

VOPA EXPLAINED

Leading in complexity
and change





What is VOPA?

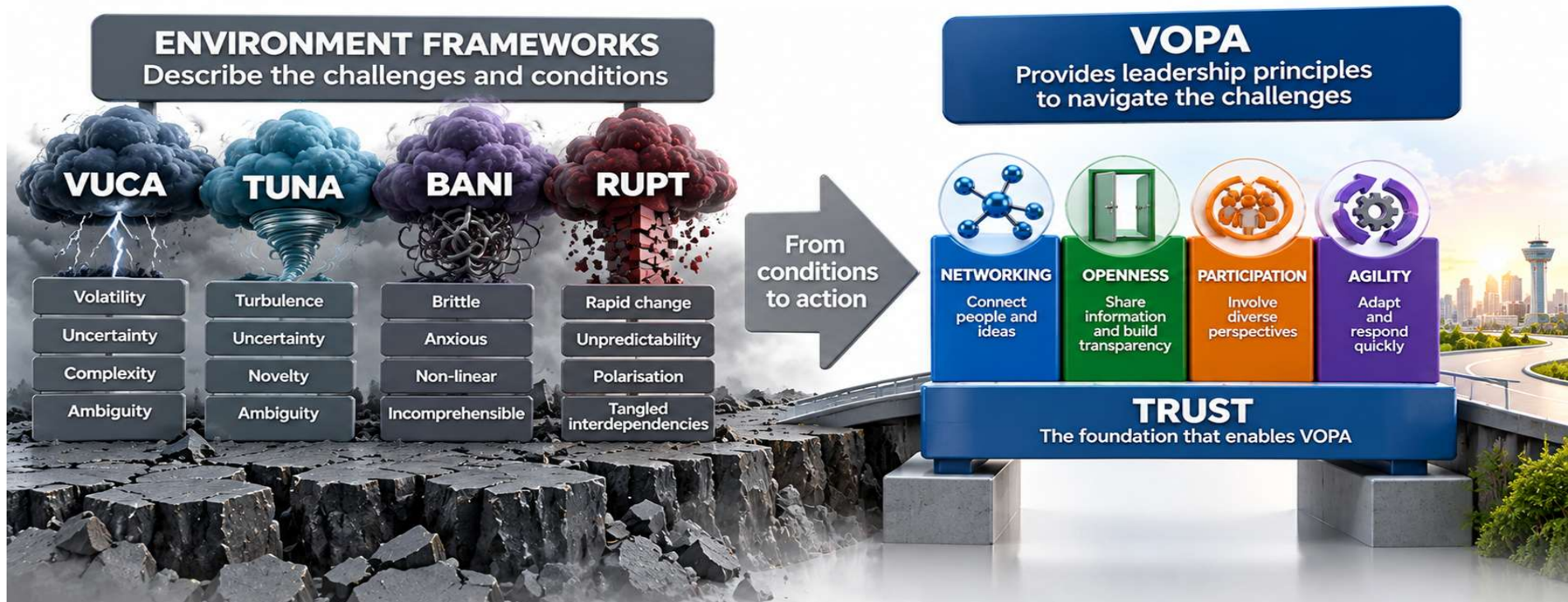
A leadership approach for a complex and changing world





Why VOPA?

From understanding the environment to leading a response





Networking

Create connections, share knowledge and break down silos



Connect people

Build relationships across teams, organisations and stakeholders



Break down silos

Link different functions, departments and disciplines



Share knowledge

Exchange information, ideas and experience



Use formal and informal networks

Include internal networks, external partners and industry contacts



Build cross-functional collaboration

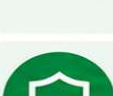
Work together to address complex challenges





Openness

Be transparent, share information and encourage new ideas

-  **Be transparent**
Share relevant information clearly and honestly
-  **Encourage open dialogue**
Allow people to ask questions, challenge assumptions and share concerns
-  **Make information accessible**
Ensure people have the information they need, when they need it
-  **Learn from different perspectives**
Be open to new ideas, external views and constructive feedback
-  **Build trust through honesty**
Open communication reduces uncertainty and strengthens confidence





Participation

Involve people, value diverse perspectives and build ownership



Involve people

Engage teams at all levels in decisions and planning



Value different perspectives

Bring together a range of views, skills and experiences



Generate better ideas

Use collective knowledge to identify options and solve problems



Build commitment

People support what they help to create



Strengthen outcomes

Leads to more practical, realistic and sustainable solutions





Agility

Adapt quickly, learn from experience and respond to change





Trust

The foundation that supports networking, openness, participation and agility



Build confidence

Create an environment where people feel safe to share, challenge and innovate



Empower people

Give teams the authority to act and make decisions



Be reliable and consistent

Do what you say and be transparent in actions and communication



Encourage honesty

Allow people to raise concerns, admit mistakes and learn from them



Strengthen relationships

Trust creates stronger, more collaborative and more resilient teams





How the elements connect

Trust enables networking, openness, participation and agility to work together





Barriers to trust

Understand and address the factors that can reduce trust

-  **Poor communication**
Unclear, infrequent or one-way communication
-  **Lack of involvement**
People feel excluded from decisions
-  **Inconsistency**
Different messages, standards or behaviours
-  **Lack of transparency**
Information is withheld or not openly shared
-  **Past experience**
Previous issues or broken promises
-  **Organisational change**
Uncertainty and fear about the future





Ways to build trust

Practical actions that support networking, openness, participation and agility

-  **Communicate clearly**
Share timely, accurate and relevant information
-  **Be inclusive**
Listen to different views and encourage participation
-  **Be transparent**
Explain decisions and the reasons behind them
-  **Be consistent**
Apply similar standards and follow through
-  **Show integrity**
Be honest, accountable and do what you say
-  **Deliver results**
Turn commitments into action and learn from outcomes





Trust in practice

Examples of how trust supports real-world aviation and security activities

-  **Teams**
Share information and work together effectively
-  **Partners**
Collaborate with airlines, airports, authorities and third parties
-  **Passengers and public**
Provide clear, honest and timely information
-  **Security operations**
Rely on accurate reporting and follow agreed processes
-  **Crisis and disruption**
Maintain confidence during challenging situations
-  **Continuous improvement**
Learn from feedback and demonstrate action





Measuring and monitoring trust

Methods and indicators to understand how trust is developing

-  **Surveys**
Measure perceptions, confidence and experience
-  **Feedback channels**
Analyse comments, complaints and suggestions
-  **Participation levels**
Track engagement in meetings, exercises and initiatives
-  **Behavioural indicators**
Look for openness, collaboration and willingness to share information
-  **Performance data**
Use KPIs and other metrics to identify trends
-  **Regular review**
Compare results over time and take action where needed





Key takeaways

Applying VOPA to leadership in complex and changing environments



Networking

Build and use connections across people, organisations and information sources.



Openness

Be transparent, share information and encourage new ideas.



Participation

Involve people, value different perspectives and build ownership.



Agility

Adapt quickly, learn from experience and respond to changing circumstances.



Trust

The foundation that supports all four elements and enables effective collaboration.

