

Welcome

It is that time of year when many teams are preparing for the big finish; footy teams, political teams, corporate teams and social teams. If you study the performances of the better teams you will see common elements. Team members will:

- Know their responsibilities
- Communicate effectively

- Respects the views of others
- Deal with conflict effectively
- Support each other
- Put the team ahead of personal goals

This newsletter will discuss the idea of teamwork through examining aviation accident and reflecting on interesting news stories from around the world.

Boof makes a start on rebuilding

According to former Australian Test bowler Jason Gillespie, Darren (Boof) Lehmann is a coach who is not only perfectly adept searching for the marginal gains using data and technology that has become more prevalent in modern times, but also has the knack of slipping it into a player's consciousness without them even knowing. He does what every good communicator is able to do; adapt his communication style to suit the person he is communicating with.

Gillespie further noted any high performing team is a mix of egos and personalities, and so bringing the best out of individuals while bringing them together as one unit is demanding for the leader.

Another former player and captain, Mark Taylor commented: one of the priorities is to rebuild the "team feeling" that has been weakened by the retirements of Ricky Ponting and Mike Hussey.



Having good communication and supporting your team mates is crucial in building an effective team. It will be interesting to see how quickly the Aussies develop as a team under Lehmann.

The First Test begins at the Gabba on November 21st.

Inside this issue:

- | | |
|--------------------------------------|----------|
| Incorrect Aircraft Configuration | 2 |
| A Great Team Breaks Up | 3 |
| Steep Cockpit Gradient Produces Poor | 4 |

Contact us:

Phone: 0412 542 859

E-mail: info@hfts.com.au

Web: www.hfts.com.au

Incorrect Aircraft Configuration

On 27 May 2010, an Airbus A321-231 aircraft departed Darwin Airport, on a scheduled service to Singapore Changi International Airport. The first officer (FO) was the pilot flying and the captain was the pilot not flying (PNF) for the sector.

The aircraft was at the top of descent for an Instrument Landing System approach at about 1840. Singapore Air Traffic Control issued an approach clearance and radar vectored the aircraft to the north to avoid thunderstorm activity to the east and west of the airport.



Somewhere between 2,500 ft and 2,000 ft in the descent, the crew heard noises associated with incoming text messages on the captain's mobile phone. The FO requested that a missed approach altitude of 5,000 ft be set into the Flight Control Unit and, after not getting a response from the captain, repeated the request.

After still not getting a response from the captain, and seeing he was preoccupied with his mobile phone, the FO set the missed approach altitude himself.

The captain reported that he did notice that the landing gear was still up and that the flaps were at 'Config 2'. He also stated that he was not maintaining a focus on the stable approach criteria as he was the PNF.

Neither crew member initiated the landing checklist.

At 720 ft warnings indicated that the landing gear had not been selected down. At about 650 ft the landing gear was selected down. At 503 ft a 'Config 3' selection was made by the crew. The captain stated that he 'instinctively' reached out and selected gear down and 'Config 3' upon hearing the master warning.

The FO reported feeling 'confused' by the captain's action, as he was preparing to conduct a go-around. Neither the captain nor the FO communicated their intentions at that time.

Eleven seconds after the landing gear was selected down, a 'Too Low Gear' EGPWS alarm sounded, (the landing gear was still in transit to the down position at that time). At 1843.40, the flight crew commenced a go-around.

The ATSB analysis states:

The effects of a number of cockpit distractions combined with fatigue to adversely affect the first officer's configuration of the aircraft for the approach and landing. Normally, it could be expected that the captain, as the pilot not flying, would have been monitoring the situation and have intervened to correct the situation.

The mobile phone messages acted to compound the captain's distraction from the monitoring and support roles during the latter stages of the approach.

Better teamwork would have increased the likelihood of the crew maintaining situation awareness and completing the approach in accordance with the operator's standard operating procedures.

A Great Team Breaks Up



Famous rock band The Eagles was formed in California in 1971 by Glenn Frey, Don Henley, Bernie Leadon, and Randy Meisner. With seven number-one singles, six Grammys, five American Music Awards, and six number one albums, the Eagles were one of the most successful musical acts of the 1970s.

At their peak the Eagles team supported each other, put the band ahead of their solo ambitions, and were able to resolve conflict.

That all changed in 1980 during the recording of The Long Run album. Commentators claim they

broke up when both Frey and Henley realized that they could each make great solo albums without The Eagles.

When interviewed years later they acknowledged that even with great success it was hard to keep the team together:

Frey: "Ninety percent of the time, being in the Eagles was a blast. I was livin' the dream."

Henley: "There was turmoil within the band. We put a lot of pressure on ourselves. Glenn used to say 'We made it, and it ate us.' It's hard to be in a group."

If you are in the neighbourhood, you can catch up with us at:

PACDEFF <http://www.pacdeff.com/>

4th and 5th September Crowne Plaza, Surfers Paradise

APATS <http://halldale.com/APATS/>

17th and 18th September—Centara Grand Convention Centre Bangkok

HELI EXPO <http://www.rotor.org/Events/HELIEXPO2014.aspx>

24th—27th February Anaheim Convention Centre, California

Steep Cockpit Gradient Produces Poor Teamwork



On 29 September 2011, a CASA 212-200 aircraft was on a non-scheduled passenger flight from Polonia International Airport, Sumatera to Alas Leuser Airstrip, South East Aceh. The flight was conducted under Visual Flight Rules. There were 18 people on board: two pilots and 16 passengers including two children and two infants.

The cockpit voice recorder revealed the pilots discussed the cloudy weather and the fact there was no gap through which to pass. Both pilots agreed to fly into the cloud. A short time later the crew lost control of the aircraft and it impacted a mountain

The aircraft was found above 5,000 feet in the Leuser Mountain National Park. All occupants were fatally injured and the aircraft was severely damaged.

The CVR did not record any crew briefing or checklist reading. Conversations between the pilots indicate that the first officer did not make any suggestions. They also reveal that

he immediately agreed with every decision made by the Captain. The analysis by the National Transportation Safety Committee in Indonesia suggested this steep cockpit gradient may have been due to the first officer's military background. This may have lead to him accepting the dominance of the pilot in command and being reluctant to offer an opinion.

Ron Warren, (Behavioural Psychologist and researcher):

"We've found that natural preferences toward confrontation and other personality traits greatly impact effectiveness in the cockpit, and thus, outcomes in crisis situations. Our research shows that decision-making and teamwork skills can be learned. A pilot who is more opinionated and controlling can work to more effectively listen and process concerns raised by others. Likewise, deferential crew members who avoid conflict must learn that it is their professional obligation to be more assertive."