



**National  
Transportation  
Safety Board**

**Lessons from the ashes:  
The critical role of leadership  
in promoting safety**

Robert L. Sumwalt, III



“[A]ny aircraft accident or incident, even if fully insured, could cause a public perception we are less safe or reliable than other airlines, which would harm our business.”



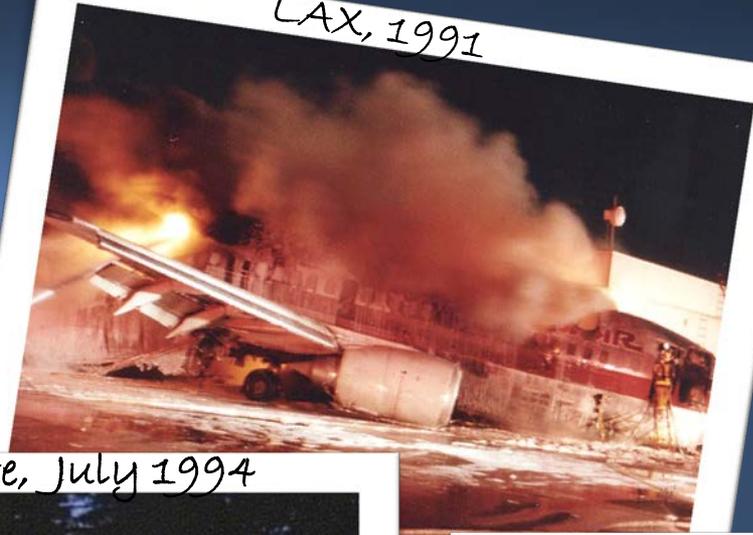
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# 5 in 5

LaGuardia, 1989



LAX, 1991



Charlotte, July 1994



LaGuardia, 1992



Pittsburgh, Sept 1994



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# USAir Group's 10-K filing April 1995



“...substantial doubt about its ability to continue as a going concern.”

- KPMG Peat Marwick LLP



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USAir 1016  
July 2, 1994  
Charlotte, North Carolina  
37 fatalities



# Crash sharpens painful memories of 1994 tragedy

By **NICOLE SWEENEY**  
and **JEFF STENSLAND**  
*Staff Writers*

It's been nearly a decade since USAir Flight 1016 plummeted from stormy skies in Charlotte, but the pain is still fresh for Wayne Mattox of Winnsboro, whose brother was one of 37 to die in the crash. Steve Mattox and his bride, Rita, vowed to spend the rest of their lives together that day, not knowing their lives would end just hours later.

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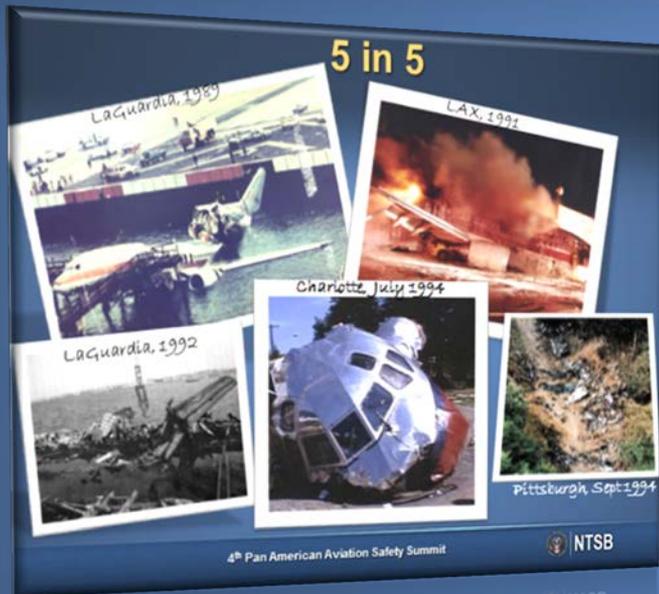
FILE PHOTOGRAPH/THE STATE



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# Safety Leadership

- As leaders of jetBlue, are you doing everything you can to ensure this doesn't happen on your watch?



# Creating a Future of Safety

**“The best way to predict the future is to create it.”**

- Peter Drucker



# Four Leadership Questions

1. How strong is our safety culture?
2. Are we really living our values?
3. Are we fooling ourselves?
4. Are we measuring and rewarding the right things?



