

Selecting and Training Effective Cabin Crew Leaders

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Why this presentation?

Cabin Crew Leaders (CCLs) play a critical role in air transport.

Effective cabin crew leaders are instrumental in shaping an airline's reputation and culture

More than ever, we must prepare for social, technological, and unforeseen changes against the backdrop of growth forecasts (Boeing, 2023).

The importance of selecting and training effective cabin crew leaders to meet future challenges cannot be understated.

Where we stand today

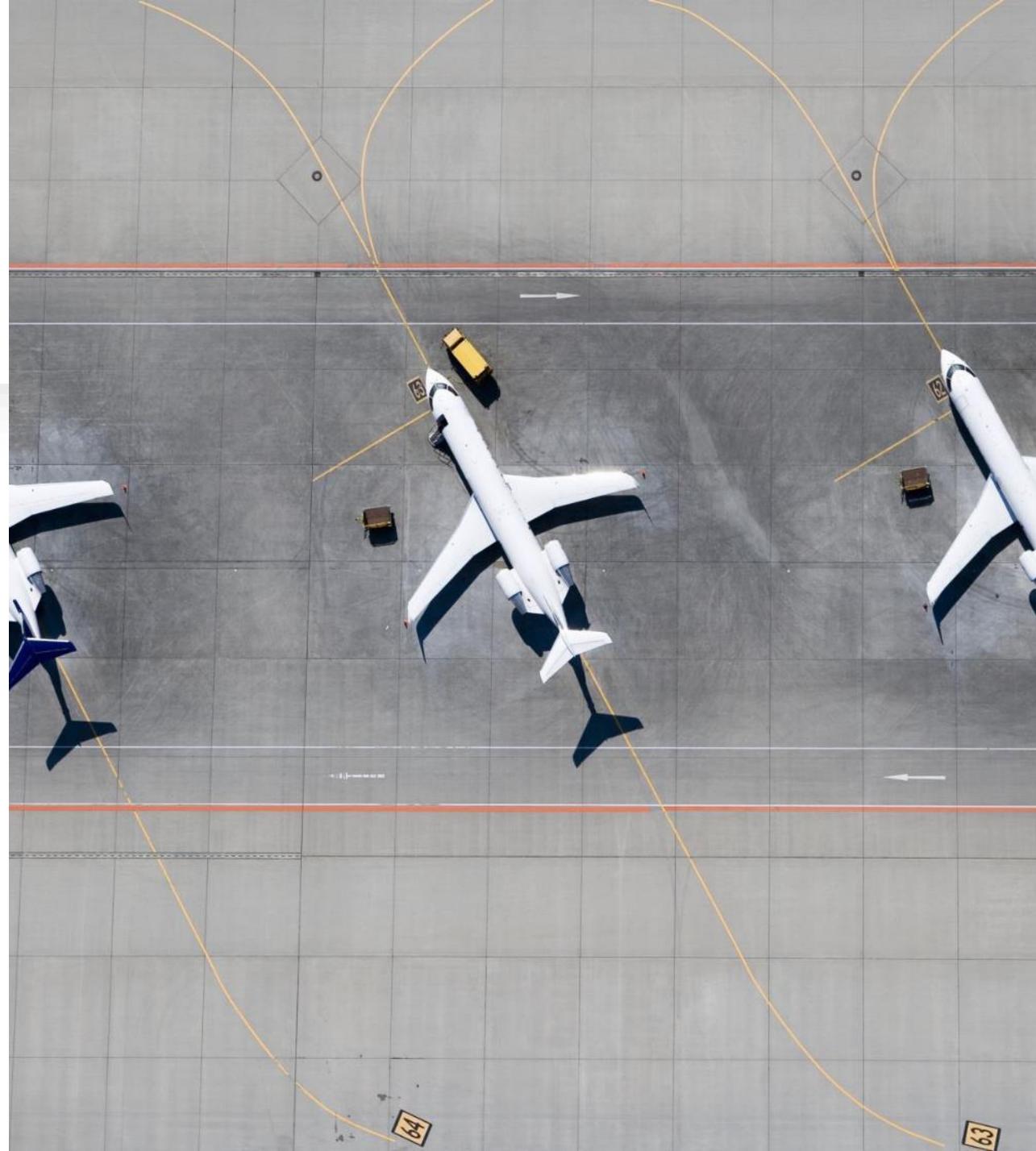
938,000 new cabin crew required by 2040 (Boeing).

