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System of intergenerational continuity as the strategic goal

The paper focuses on strategic tasks, stages of implementing the program for identification and development of team leaders, the project being conducted by the “Almaz – Antey” Air and Space Defence Corporation. The results of the system work on the human resource development are analysed by one of the winners of the program.

Keywords: leadership, human resources, defence industry complex.

Introduction

The origins of the aerospace defence of Russia are associated with the names of prominent scientists and designers. Among them are creators of weapons systems and radio control systems A. A. Raspletin, A. I. Savin, V. P. Efremov, B. V. Bunkin, I. M. Drize, G. V. Kisunko, P. D. Grushin, L. V. Lyuliev, creators of the transportation base for air defence systems V. A. Grachev, B. L. Shaposhnik. The working and scientific activity, patriotism and active life position demonstrated by the creators of domestic anti-missile shield serve as an example of true leadership. The work teams led by them became front-runners in the development and production of technical systems of utmost complexity. In the process of military equipment development, scientific, technological and personnel potential was consolidated, making the USSR able to respond to the main challenge of the Cold War period and avoid direct confrontation with the West.

Over the past 30 years, the geopolitical environment has changed. The Soviet Union, which had a defence industry potential comparable to NATO, no longer exists. However, through enormous efforts, we have managed to preserve and enhance the legacy of the creators of advanced military equipment, ensuring strategic parity for our country. The shared task of the defence industry complex of Russia is preserving and enhancing this legacy to respond to old threats and new challenges. The key to solving this task is in establishing a system of intergenerational continuity [1]. A system that makes it possible to identify leaders within thousands-strong personnel bodies,

regardless of positions and ranks, who are motivated for long-term professional and career development and cast in their lot with the Corporation.

Intergenerational continuity.

First results

“Almaz – Antey” Air and Space Defence Corporation is consistently working to create a corporate system of intergenerational continuity [2, 3]. Since November 2016, a work team leader identification and development program has been implemented. The General Director of the Corporation, Y. V. Novikov set the task of identifying 100 leaders – winners of the program to facilitate their further long-term career and professional development following the Corporation mission. Based on the results of the first in-absentia stage of the program (November 2016 through March 2017), which took the form of a questionnaire, the program participants scoring the highest were invited to the in-person training camp. At the first in-person training camp in April 2017, the first 28 program winners were identified.

In October 2017

The organisers conceived the training camp as a series of team competitions with an expert panel assessing each participant’s contribution. At the April 2017 training camp, the experts from the head office were exclusively forming the expert group. In October of the same year, moderators selected from the April winners, were introduced to the expert group. The moderators included E. V. Korobeynikova (Chairperson of the Board of Captains), K. P. Kozhitsa, M. P. Pavlyukevich, A. V. Svistunov, E. L. Tsivin, V. D. Shipitsin and S. V. Grushkin. Their goal was in active interaction with the teams. Subsequent events came to prove that such approach, with the involvement of



both professional experts and program winners, was most efficient in assessing the leadership and professional qualities of each participant in as unbiased a way as possible, minimising the risk of random people getting through to the next stage.

The October training camp involved 62 participants who self-organised into eight teams. Four moderators were assigned to each of the four teams for general supervision.

On the first day of the training camp, the team members received a greeting from Corporation General Director Y. V. Novikov and Envoy from the President of the Russian Federation in the Central Federal District A. D. Beglov. The speeches delivered by the first person of the Corporation and a high-ranking statesman made each participant feel the strategic importance of the systematic work to identify and develop patriotic employees of defence enterprises capable of proactive action and teamwork for Russia.

In order to be identified as the winners of the program, the October camp participants had to demonstrate their individual and team leadership qualities in discussions on 15 reports, four intellectual competitions, two project assignments (on the history of the USSR and a flight to Mars) and in five sports competitions. Each of the October camp participants noted the high level of reports presented by the program organisers, experts, moderators from among the April camp winners, as well as by distinguished scientists and military leaders acting as guest speakers.

While performing the project assignments, the team members demonstrated such qualities as endurance, stress resistance, optimism, persuasion skills, communication skills, competence, broad outlook, public speaking abilities, energy and result-orientation, all essential for a leader.

The leitmotif of the evaluation events was patriotism, intergenerational continuity, the fate of each citizen, team and country as a whole, the need for advanced scientific and technological development of Russia and a healthy lifestyle. As a result, the whole program came to be holistic, within a single context.

