A large, abstract, rust-colored sculpture made of flat, angular plates is the central focus. It sits on a light-colored stone-tiled plaza. In the background, a modern building with white columns and glass walls is visible. Two people are walking in the distance. The text 'You're probably thinking?' is overlaid in white in the top left. 'Who is this guy?' is written in blue along the building's overhang. 'Why is he here talking to us about this stuff?' is in black in the bottom left. 'How long will this go for?' is in white in the bottom right.

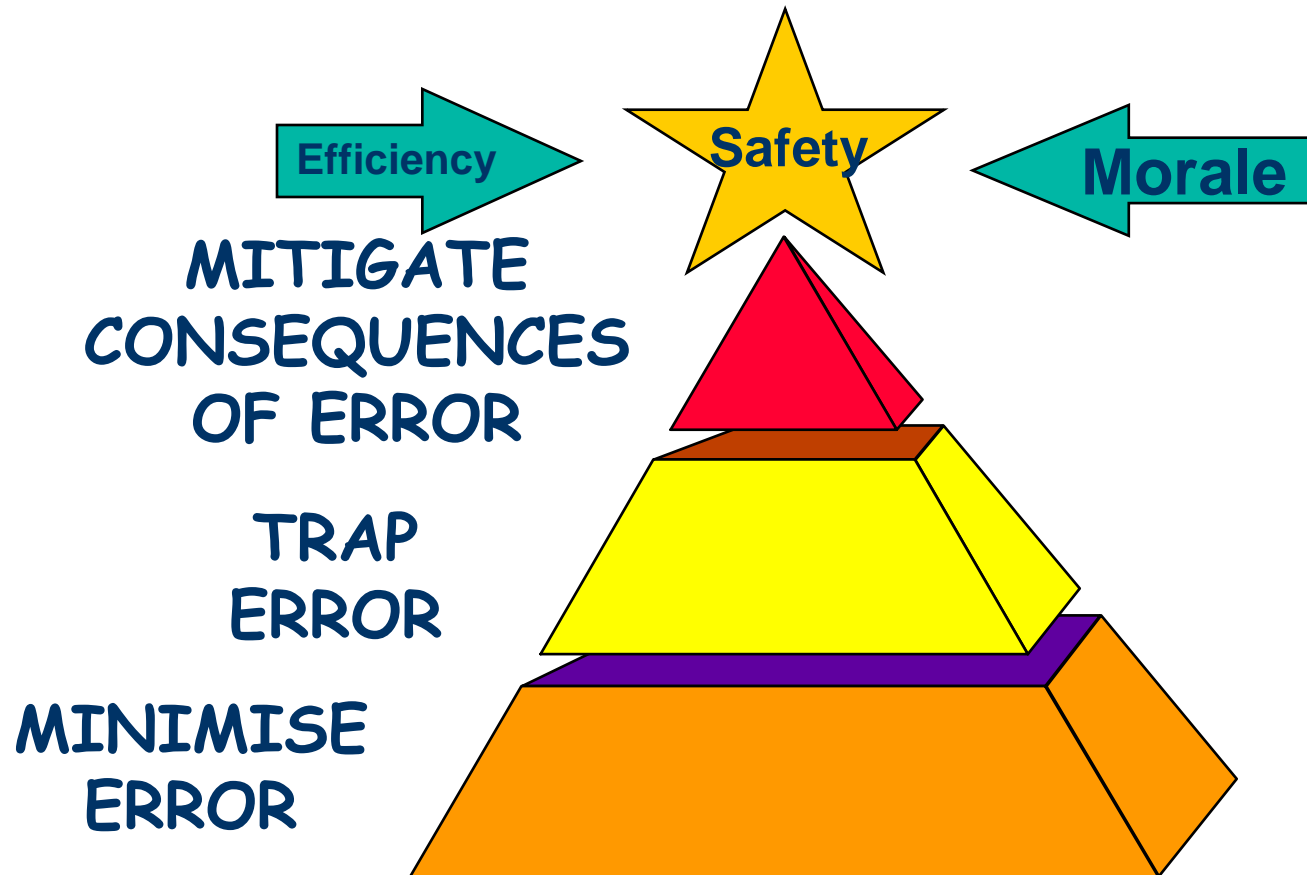
You're
probably
thinking?

