

Hazardous Attitudes



What is a Hazardous Attitude?

A belief or behavior that puts a person (or those relying on that person) at risk:

- May be individual or organizational
- Can result in anything from skinned knees to the deaths of thousands

Or.....

Undisciplined

Judgment !

Undisciplined Judgment

(Flight Test Example)



- Clearly **Hazardous!**
- Eurofighter Heavy Weight Landing High Risk Test
- Faulty Test Team Prep – added distracting Final App Test Point
- **Result:** Higher Sink Rate (X2), badly damaged Prototype (5 weeks down)
- **WHY??** Test Pressure
“ Thought I Could Do It ” !!

Objective:

How to mitigate Individual and Team
“personality traits” that create
Hazardous Attitudes –

to create/ preserve a **“Culture of
Professional Flight Test Discipline”**.

Pre-brief

Here's the gouge on hazardous attitudes:

1. All of us have them on occasion
2. They are dangerous and potentially lethal only if allowed to alter our disciplined Judgment
3. They follow a few basic forms.
4. If recognized – we can neutralize them

Perspective on Hazardous Attitudes

Anti-authority
Impulsiveness
Invulnerability
Macho Man
Resignation
Pressing
Ego + Vanity

Anti-authority

“No one tells me what to do!”

Symptoms

- Aggressive disregard for authority
- “Everyone in leadership has their head up their ____.”
- Often a self-styled “lone wolf” whose “greatness” is not recognized or appreciated by the system
- Possibly a recent demotion or reprimand

Anti-authority

“No one tells me what to do!”

- **Tools to use:**
 - Recognize the presence of a hazardous attitude
 - Evaluate specific reasons behind frustrations
 - Communicate clear expectations of standards
 - Don't pander to or validate complaints

Name it - Frame it - Tame it !

Impulsiveness

“I (we) need to do something about this right now!”

Symptoms:

- Often born of uncertainty or insecurity
- May not fully understand the problem
- Urges immediate action
- Wants to exert influence on a situation that they feel is out of their control

Impulsivity

“I (we) need to do something about this right now!”

Tools to use:

- Recognize the presence of a hazardous attitude
- Routinely encourage multiple options
- Ensure adequate planning time
- Encourage actions that will “buy time” instead of reducing it
- Seek as much info as time will allow
- Brief the “Conservative Response Rule”

Name it - Frame it - Tame it !

Invulnerability

“It can’t happen to me.”

Symptoms:

- “Bulletproof” mentality
- Shrugs off close calls as proof of skill, luck or favorable fate
- Boldly goes where they have never gone (or practiced) before
- Unwarranted cockiness vs. earned confidence

Invulnerability

“It can’t happen to me.”

Tools to use:

- Name it
- See a close call as a wake up call, not as proof of luck
- “Here lies a moron.”
- Remind yourself and peers that their actions jeopardize others as well as themselves
- Consider the law of averages

Name it - Frame it - Tame it !

Macho Man

“Watch this!”

You ain't
seen
nothin'
yet!

Symptoms:

- “I’m better than you” attitude
- Ultra-competitive
- Needs to be the center of attention
- Often dismisses or impugns accomplishments of others

Macho Man

“Watch this!”

Tools to use:

- Recognize the presence of a hazardous attitude
- Avoid inappropriate competitions and challenges
- Keep authority gradient clear
- Tolerate only as long as the Macho Man's words and actions do not endanger either the mission or anyone's safety

Name it - Frame it - Tame it !

Resignation

“We’re doomed.”

Symptoms:

- Passive acceptance of “fate”
- Victim mindset
- No initiative towards fixing the problem
- Whiner

Resignation

“We’re doomed.”

Tools to use:

- Recognize the presence of a hazardous attitude
- Reengage and keep on task
- Specific duties and instructions
- Reinforce critical role as team member
- “We need positive attitudes and everyone working together to get this done.”

Name it - Frame it - Tame it !

Pressing (Get-it-done-itis)

“I’ve got to do ALL the points!”

Symptoms:

- Pushes to get through in spite of potential hazards
- Does not want to discuss alternatives
- Likely has a hidden agenda

Pressing

“I’ve got to do ALL the points!”

Tools to use:

- Recognize the presence of a hazardous attitude
- Uncover the hidden agenda if possible, acknowledge it if it can’t be uncovered
- Communicate your understanding of the desire to press on
- Force feed the risk-reward discussion
- Consider alternatives
- Invoke the Conservative Response Rule
Name it - Frame it - Tame it !

Ego + Vanity

“I’d rather die than look bad.”

Symptoms:

- Unnatural fear of criticism or ridicule
- Won’t define or accept personal limits, “If anybody can do it, I can.”
- Does not respond “appropriately” to imminent danger

Ego + Vanity

“I’d rather die than look bad.”

Tools to use:

- Recognize the presence of a hazardous attitude
- Execute “Exit Strategy SOPS” such as missed approaches, aborted bomb runs and go arounds with an iron discipline
- Remember that many have done both (died and looked bad)

It's All About Disciplined Judgment !!

- What lingering frustrations are pushing your **TEST TEAM** near enough to be lured over the edge of good judgment?
- How will you recognize and manage your **Personal** "edge" moment?
- How can you help your personnel do the same?

TAKE A BREAK