A key feature of the corporate work team leader identification and development program is a systematic reflection, a critical self-analysis performed by the participants on themselves and the program as a whole. This circumstance supports the original intention of the organisers to create a self-developing system where new winners of the program take an active part. Reflective activities took place both during the training camp (as self-evaluation of participants, evaluation within the team, evaluation of the presented reports) and afterwards (since suggestions on further improvement of the program were offered) among all participants and new winners. A total of 26 winners were selected by a panel of experts (jury and team supervisors).

February Petersburg

In November 2017, the second in-absentia stage of the leader identification program started, following which it was planned to determine the next participants for the in-person phases to be held in April and October 2018. By proceeding this way the target set by the General Director of the Corporation to identify 100 prospective leaders is to be achieved.

Along with the second in-absentia stage of the program, in February 2018 internships for the winners of the April and October 2017 training camps were run at the enterprises of the North Western Regional Centre (NWRC) of “Almaz – Antey” Air and Space Defence Corporation in Saint Petersburg, where Program Winner badges were awarded at a solemn ceremony. The winners received a congratulatory speech and words of encouragement delivered by General Director of “Almaz – Antey” Air and Space Defence Corporation Y. V. Novikov and A. D. Beglov, who by that time had taken the position of Envoy from the President of the Russian Federation in the North Western Federal District.

The interns were introduced to the retrospect specifics and the current state of affairs in the scientific and production activities of the Corporation’s enterprises in St. Petersburg, heard presentations of the program organisers and



employees of NWRC, took part in training sessions and psychological testing, participated in advanced training courses and attended the cultural program.

The internship organisers officially announced the future prospects of the corporate leader identification and development program. From January 2019, a program under the provisional name of ASD *MBA* is to be launched for the program winners, which became a major motivating factor for both the identified winners and participants of future training camps.

During the internship, interim results of the correspondence testing were summarised for the new program participants. An initiative group responsible for participants' questionnaires processing was formed from the April and October training camp winners. The October camp winners also gave presentations highly appreciated by the program organisers and internship participants.

Based on the internship results, a group of nine moderators was formed to participate in the April 2018 training camp: E. V. Korobeynikova, M. P. Pavlyukevich, M. Yu. Rudenko, D. S. Gromov, A. A. Enner, Ya. S. Karavaev, A. Yu. Lobanov, V. I. Tarichko, A. G. Tretyakov.

April 2018

In April 2018, each team was assigned an individual moderator to assist in preparing participants for a successful performance, as well as to exercise expert functions in assessing the leadership qualities of each individual team member and recommending worthy participants to be introduced to the list of winners.

The overall program of the April 2018 training camp was in line with the previous qualifying events held in 2017. A significant innovation was in adding a creative project competition, requiring each team to prepare a theatre performance based on one of G. V. Kozlov plays. Following the initiative and general guidance of M. Yu. Rudenko, the moderating team also prepared a performance. All the teams presented worthy projects. The participants with remarkable artistic talents were awarded prizes in various categories.

The project on the key historical events of Russia over the last 100 years also appeared in a new light. The project was moderated by the renowned historian A. I. Fursov, who praised the high intellectual and analytical skills of the training camp participants and emphasised the importance of understanding historical events in a global context through identification of hidden connections.

Evaluation of the quality of the team members' delivery during discussions was done by the jury, while the moderators assessed interaction within the teams in working on the projects. In this way, based on an unbiased analysis of the diverse abilities demonstrated by each of the team members, the expert group (jury and moderators) came to a unanimous decision to include the 27 participants of the training camp in the list of winners.

It should be stressed that the systematic approach to internship and training camps by of organisers led to effective networking between the winners and participants of the 2017 and 2018 training camps. Thus, another step has been taken towards forming a corporate community. And the principal objective was for the winners and participants not only to be colleagues, but become true team mates who can trust each other and work together on common projects.

Conclusion

Based on the training camps held in 2017–2018, a systemic vision was formed of each of the winners and program as a whole. Each of the 81 identified work team leaders of the Corporation can be definitely called patriotic, educated and possessing qualities that demonstrate their high emotional intelligence, namely, stress resistance, ability to empathize, self-esteem, optimism, social responsibility, assertiveness and result-orientation. These same qualities were inherent in our outstanding predecessors. And what could be more encouraging for them?

There is still a long way to go, but at the same time there is every reason to believe that the Corporation has created a system of inter-generational continuity, providing objective and



long-term formation of the human resource capacity to meet current and future challenges.

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Стратегическая цель – создание системы преемственности поколений

Рассмотрены стратегические задачи, этапы реализации программы выявления и развития лидеров трудовых коллективов, проводимой Концерном ВКО «Алмаз – Антей». Анализ результатов системной работы по развитию кадрового потенциала представлен одним из победителей программы.

Ключевые слова: лидерство, кадровый потенциал, оборонно-промышленный комплекс.

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