Who is this guy?

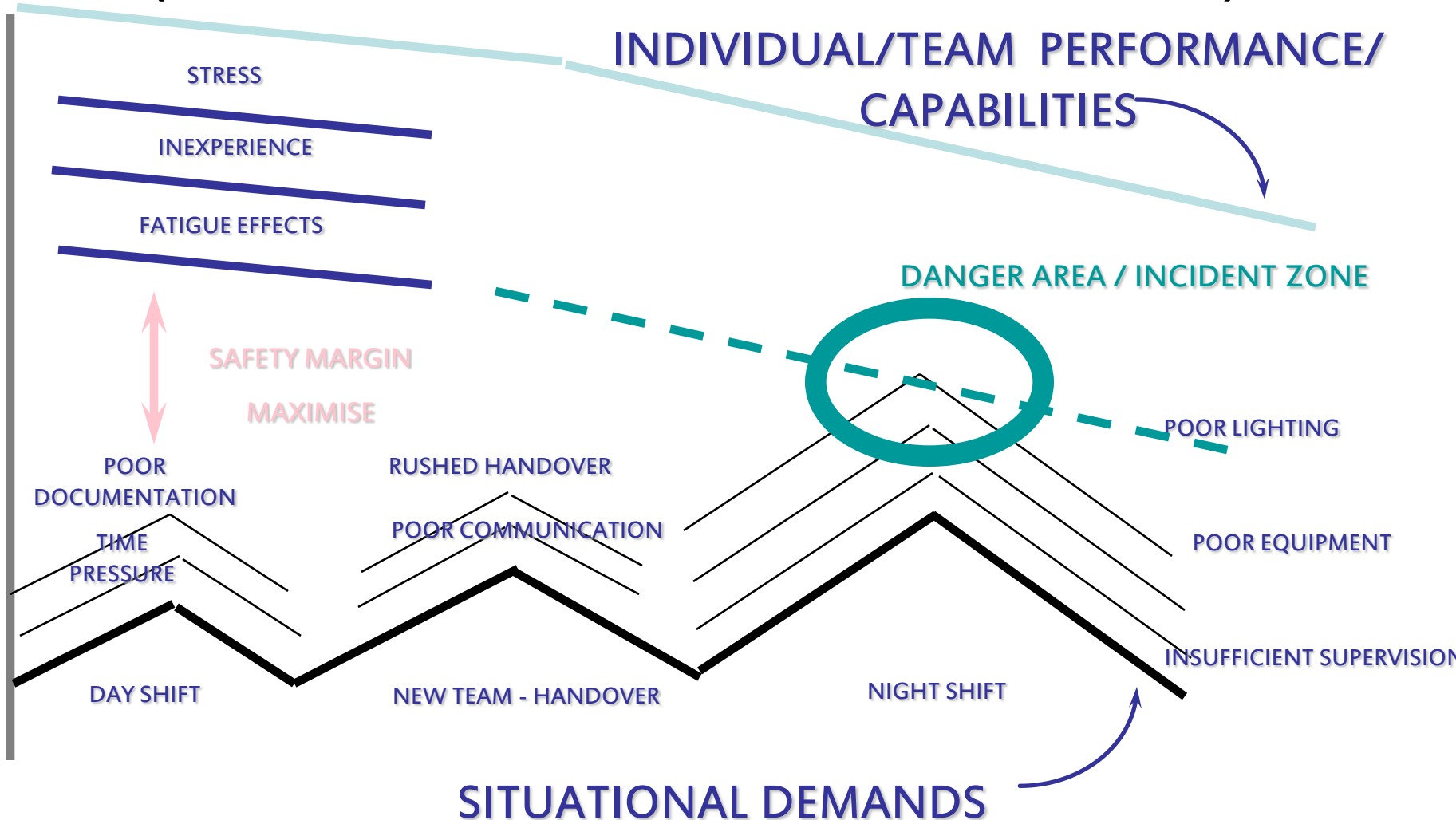
Why is he here
talking to us
about this stuff?

