

Introducing “medarbetarskap” as a concept facilitating work related relationships: theoretical considerations in an airport change process

Johan Jönsson, Curt R. Johansson, Marcus Arvidsson, Roland Akselsson
Lund University
Sweden

Abstract

The Swedish Air Navigation Service Provider, Luftfartsverket, together with Stockholm-Arlanda airport are implementing a new socio-technical concept called collaborative decision making. New technology and work procedures in collaborative decision making are directly affecting all organizations in an airplane turn-round process, and indirectly affecting legislators, authorities, suppliers, and passengers. A change of this magnitude needs a holistic approach covering the relationships among affected stakeholders. *Medarbetarskap* is introduced as a theoretical, ideological, and practical concept focusing on relationships based on democratic values, free and open communication, and experiential learning processes. Furthermore, *medarbetarskap* favours an intra-, and inter-organizational structure to align management/leadership, staff/workers, and work tasks at different systematic levels and different organizations to reach a common understanding of what is important in any given situation. From a psychological perspective, *medarbetarskap* facilitates learning via communication and reflection to develop knowledge about human behaviour and relationships from an individual to a societal level. The introduction of collaborative decision making will be examined from the starting-point that *medarbetarskap* facilitates the change process and daily operations at Stockholm-Arlanda airport by increasing horizontal and vertical collaboration, commitment, ability to influence, buy-in, empowerment, and by decreasing the gap between the technical and socio-organizational implementation process.

Introduction

The air transportation system is struggling with extensive delays. Airports are responsible for more than half of these, partially due to fragmented airport information flows, lack of accurate information, and low predictability of operations at airports (EUROCONTROL, no date). Airport delays are caused by a complex socio-technical system coordinating several airport actors' operations in and round the aircraft, at the apron, and in the vicinity of the airport. The national Air Navigation Service Provider in Sweden, Luftfartsverket (LFV), has together with Stockholm-Arlanda airport identified several shortages in the system. A new socio-technical concept, airport collaborative decision making – CDM – will therefore be

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