Creating a Future of Safety

# HOW STRONG IS OUR SAFETY CULTURE?



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# Washington, DC. June 2009

**“WMATA’s lack of a safety culture...”**  
**“Ineffective oversight by WMATA Board of Directors”**



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# Safety Culture is:

“Safety culture is the core values and behaviors resulting from a collective commitment by leaders and individuals to emphasize safety over competing goals to ensure protection of people and the environment.”

Source: U.S. Nuclear Regulatory Commission



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**Do you have a good safety culture?**



**NTSB**

# Do you have a good safety culture?

- “... it is worth pointing out that if you are convinced that your organization has a good safety culture, you are almost certainly mistaken.”
- “... a safety culture is something that is striven for but rarely attained...”
- “... the process is more important than the product.”
  - James Reason, “Managing the Risks of Organizational Accidents.”

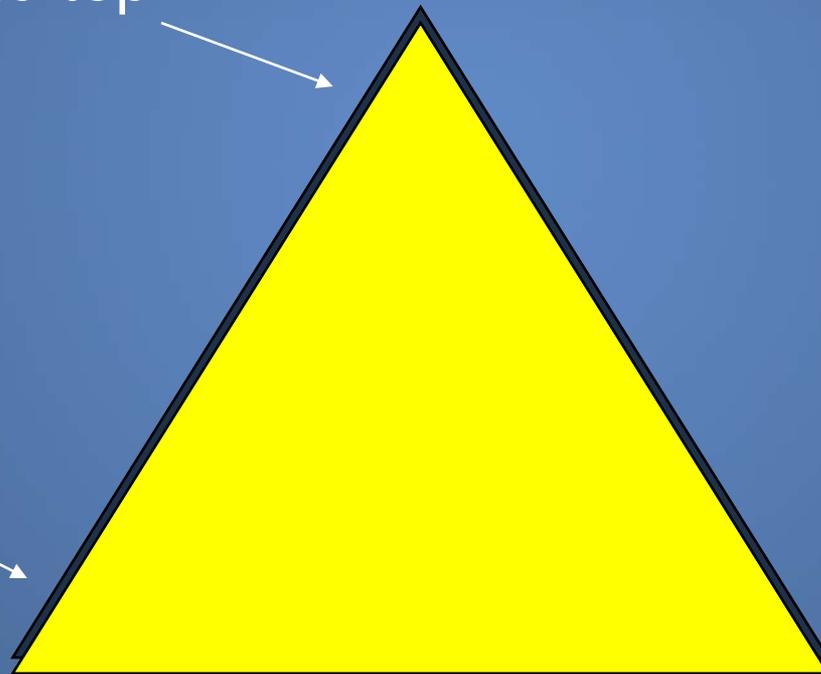


# Safety Culture is:

Triggered at the top

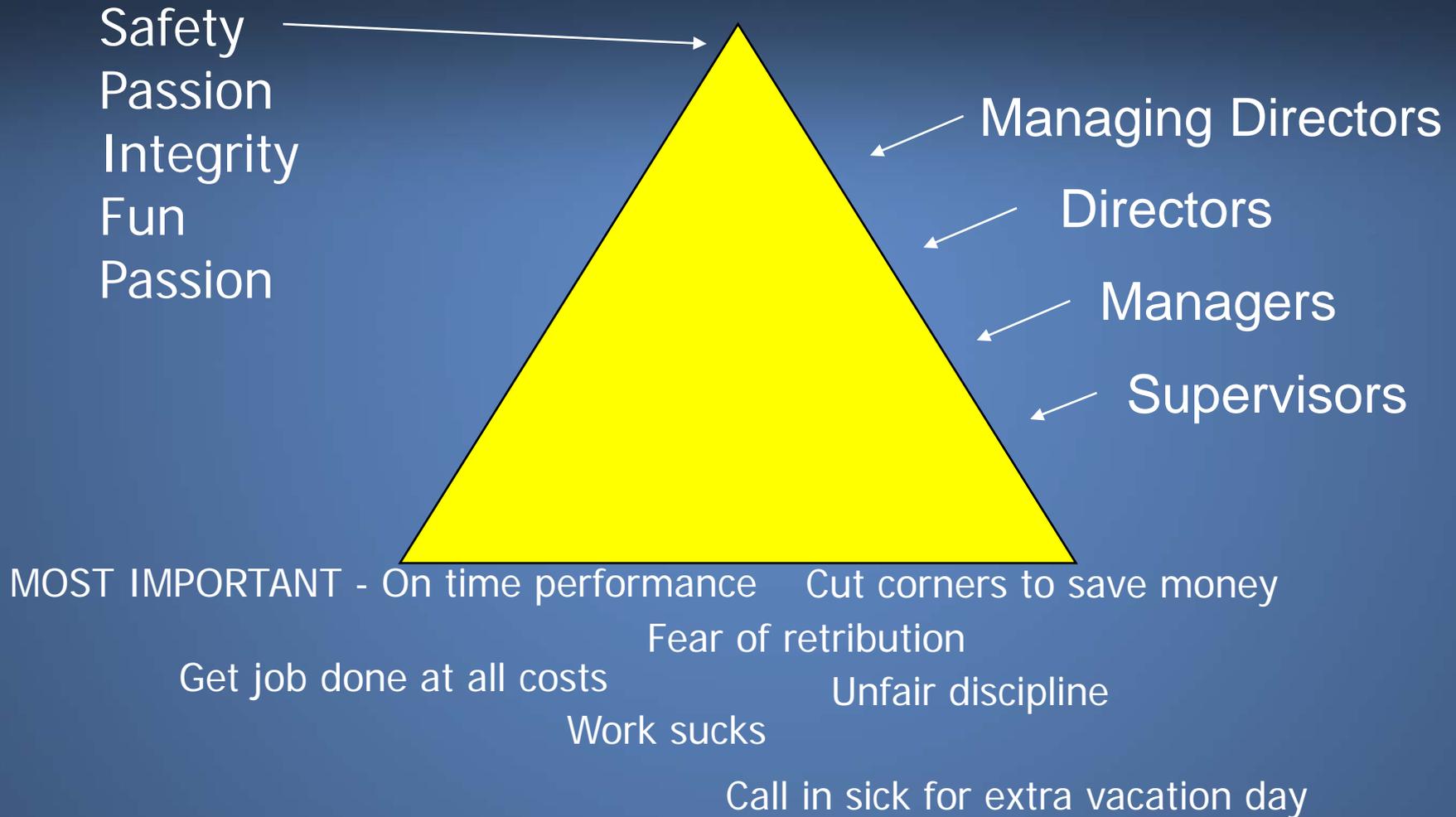


Measured at the  
bottom



Safety culture starts at the top of the organization and permeates the entire organization.

