



National Transportation Safety Board

**I know you can fly well, but are
you a good leader?**

Robert L. Sumwalt

Portrait of Failed Leadership



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Portrait of Failed Leadership



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A common thread woven between these crashes is a failure of leadership at some level.

Sometimes the leadership failure is at the management level and sometimes the leadership failure is in the cockpit.



Where you stand on an issue ...



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... depends on where you sit.



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TRUE/FALSE

Leadership is something you are either born with or you don't have.



False!



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- Although some people naturally have stronger leadership tendencies than others, good leadership isn't reserved for the chosen few.
- In fact, leadership can be taught and, with practice, strengthened.



What is Leadership?

“Leadership is about influence.
Nothing more. Nothing less.”

- John Maxwell



Which Personality Factors are Better Suited for Leadership?

Group A – Interpersonal warmth, sensitivity, gentleness, kindness and awareness of the feelings of others. Strong drive to do their job well and approaches their task seriously.

Group B – Tendency to express oneself in a negative fashion such as frequent complaining.

Group C – High levels of verbal aggressiveness, such as complaining, impatience and irritability; emotional invulnerability, cynicism and hostility; arrogance, boastfulness, egotism, authoritarianism and dictatorialness.

Which Personality Factors are Better Suited for Leadership?

Group A – Interpersonal warmth, sensitivity, gentleness, kindness and awareness of the feelings of others. Strong drive to do their job well and approaches their task seriously.

This group was consistently more effective and made fewer errors compared to the other groups.

Which Personality Factors are Better Suited for Leadership?

Less effective, more errors.

Group B – Tendency to express oneself in a negative fashion such as frequent complaining.

Group C – High levels of verbal aggressiveness, such as complaining, impatience and irritability; emotional invulnerability, cynicism and hostility; arrogance, boastfulness, egotism, authoritarianism and dictatorialness.



Followership

“You can’t be a good leader if you don’t know how to follow.”



Capt. Al Haynes



Followership

“If you are one of those who just has to be in control by yourself all the time, you’re going to have difficulty in a leadership role.”



Capt. Al Haynes



Robert's 1st Essential Leadership Trait:

**LEADERS CREATE A VISION
AND LIVE YOUR VALUES**



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“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”

- Jack Welch



"The Vision"



Provide significant value to SCANA by being a World Class aviation department offering safe, reliable, efficient and professional air transportation service.



Values

- Is safety the top priority of your organization?
- Don't make it a priority – make it a core value.



Living the Values

- In a successful organization, everything you do is run through the filter of your core values to make sure you are being true to them.
- And, most importantly, you must live those values.



The Leader's Role

- As a leader, your role is to ensure that your organization has safety as a core value and then, most importantly, you do everything you can to live those values.



- Safety
- Caring
- Integrity
- Fun
- Passion



- **Service** to our customers
- **Respect** for the individual
- Strive for **excellence**
- Act with **integrity**





What are the Expectations of SCANA Aviation Dept. Employees?

S - Safety and Security

C - Compliance

A - Acknowledging our strengths;
addressing our shortcomings

N - Nice to work with

A - Achieve the vision



But, the problem is ...



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Safety is one of our core values. I truly mean that!!





I've been in
this business for
28 years. I know
what he REALLY
WANTS. Get
the job done.



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Below minimums?
Guys, our bonus depends on flying this trip. The boss *really* wants this trip flown.



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No problem.
We can bust
minimums. Getting
the job done no
matter what is a
core value here.



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But, all I
really wanted
was safety.

How did this
go so wrong?



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WORD OF THE DAY

Wednesday, October 7, 2015

align-ment *noun* \ə-'līn-mənt\
Where the leaders and front line employees, and everyone in between, share and practice the same values.





Safety is one of our core values. I truly mean that!!



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We have a flight request but I know the weather isn't good. If we can't manage risks to an acceptable level, we will turn down the flight.



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Guys, let's all look at the FRAT. We're not dispatching you unless we all agree risks can be managed effectively.



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Honestly, I'm not comfortable. Tell them we can't do it.



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Robert's 2nd Essential Leadership Trait:

LEADERS FOCUS ON THE TEAM



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The performance of the team – good or bad – is directly related to the effectiveness of its leader.



Effective teamwork doesn't just happen—
it takes effort by everyone, but especially
by the leader."

Dr Robert Ginnett



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Leadership/Followership /Teamwork

Teamwork

- **"None of us is as smart as all of us."**
- **Members of an effective team put the needs of the team ahead of their own self interests.**

Servant Leadership

Effective leaders realize their role is to support those who work on their team.



What would a servant leader do?

A flightcrew calls the aviation department manager from the air phone and says they are running late due to ATC delay at TEB.

They will be very tight on time before their planned departure to Atlanta and won't have time to eat.



What would a servant leader do?

A). “That okay. Judging from that belly of yours, you really could stand to skip a meal.”

B). “I’ll run up to the corner deli and grab some sandwiches for you. What would you like?”

C). “If you have to delay the departure to Atlanta, that’s okay.”

D). “I’m the aviation department manager. This is your problem. Perhaps you should have thought of this yourself.”



Robert's 3rd Essential Leadership Trait:

**LEADERS HAVE COURAGE
AND ARE FAIR**



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*“Leaders have the
courage to stand
alone.”*

- Hon. Andy Card
Former Sec. of Transportation
Former White House Chief of Staff



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Highly Effective Leaders

- Can be counted on to stand up for their employees and support them when they are right.



Fair and Just

- Employees know they will be treated fairly.
 - If you are trying to do the right thing and commit an error, you will not be punished or ridiculed.
 - If you act recklessly or take deliberate and unjustifiable risks, you can expect consequences.



Robert's 4th Essential Leadership Trait:

**LEADERS POSITIVELY
INFLUENCE SAFETY**



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How leaders influence safety

“The safety behaviors and attitudes of individuals are influenced by their perceptions and expectations about safety in their work environment, and they pattern their safety behaviors to meet demonstrated priorities of organizational leaders, regardless of stated policies.”

- Dov Zohar, as cited in NTSB accident report



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