

Swiss International Air Lines Ltd is a world-renowned transport company (aviation) in the service sector. Cabin Crew Management looks after 3,600 cabin crew members who are in constant contact with customers and are the 'face' of our airline in their interactions with passengers. These flight attendants are one of the main points of differentiation between Swiss International Air Lines and our competitors. As such, they deserve particularly attentive management and communication. To lead and manage such a large group of employees in the best way possible, and support them in their work, SWISS Cabin Crew Management decided to run a course in PCM, the Process Communication Model.

Thirty managers from Cabin Crew Management attended the three-day PCM training course. A total of 124 manager days were invested in developing greater cohesion within the management team, planning a consistent approach to implementing the model and establishing and anchoring a mutually understood system of references and clearly defined terminology.

The members of the management team were very motivated by PCM and became convinced of the model's effectiveness. Managers applied what they had learned immediately after the course. They recognised that different types of people communicate differently and have different communication needs that must be met if people are to understand each other. This key learning improved cohesion within the management team and equipped the managers to communicate better with cabin crew members and the various other interfaces. A further benefit was that the entire management team now has a reference system that is practical to apply and a unified, clear set of terminology to refer to.

As a result of the PCM training, managers:

- understand their own and others' needs and ways of communicating,
- understand the different ways of communicating and know how to change their style of communication to match the other person's type,
- can analyse behaviour under stress and know how to respond to it,
- have a better understanding of group processes, and
- have basic and advanced communication skills for dealing with conflict.

The PCM trainer, Mr Werner Naef, was very effective, thanks to his teaching skill, expertise in applying the model and ability to enthuse others. SWISS cabin crew managers are convinced of the value of PCM and apply this valuable tool in their daily work. For this reason, Swiss International Air Lines Ltd. has decided to run a PCM refresher course for cabin crew managers.

We recommend a PCM course for all managers and staff who have contact with customers.

Swiss International Air Lines Ltd.


Alexander Arafa
Managing Director / Head of Cabin Crew

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