# Sometimes the Message gets Distorted



## WORD OF THE DAY

Tuesday, October 20, 2015

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



# Alignment



# 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.”

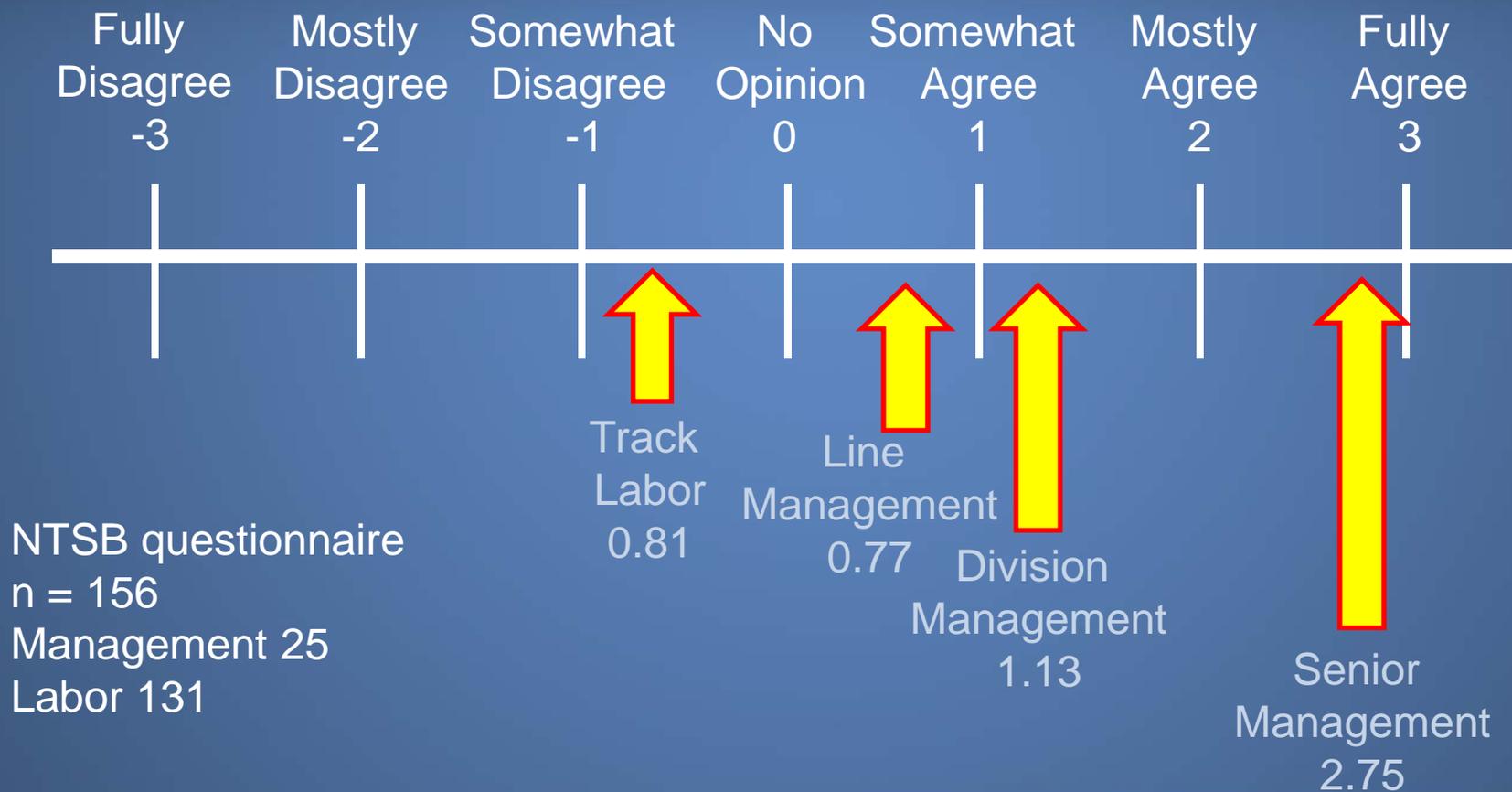
- Dov Zohar, as cited in NTSB accident report

# Metro-North Railroad



NTSB

Metro North management is committed to workplace safety and participates regularly in safety events.



Management does not pressure staff to maintain service or operations, potentially at cost of safety.



# Employee Comments

- “Sometimes I feel safety is priority one as long as it's convenient.”
- “Metro-North pays lip service to safety. On time performance & budgets take precedence over safety.”
- “The railroad only cares about the on time performance.”
- “It's all about on time performance and safety rules are thrown out the window to keep on time performance. Management has no clue.”



Creating a Future of Safety

# ARE WE REALLY LIVING OUR VALUES?



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## A Message from Robin Hayes, CEO

Dear Crewmembers,

At JetBlue, our Values are embedded in our culture and that leads our company. Our long-term success is dependent on our integrity. Every day, our many stakeholders around the world — Customers, Business Partners, shareholders, regulators, and Crewmembers — count on our commitment to the highest standards of business ethics and compliance. By living up to our Values and high ethical standards, we ensure that our company will be positioned to flourish for years to come.

Whatever your role at JetBlue, the judgments you make reflect on our reputation and are critical to our success. I am counting on your commitment to embrace and drive a culture in which we continue to grow our business consistent with our Values and, of course, legal requirements, in all markets that we serve.

We all recognize that our heavily regulated industry is always changing, and that in many cases, the rules are complex and strictly enforced. For these reasons, I encourage every Crewmember to ask questions and raise concerns at the time they arise to ensure that we are always comfortable with our conduct. Further, we believe that our reputation speaks for itself and we endeavor to maintain that level of integrity through honest and ethical personal and business practices.

A company either earns the right to keep operating or it doesn't — it's just that simple in the business world. But we added another layer to our mission — not only would we earn our right to compete through financial discipline, but we would also make our company a great place to work. You can have one without the other, but combining those goals, and being successful at both, truly makes us a different kind of company.

Please take the time to read and understand our Code. It sets forth our core principles that govern all of us. It also identifies the many resources available to help you understand how these principles relate to your job. And lastly, please make sure you are conducting JetBlue's business accordingly. Our sustainability depends on it, and we will be a stronger, more competitive company as a result.

