

## **(Aircraft) CASE STUDY**

**TITLE:**

**FOCUS SKILL:**

**Assertiveness**

**SOURCE:**

**OBJECTIVES:**

**TERMINAL OBJECTIVES:**

Upon completion of this case study the audience will understand the importance of Assertiveness in the demanding field of Naval Aviation.

**ENABLING OBJECTIVES:**

1.

2.

## **DESCRIPTION:**

### **INTRODUCTORY TEACHING POINTS:**

#### **What is Assertiveness?**

Assertiveness refers to the willingness to actively participate, state, and maintain a position until convinced by the facts that other options are better.

Requires the courage and initiative to act.

Includes:

- Making decisions
- Demonstrating initiative and the courage to act
- Stating and maintaining your position until convinced otherwise by the facts

#### **Assertive Behaviors:**

- Providing relevant information without being asked
- Making suggestions
- Asking questions as necessary
- Confronting ambiguities
- Maintaining position when challenged
- Stating opinions on decisions/procedures
- Refusing an unreasonable request

#### **Rules of Thumb**

##### **Most Conservative Response Rule**

If disagreement in the aircraft exists, take the most conservative action until more information is available to avoid irrational decisions based on psychological factors.

##### **Two Challenge Rule**

In extreme situations, if the pilot does not respond to two demands (e.g. "Pull up! Pull up!"), the copilot should take the controls.

##### **Creating an Assertive Statement:**

Assertive statements typically use active verbs or recommend an action. To create an assertive statement:

- Get the attention of the receiver
- State your concern
- Offer a solution
- Ask for feedback

**Situations Requiring Assertiveness:**

- Pre-flight brief
- In-flight
- Debrief

**Remember:**

- Each aircrew member must be willing to act assertively if they are going to fulfill their responsibility toward mission success
- Use assertive statements rather than overly aggressive or passive behavior
- It's what you don't say that can kill you!

**INSTRUCTOR DIRECTIONS:** Divide the participants into case study discussion groups. If the class is small, each member can work on their own. Present the case study using the following steps:

1. Describe the goal of the case study exercise and present the focus questions. Ask if anyone has questions about the exercise objectives or the focus questions.
2. Allow time to read and discuss the synopsis in relation to the focus questions.
3. Lead a discussion or have groups present their findings in relationship to the focus questions. Highlight key points on the board or other medium as discussion develops.

**DESCRIPTIVE SYNOPSIS:**

1. (Synopsis with annotations)
2. Possible Synopsis Additions
  - a.
  - b.
  - c.
3. List of focus and support CRM skills:

- a. **Decision Making:** The ability to choose a course of action using logical and sound judgment based on the available information.
- b. **Assertiveness:** The willingness to actively participate, state, and maintain a position until convinced by the facts that other options are better.
- c. **Mission Analysis:** The ability to develop short-term, long-term, and contingency plans and to coordinate, allocate, and monitor crew and aircraft resources.
- d. **Communication:** The ability to clearly and accurately send and receive information, instructions, or commands; and provide useful feedback.
- e. **Leadership:** The ability to direct and coordinate the activities of crew members and to encourage the crew to work together as a team.
- f. **Adaptability/Flexibility:** The ability to alter a course of action based on new information, maintain constructive behavior under pressure, and adapt to internal and external environmental changes.
- g. **Situational Awareness:** The degree of accuracy by which one's perception of the current environment mirrors reality.

### **FOCUS QUESTIONS AND ANSWERS**

1. What THREATS came “at” the crew and what Strategies were used to Prepare for Threats and initially deal with them?
2. What ERRORS came “from” the crew and how did they use AS to Repair the Errors?
3. What Undesired Aircraft State was achieved and how did the crew use AS to Recover?
4. What could have been done to avoid this situation?

### **SUMMARY TEACHING POINTS**

- 1.
- 2.
- 3.

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# Case Study Title

CRM CASE STUDY

# Name

- Personal Info
- Etc.

# Question Policy

# Overview

- Objectives
- Critical Skills Review
- Case Study Focus Skill
- Synopsis
- Focus Questions

# Objectives

- Terminal Objective
- Enabling Objective

# Crew Resource Management

- Allows crew to interact effectively while performing mission tasks
- A program to effect behavior modifications in order to prevent human factor and crew preventable errors
- To improve mission effectiveness through increased awareness of associated behavioral skills

# CRM Critical Skills Review

- Decision Making (DM)
- Assertiveness (AS)
- Mission Analysis (MA)
- Communication (CM)
- Leadership (LD)
- Adaptability/Flexibility (AF)
- Situational Awareness (SA)

# Case Study Focus Skill

## ASSERTIVENESS

- The willingness to actively participate, state, and maintain your position until convinced by the facts that other options are better.
- Requires the Courage and the Initiative to act

# Assertive Behaviors

- Providing relevant information without being asked
- Making suggestions
- Asking questions as necessary
- Confronting ambiguities
- Maintain position when challenged
- Stating opinions on decisions
- Refusing an unreasonable request

# Rules of Thumb

- Most Conservative Response Rule

If disagreement in the aircraft exists, take the most conservative action until more information is available

- Two Challenge Rule

In extreme situations, if the pilot does not respond to two demands, the copilot should take the controls

# Creating an Assertive Statement

Typically use active verbs or recommend an action

- Get the attention of the receiver
- State your concern
- Offer a solution
- Ask for feedback

# Situations Requiring Assertiveness

- Pre-flight brief
- In-flight
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# Synopsis

# MISSION EFFECTIVENESS



Safe  
Operations

Threats

Prepare

Strategies

Errors

Repair

Resist /  
Resolve

CRM/TEM

Undesired  
Aircraft  
State

Recover

Incident/Accident

## CRM 7 Critical Skills

Decision Making

Assertiveness

Mission Analysis

Communication

Leadership

Adaptability / Flexibility

Situational Awareness

### Identify:

- Threats
- Strategies
- Errors
- Resist/Resolve

# Focus Questions

1. What THREATS came “at” the crew and what Strategies were used to Prepare for Threats and initially deal with them?
2. What ERRORS came “from” the crew and how did they use AS to Repair the Errors?
3. What Undesired Aircraft State was achieved and how did the crew Recover?
4. What could have been done to avoid this situation?