Challenges: COVID-19 saw large numbers of highly experienced crew depart permanently from the industry. The return to *ops normal* is now accompanied by a large number of new, “green” crew.

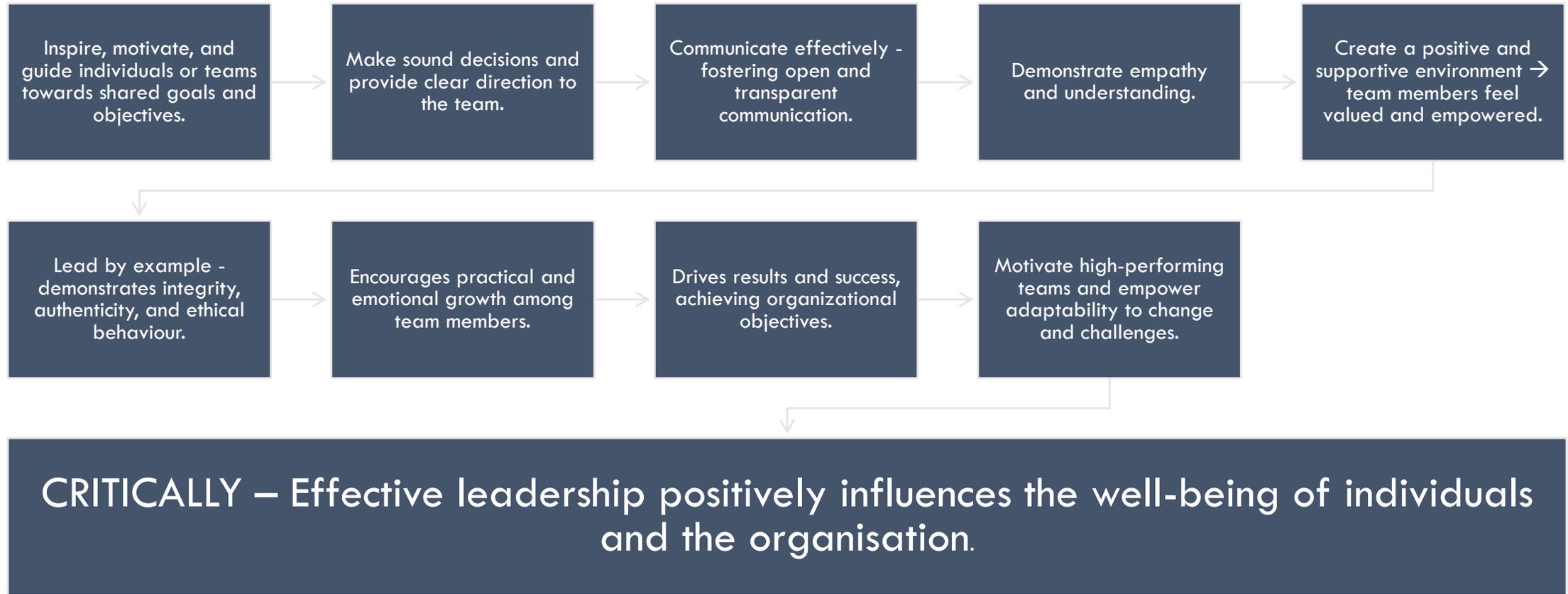
SP Ops / autonomous aircraft technologies are on the horizon, leading to changes in responsibilities and understanding of systems that support these operations.

Our industry is acutely responsive to fluctuations in geopolitical circumstances, global health issues and the impact of climate change. Unseen change is inevitable.

Boeing (2023). Pilot and Technician Outlook 2023-2042. Retrieved from <https://boeing.com/resources/boeingdotcom/market/assets/downloads/2023-ptp.pdf>



What are *Effective Leaders*?



