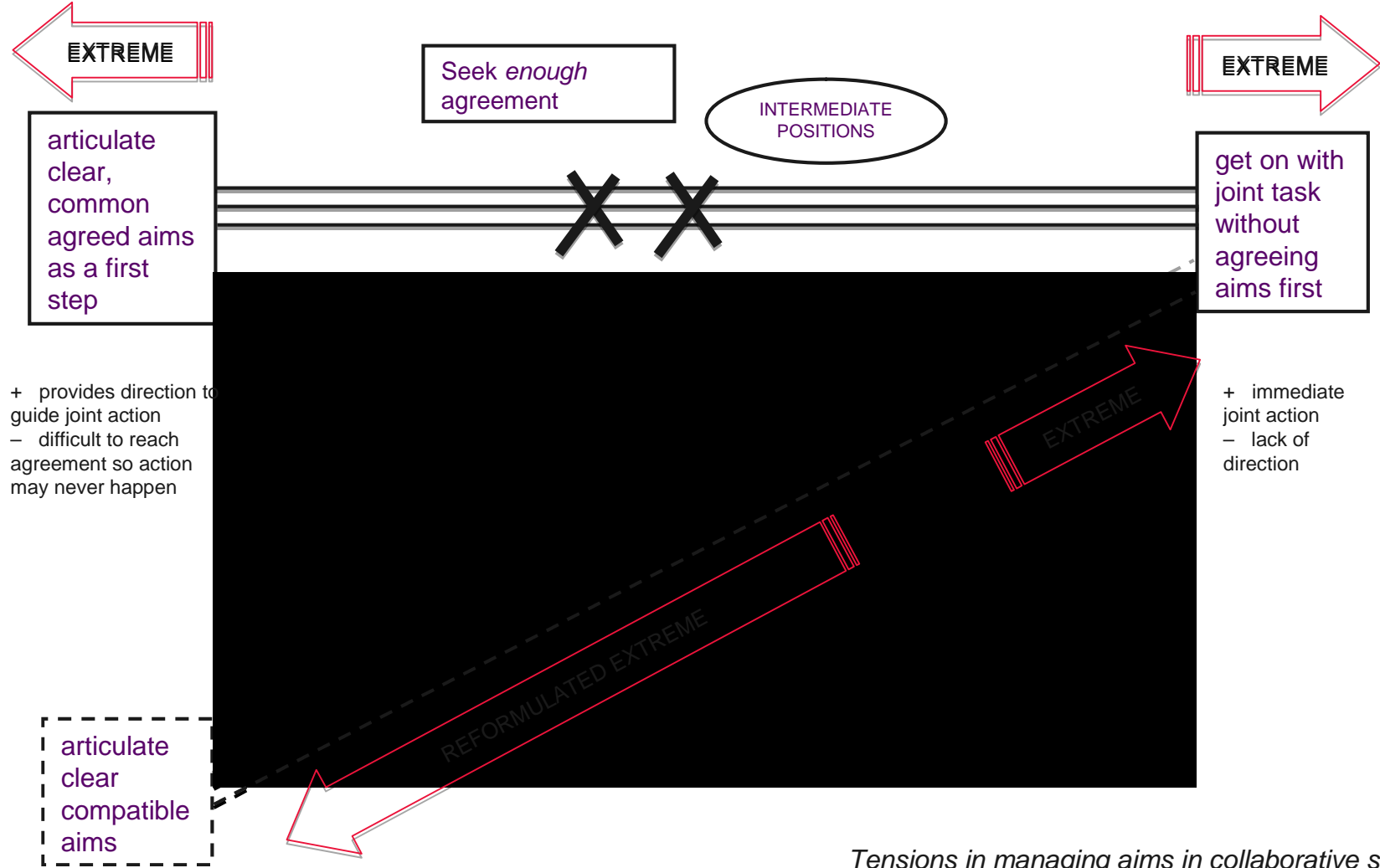
“It is unnecessary for a Prince to have all the good qualities I have enumerated, but it is very necessary to appear to have them”

Niccolo Machiavelli, 1532

Managing Politics and Power

- Power – Making people do things they otherwise wouldn't
- Buy in is more sustainable
- Power associated with the purse
- Power is distributed in various forms

Collaboration



Tensions in managing aims in collaborative settings
 Managing to Collaborate – Huxham & Vangen, 2005

Top Ten tips for Collaborating

(Huxham and Vangen, 2005)

- 1. See the collaborative advantage
- 2. Budget more time than you think
- 3. Remember there will be different agendas round the table
- 4. Set small achievable goals to start with to build trust
- 5. Communicate
- 6. Remember each member will have different constraints that may cause tensions

Top Ten tips for Collaborating

(Huxham and Vangen, 2005)

- 7. Try to establish that members are able to participate autonomously
- 8. Recognise that power is important and that each member has power from a different source
- 9. Sometime you will facilitate and sometimes direct
- 10. Be persistent, apply high energy levels, total commitment and nurturing and the collaboration will be successful

Thank You

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References

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