

Training Is Top Priority at Garuda Airlines



Garuda, Indonesia's national airline, believes that the way managers make decisions is critical to staying competitive. That's why the \$1.6 billion airline recently trained 140 senior and middle managers with *Persona's Creative Decision Making™* program.

Garuda managers learned how to view problems in a fresh light, explore uncertain terrain, and devise innovative and appropriate solutions. Each participant also received a personalized computer profile indicating his or her tendencies in each of four creative capabilities: Information Openness, Uncertainty Coping, Risk Acceptance, and Brain Holism.

During the Creative Decision Making training, participants learned a process that integrated the creative and rational elements so important to appropriate decision making. At the conclusion of the program, 85% of Garuda managers felt they would implement the new decision making techniques back on the job.

Putting New Skills to Work

"This is the first time I have understood a more comprehensive concept of decision making," explained one manager. "I realize that in the past, I had been taught to use my left brain only and had kept my right brain useless."

Other managers said: "This course is very valuable to me as a Sales Executive. I want all supervisors to go through it," "I have attended other workshops on decision making. But this is different. It is easy to follow, down-to-earth, and user-friendly," and, "If only everyone responsible for decision making could attend this course, that would be excellent!"

Garuda's commitment to developing its people is longstanding. Jakarta-based *Persona* affiliate MAS-*Persona* Consulting Group has also helped the airline to improve the strategic planning skills of finance staff and to develop the leadership skills of maintenance, supervisory, and Assistant Purser staff.

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Subarto Zaini, Chairman of MAS-*Persona* Consulting Group, explains, "Garuda Airlines continues to invest in its most important asset –its people. In today's highly competitive environment, that is one of the best formulas for success."