Thank you in advance for your compliance. Your commitment is absolutely critical to our continued success.

Warmest Regards -  
Robin



- Safety
- Caring
- Integrity
- Fun
- Passion



Do you ensure everything you do (or plan to do) is run through the filter of jetBlue's values to make sure you are being true to them?





Do you ensure everything you do (or plan to do) is run through the filter of jetBlue's values to make sure you are being true to them?

The Way We Do Business



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Creating a Future of Safety

**ARE WE FOOLING OURSELVES?**



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# An Impressive Operation



# An Impressive Operation

- Full time crew
- Impeccable maintenance
- High training standards
- Going above minimum standards
- Positive audit comments



# Positive Audit Comments

- “The SMS of this operator is well-developed”
- “Best practices are consistently employed in all facets of the program”
- “Continuous SMS improvement is actively pursued”
- “The Flight Ops Manual is remarkably well-written and comprehensive”
- “Safety culture within the department is shared among all team members”
- “Open reporting of hazards is consistently encouraged by management”
- “Solid safety program, maturing nicely”



**“You can fool the auditors,  
but never fool yourself.”**

- John Fenton



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And, fool the auditors, they did...



Gulfstream G-IV Crash  
Bedford, MA  
May 31, 2014  
7 Fatalities



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**And, perhaps they even fooled themselves.**



**NTSB**

# “Good can be Bad”

- With good safety performance, people/organizations can easily become complacent.
- Don't ever believe that a lack of accidents means you are “safe.”
- To counter this complacency, there must be a leadership obsession with continuous improvement.

- Courtesy of Jim Schultz



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# Are you on the right track?

**“Even if you're on the right track, you'll get run over if you just sit there.”**

- Will Rogers



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Monday's Headlines  
January 12, 2009



Friday's Headlines  
January 16, 2009



4 Weeks Later  
February 12, 2009

Creating a Future of Safety

# **ARE WE MEASURING AND REWARDING THE RIGHT THINGS?**



**NTSB**

# Pinnacle Airlines Flight 3701

## Jefferson City, Missouri



When investigators asked the chief pilot how they ensured that crews following SOPs during repositioning flights, the company's chief pilot stated:

# Pinnacle Airlines Flight 3701

## Jefferson City, Missouri



“Same way I do any flight being conducted to SOP. We look at the reports. We look at the numbers, you know, did they leave on time, did they not leave on time, and if anyone is on the jump seat doing a check. That’s the only way I know if any flight I have is being conducted per SOP.”

# Metro North Railroad



# Metro North Railroad

“We were geared towards using the on-time performance number as a metric. And the philosophy was if we can deliver trains on time, all of the supporting activity that we did, track maintenance, signal maintenance and rolling stock maintenance must be performing well if we can deliver that high degree of service reliability.”

-Metro North SVP Operations



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# What do you measure and reward?

- Are you measuring the right things?
- Are they the most appropriate predictors of catastrophic events?

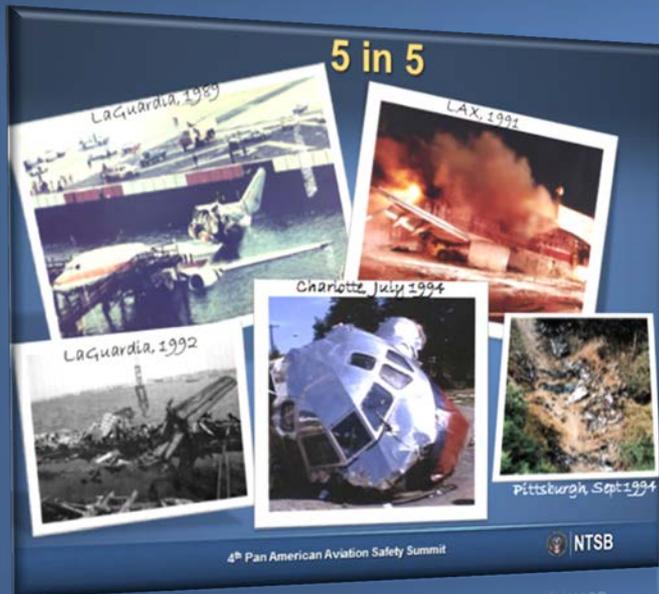




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FILE PHOTOGRAPH/THE STATE



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# National Transportation Safety Board