

HUMAN FACTORS NEWS

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THEME—LEADERSHIP

Welcome

This edition looks at leadership. Leaders are people who genuinely care about others. They take an interest in people and learn about their families, their activities, their dreams.

Leaders celebrate the success of their team members. By publicly appreciating and acknowledging their achievements, they inspire and motivate others to greater performances.

Leaders take time to evaluate projects and offer constructive criticism. They define the goals and lead by example.

Leaders clear the obstacles and distractions. They streamline the processes, find the resources, and keep the political nonsense at bay.

Leaders stand up for what is right. They champion good causes and are very visible at

the front.

Leaders are always out talking to people. They provide honest feedback and listen when others speak.

Leaders are insatiably curious. They welcome people who are different and recognise that change isn't a threat. They don't hold a grudge.

Leaders give others space, trust and support. They get out of the way and let people explore, discover and grow.

Leaders deliver on what they promise. In adversity they remain composed and focused.

Leaders are fair. They accept deviations and mistakes that stem from the right intentions and are able to weigh what is important.

Have you got what it takes to be a leader?

HFTS

HFTS has been busy attending safety forums in recent months. Hans Meyer attended the MENASASI seminar in Abu Dhabi in November, and will attend the 1st International Human Factors conference by Lufthansa Flight Training in Frankfurt in February. Keith Calvert gave a

presentation on Skills Based Training to the Flight Safety Seminar for CAA's and Operators in Seoul and will address the Avinet Air Maestro User Conference in Adelaide on the 11th and 12th February 2015.



First woman to fly F-14 Tomcat in the US Navy.

Carey Lohrenz was the first woman assigned to fly an F-14 Tomcat in the US Navy. Over ten years she accumulated more than one thousand hours, completing 132 day landings and 45 night landings on aircraft carriers.

Lohrenz believes leaders need a very clear focus on the mission objective. When she was leading a squadron of 250 crew members, that focus was on getting aircraft safely off and back onto the carrier. According to Lohrenz: "The top of an aircraft carrier is one of the most dangerous industrial work sites in the world. You can't have ten points of focus, because then you're going to be overwhelmed with the number of priorities and your team is not going to be aligned on what the most important outcome is."

For Lohrenz, another key to success is to be fearless. People can learn to build their courage by tenacity and integrity, and once fear is conquered, you can "cross into the space where the magic happens." While failure at some point is inevitable, the important thing is to turn failures into something positive. She advises

pilots to be tenacious and persistent, no matter how many obstacles are thrown in front of them.

Since leaving the Navy, she's translated that lesson into a new field, helping top business leaders improve their performance. She offers advice on fearless leadership in action, how to set a bold vision, bring the team together (as wingmen, not Top Gun mavericks), execute effectively, and stay resilient through hard times.

You can read more about Lohrenz in her book: *Fearless Leadership: High-Performance Lessons from the Flight Deck*.



Welcome Hans Meyer

It is with pleasure we welcome Hans Meyer back to HFTS as Aviation Safety Manager. Hans was a founding member of HFTS but has recently been busy as a Safety Systems Inspector with CASA.



He started his aviation career in 1981 as an aircraft engine mechanic with Lufthansa Technik and then studied Aeronautical Engineering. After migrating to Australia he worked in Engineering at Cobham Aviation Services before moving to Cobham's Safety Department as a Safety Investigator. He is a member of the International Society of Air Safety Investigators.

Hans has a wealth of experience in Safety Management Systems, investigations, human factors, and auditing. He completed his Masters of Aviation Management at the University of New South Wales in 2013.

Although Hans is based in Dubai, he will be visiting Australia regularly. His contact details are: hans@hfts.com.au

Leadership and Dogs



My dog is always looking for the best in people.

No matter who you are, he thinks you are the greatest person in the world at what you do. Look for the best in people, help them identify what they do well and watch them thrive.

My dog loves to get his paws dirty.

This means chasing his ball on the beach, no matter where the ball goes. You need to jump in and get your hands dirty. It is not about ego. It's about accomplishing the goals.

My dog never forgets to enjoy the simple things.

When I buy him a treat he loves to play with the cardboard box just as much as the treat. The journey is the reward. Celebrate the small wins that happen day in and day out.

My dog is fiercely loyal.

No matter what happens -- the good times and the bad times -- the loyalty of my dog never wavers. You want to be with people you know you can count on. Trust is priceless.

Saudi Microbiologist Hosam Zowawi

In 2006 Hosam Zowawi spent some time working in a hospital in the Saudi city of Jeddah. He became alarmed at the problem of hospital acquired infections. Patients were undergoing operations and becoming infected with bacteria that were immune to antibiotics.

Hosam is now studying at the University of Queensland for Clinical Research in Brisbane and is within months of achieving the release of a rapid diagnostic test to identify bacterial infections. He hopes the test will reduce the trial and error prescription of antibiotics due to doctors being unable to make a rapid diagnosis.

The researcher recently started a data sharing project in which a number of hospitals in the Gulf states monitored the prevalence of the so-called superbugs. He also is raising awareness of the problem by initiating an education campaign using Twitter, giving public lectures and appearing on local television. Hosam sees a long struggle to

defeat the superbugs, but he remains optimistic of success.

Hosam Zowawi demonstrates many characteristics of an effective leader. He has taken the initiative in his work, he cares deeply about the outcome, he has a strong sense of service, he is prepared to champion important ideas, he is constantly communicating with others, and he is passionate about what he is doing.



photo: Claire Martin—INSTITUTE for TIME

G20 Leaders Meet in Brisbane

A host of world leaders met in Brisbane late last year to attend the G20 summit. Commentators provided a snapshot of some of the leaders' qualities:

Xi Jinping (China)

He has a reputation of being popular with foreign dignitaries, who are intrigued by his openness and pragmatism. He has enormous emotional stability and does not allow his personal misfortunes or sufferings affect his judgment. He is described as the kind of guy who knows how to get things over the line, a pragmatic, serious, cautious, hard-working, down to earth person.

Angela Merkel (Germany)

As a child, Merkel wanted to know in advance what her Christmas presents were, even if it spoiled the surprise. It mattered more to her to have structure in her life and to avoid chaos. Merkel once stood on a diving board for a full hour before being able to jump: "That's how I am. I always need time to weigh up the risks."

Narendra Modi (India)

Modi has over 8 million followers on Twitter. He follows a frugal lifestyle, is a workaholic and is described as an introvert. He makes his key team players believe they are indispensable.

Joko Widodo (Indonesia)

One academic paper claimed his leadership style is successful because he has established an active relationship with the people, through which he is able to induce strong trust in him. Part of Jokowi's personal style is his "can-do" attitude designed to build bonds with the broad electorate. Jokowi wants to live like other ordinary people.

Dilma Rousseff (Brazil)

Dilma is a cordial person who communicates easily with people. She names things the way they are. Supporters praise her commitment for social inclusion and her championing of a social welfare scheme that has benefited 36 million Brazilians.



Contact us:

Phone: 0412 542 859

E-mail:
info@hfts.com.au