# Focus Question #1

- What THREATS came “at” the crew and what Strategies were used to Prepare for Threats and initially deal with them?



Identify and PREPARE

## Strategies to Prepare:

- CRM
- ORM
- TEM
- Clearly defined roles of aircrew members
- Complete briefing and effective communication
- NATOPS / System Knowledge

# Focus Question #2

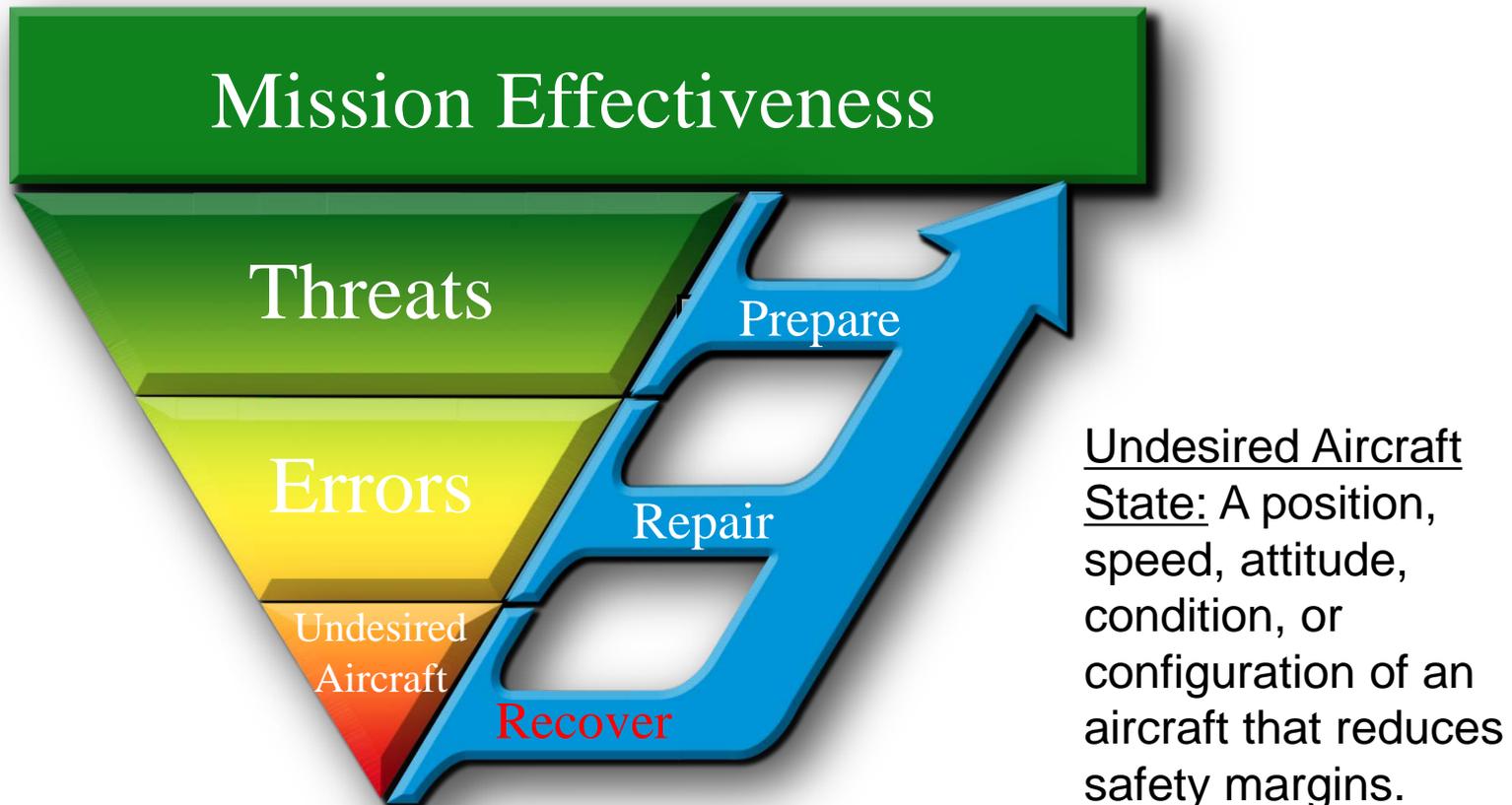
- What ERRORS came “from” the crew and how did they use AS to Repair the Errors?

↓Errors↓



# Focus Question #3

- What Undesired Aircraft State was achieved and how did the crew Recover?



Identify and **RECOVER**

# Focus Question #4

- What could have been done to avoid this situation?

# Remember

- Each crew member must be willing to act assertively if they are going to fulfill their responsibility towards mission success
- Use assertive statements rather than overly aggressive or passive behavior
- It's what you don't say that can kill you

Questions?