

(Aircraft) CASE STUDY

TITLE:

FOCUS SKILL: **Leadership**

SOURCE:

TERMINAL OBJECTIVE: At the completion of this case study, the audience will better understand how sound leadership contributes to mission effectiveness and the safety of the aircraft and crew.

ENABLING OBJECTIVES: 1.

2.

DESCRIPTION:

INTRODUCTORY TEACHING POINTS:

What is Leadership?

Leadership is the ability to direct and coordinate the activities of other crew members, and to encourage them to work together as a team.

Being a good leader involves inspiring your crew to work up to their potential; a good leader can bring out the best in the crew.

Responsibilities of Leaders:

The leader is in control of the situation and has certain responsibilities. Aircrew leaders must be able to:

- Direct and coordinate the crew's activities
- Delegate tasks
- Make sure that the crew understands what is expected of them
- Focus attention on the crucial aspects of the situation
- Keep crew members informed of mission information
- Ask crew members for mission relevant information
- Provide feedback to the crew on their performance
- Create and maintain a professional atmosphere

Types of Leadership:

Designated Leadership: Leadership by authority, crew position, rank, or title.

Functional Leadership: Leadership by knowledge or expertise.

Designated leadership is the normal mode of leadership. Functional leadership is temporary and allows the most qualified individual to take charge of the situation.

Feedback to the Crew:

The crew needs to know:

- What behaviors are being evaluated
- What their performance is being evaluated against
- How their performance compares to these standards

Effective Leadership:

It is more effective to try to influence individuals than to dictate to them. This can be accomplished by:

- Making suggestions
- Making the crew want to perform activities
- Leading by inspiration

Remember:

- Leadership is not solely the responsibility of the pilot - each crew member has specialized duties and qualifications.
- It is the leader's responsibility to make sure that the crew works together as a team.
- Feedback should be given to the crew on both good and bad performance.

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 any one has questions about the objective 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 the key points on board or other medium as the discussion develop.

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 LD to Repair the Errors?
3. What Undesired Aircraft State was achieved and how did the crew use LD to Recover?
4. What could have been done to avoid this situation?

SUMMARY TEACHING POINTS:

- 1.
- 2.
- 3.

(Aircraft) CASE STUDY

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SYNOPSIS:

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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

LEADERSHIP

- The ability to direct and coordinate the activities of crewmembers and to encourage them to work together as a team

Effective Leadership

More effective to influence individuals rather than dictate to them

- Make suggestions
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- Leading by inspiration

Types of Leadership

- Designated Leadership
 - by authority, crew position, or rank
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- Functional Leadership
 - by knowledge or expertise
 - temporary and allows for most qualified individual to take charge

Responsibilities of Leaders

- Direct and coordinate the crew's activities
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Synopsis

MISSION EFFECTIVENESS



Safe
Operations

Threats

Strategies

Errors

Resist /
Resolve

Undesired
Aircraft
State

Incident/Accident

Prepare

Repair

Recover

CRM/TEM

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 LD 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

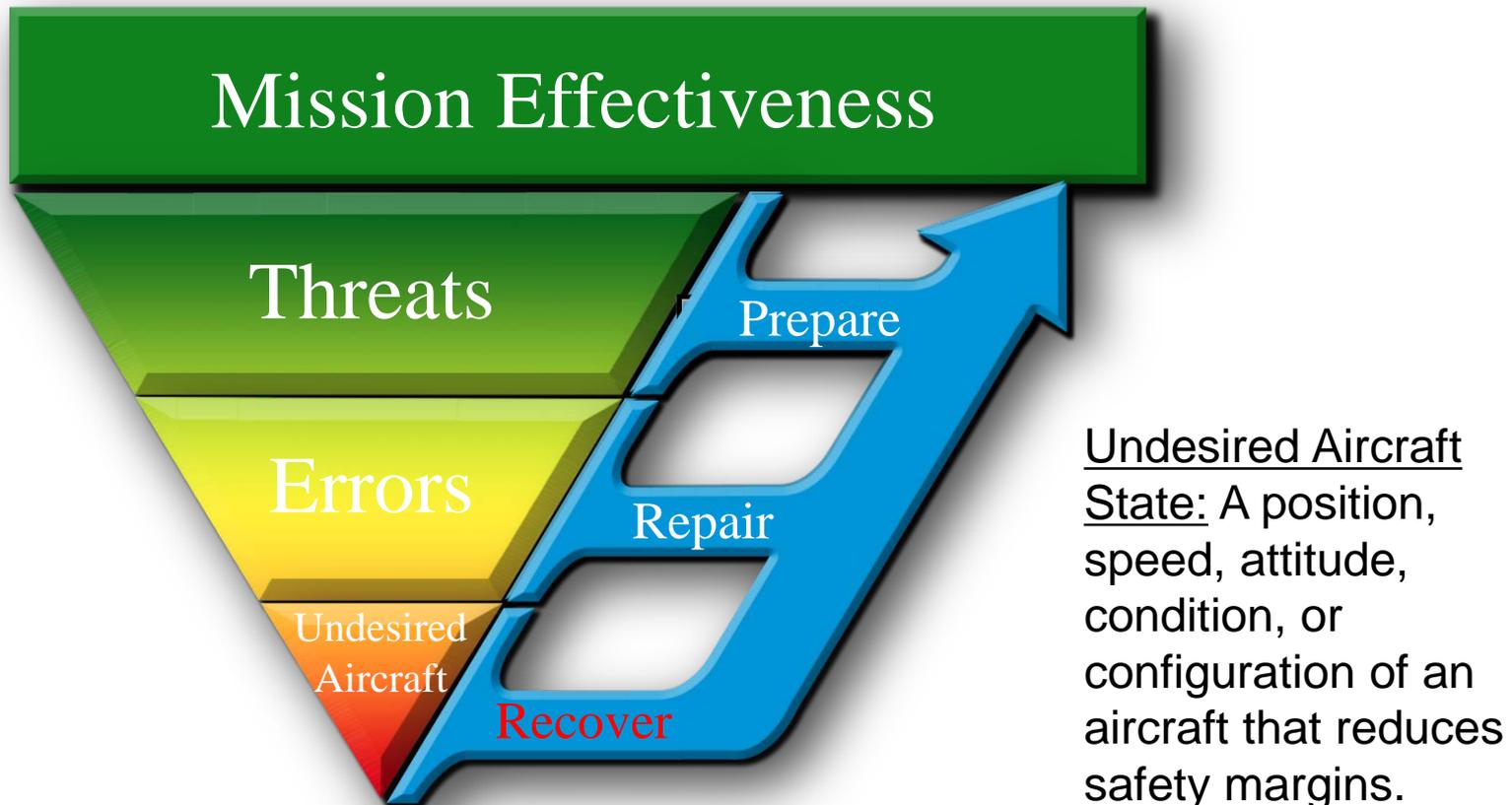
- What ERRORS came “from” the crew and how did they use LD to Repair the Errors?

↓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

- Leadership is not solely the responsibility of the pilot - each crew member has specialized duties and qualifications
- It is the leader's responsibility to ensure the crew works together as a team
- Feedback should be given on both good and bad performance

Questions?