Dimensions of cabin crew leadership



AIRLINE PASSENGER SAFETY &
COMFORT; COMPANY
REPUTATION



TEAM COORDINATION &
CRISIS MANAGEMENT



ROLE MODELLING;
QUALITY & CULTURE

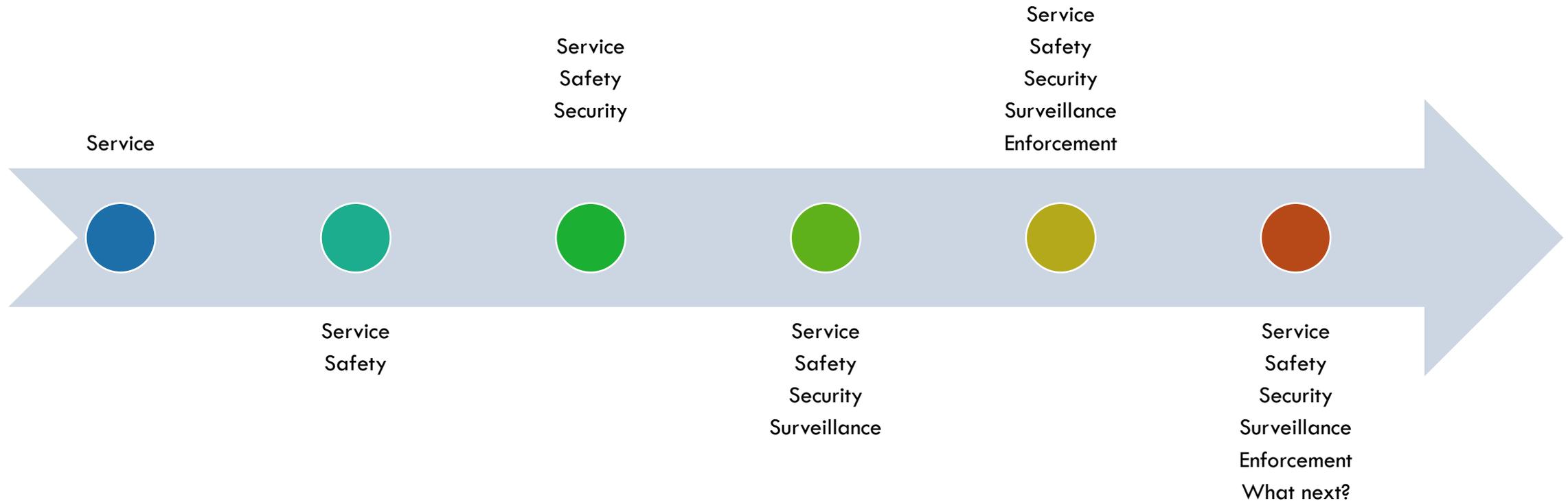


SAFETY CULTURE PROMOTION
& PRIORITY



ADAPTABILITY; SUPPORTING
CHANGE

Evolving roles of cabin crew



What to look for when recruiting candidates

Prior leadership experience

Communication skills

Safety focus

Adaptability and Resilience

Customer Focus

Conflict Resolution Skills

Team Player

Emotional and Cultural Intelligence

Problem Solving Abilities



Identifying candidates

Airlines have a unique advantage in selecting cabin crew leaders from their own ranks, as the workforce has great potential. To supplement this talent, future hiring campaigns should purposively recruit those with potential as future cabin crew leaders.

Cabin crew possess both technical and interpersonal skills, enjoy working as part of a team towards shared objectives, and have a strong emotional identity with their occupation.

!!! Preparing any crew for the transition from a team player to an effective team leader won't happen overnight; it requires preparation and time.

The day you plant the seed is not the day you will eat the fruit



A row of wooden figures, with one red figure standing out among several white ones.

How to find your candidates

Ground managers have limited capacity to observe operational performance, instead relying on candidate selection as a result of some feedback and interaction with staff when opportunities arise.

A multi-faceted approach is useful to identify potential leaders among existing employees.

Some ideas are:

1. Circulate expressions of interest (EOIs);
2. Consult with current leaders;
3. Use of personality tests to quantify suitability for the position, and;
4. Review employee reports, e.g., customer or duty report feedback.



Building a development program

After selecting a candidate, establish a comprehensive development program. This will include a running development file with details of task completion as well as a journal that can be viewed by mentors and ground leaders. This step is essential because it will support candidates on their development journey and beyond, also providing management visibility on progress.

Involve mentoring by engaged pursers, development journaling, and training in behavioural frameworks, e.g., DISC, or Myers-Briggs, to further develop emotional intelligence and awareness.

Place emphasis on leadership development, conflict resolution, and EQ. When the time comes to formally promote, ensure ICAO requirements are satisfied in the ground training.

Continuous training, support and development are all essential for maintaining effective cabin crew leaders.

The stages of effective leadership development





What we've covered

Our industry is presently in both rebuilding and expansion phase, with growth and competition ahead.

How effective cabin crew leadership is vital to the success and survival of airlines.

Established that there is great potential within the existing cabin crew workforce, the key is to tap into it.

Given tips for tailored training for effective leadership development, and ongoing training and support.

++ Any training strategy must be approached with the individual business objectives, characteristics and needs in mind++



Thank you.

“Leaders don’t create followers. They create more leaders”

- Tom Peters