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Airmic Conference 2008
Get your message across – use the correct language
17 June 2008
Edinburgh

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Agenda

- **Introductions**

- **Method:**
  - **Audience participation**
  - **Information sharing**

- **Q&A**

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Bibliography - John Stevens

- Managing Director, Fleet Risk Profiler™ and RiskFrisk®
- 20 yrs public sector – local government, CEGB, Unison and road passenger transport
- 15 years with BOC Group in senior international positions in human resources, employee relations and risk management
- BOC Group Health Care, International Safety Director
- 1998 formed RiskFrisk® specialising in 'Strategic health & safety and fleet risk management'
- 2007 launched unique online global enterprise-wide fleet risk management system – Fleet Risk Profiler™
- UK and International speaker on risk management
- Chairman of IRM Transport & Logistics Group
- Member of CIPD Council

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Fleet Risk Profiler™ and RiskFrisk®

- **Fleet Risk Profiler™ - risk-based enterprise-wide fleet risk management system for you and your supply chain**
- **Strategic health & safety and fleet risk management consultancy**
- **Integrated management systems, plus senior level training**

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Slide 1

Peter Odele - Bibliography

2004 - date	**Risk Manager, Kuehne + Nagel Ltd** **(Corporate risk management, health & safety, quality management, security & insurance)**
2000 - 2004	**Veolia Water UK, Head of Risk** **Veolia Environmental Services (Onyx)** **Risk & Insurance Manager,**
1992 - 2000	**Aon (Alexander & Alexander)** **Principal Broker → Account Executive**
1991 - 1992	**Willis Corroon – Account Broker, Japanese Unit**
1989 - 1990	**SBJ Stephenson - Trainee Account Broker**

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Slide 2

The Global Logistics Network

- Founded in 1890, Headquartered in Switzerland
- Worldwide network - 830 locations in more than 100 countries
- Integrated service portfolio - 45,000 employees
- Over 6 million m2 warehousing space

Kuehne & Nagel Headquarters

Mission Statement

The global logistics network is our strongest asset. Dedication, integration and innovation are at the heart of our business philosophy. Focused on our customers' needs we provide integrated logistics solutions of outstanding quality and operational excellence – we are the extension of your business.

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Slide 3

Comprehensive Global Logistics Solutions

Sea & Air Logistics
- Seafreight
- Airfreight

Rail & Road Logistics
- Rail
- Road

Contract Logistics
- All sectors – Dedicated & Shared-User
- Warehousing
- Distribution
- Value added services

Special Services
- Lead Logistics Solutions
- Project Transports
- Oil & Energy
- Aid & Relief
- Wine & Spirits
- Hotel Logistics
- Forest Products
- Fairs & Exhibitions

Insurance Brokerage

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Slide 4

Market Position

Global No. 1 in Seafreight
- Double-digit growth rates
- Leading the industry with IT-based solutions
- Strong partnerships with preferred carriers

Global Top 5 in Airfreight
- Well positioned in the top league
- Cargo 2000 Phase II certified (first mover!)
- Strong partnerships with preferred airlines

Global Top 3 in Contract Logistics
- Global infrastructure for global contract logistics coverage
- Dedicated and shared warehousing & distribution management
- Transportation management solutions

Top 7 in European Rail & Road Logistics
- Focus on network services, LTL & FTL business
- Pan-European coverage of 38 countries
- Innovative intermodal solutions

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Slide 1:

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UK Network (Sites & Vehicles)

- Turnover £1100m p.a.
- 100 Locations
- 12,400 employees
- 1500 Vehicles
- Sq Metres = 900k sqm

Key Sectors

KN Drinks Logistics	
FMCG / Shared	
Retail Logistics	
Retail Services	
Technology	

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Slide 2:

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Its not what is said but what is understood!

- Essential to use language that organisation understands
- Language of the messenger is almost irrelevant!
- Ultimate goal or acid test: ensure message is:
  - received
  - understood and
  - acted upon
- Question: What did the messenger intend?(!)

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Slide 3:

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Why Communicate (as risk professional)?

- Impart information (guidance)
- Reporting: performance against goals/objectives and variance analysis
- Training
- Engagement: Consulting to obtain buy-in
- Goal: Get receiver to act upon communication that is being given

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Slide 4:

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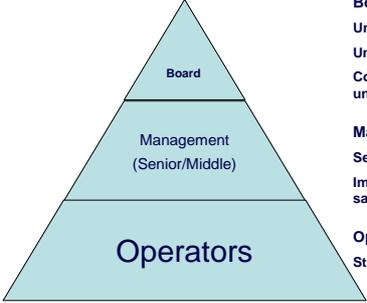
Question 1

In respect of communicating risk:

- What do you currently communicate?

- What may you need to communicate?

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Slide 1

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Levels of communication!

Pyramid:
- Board
- Management (Senior/Middle)
- Operators

Board/Executive
Understand the strategic issues
Understand options
Confidence that issues are under control

Management
Seeking "value added"
Improvements/cost savings/efficiencies

Operators
Straightforward and integrated

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Slide 2

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Language

- Design communication from the receiver's perspective
- Use correct language, i.e the language of the organisation
- Jargon? Use " correct" jargon:

  Don't assume the listener has the same perspective!

- Communication must be designed to fit the organisation's language
- Messenger **MUST** believe in the message

ULR	✘	3PL	✔
BI	✘	4PL	✔
PI	✘	OEM	✔
EVP	✘	MVA	✔

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Slide 3

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Question 2

In respect of communicating risk:

- **What methods do you currently use?**

- **What methods are you considering?**

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Slide 4

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Culture

- **Design to suit organisation's culture**
- **Can do – v - Can't do**
- **Dynamic – v – non-dynamic**
- **Must do (law/regulations) – v – beneficial to do because......**
- **Aim the message at receiver: messenger's needs are subordinate to receiver's needs**

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Methods & effectiveness

- **2-way:**
  - One-to-one (H)
  - Video conferencing (M)
  - Team meetings (M)
  - Formal presentations (L)
  - Workshops etc (VH)
  - Tools & techniques – identify status & action priorities (VH)
  - Training (M/H)
- **1-way:**
  - Financial reports etc (L)
  - Newsletters (L)
  - Emails (L)
  - Corporate communications – video etc (VL)

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Question 3

In respect of communicating risk:

- **What barriers have you experienced?**

- **What barriers are you experiencing?**

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Barriers to effective communication

1. Wrong language
2. Communication style – must do – v beneficial to do because..................
3. Wrong jargon
4. Comminucation not designed to suit organisational's culture
5. Organisational's leadership style – instructional; engagement or empowerment
6. Poor process – integration into normal business processes
7. Think Speak
8. Irrelevant or excessive detail
9. Assumptions: don't assume the audience is interested or interested to the same degree
10. Misunderstanding or lack of understanding of receiver's requirement

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Key Points

- **Decide what action you want to happen**

- **Decide where/what level action is needed**

- **Identify audience level/function**

- **Identify cultural aspects & select language**

- **Design content, call to action & method**

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Thank you and any questions?