How long will this go for?

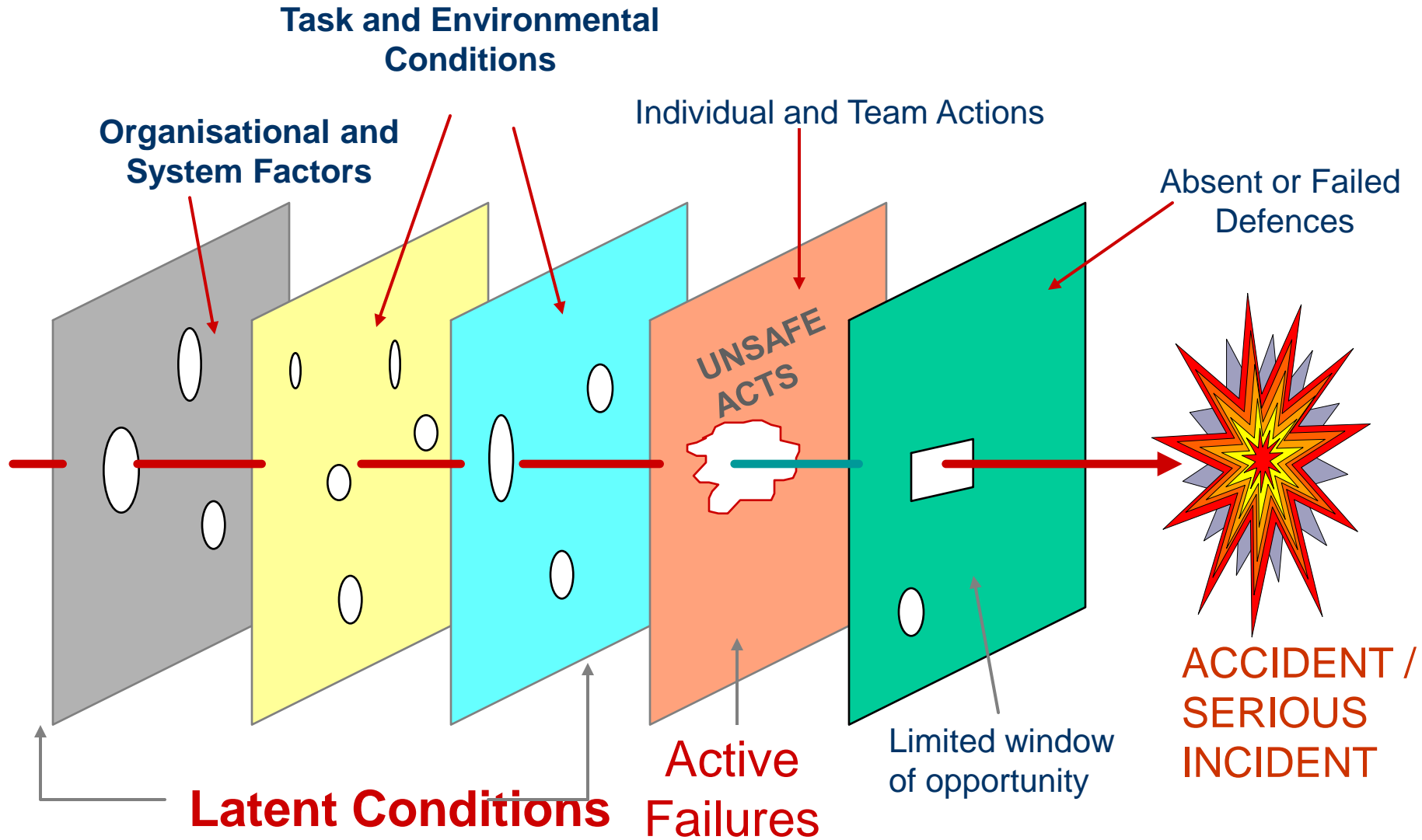
Threat & Error Management



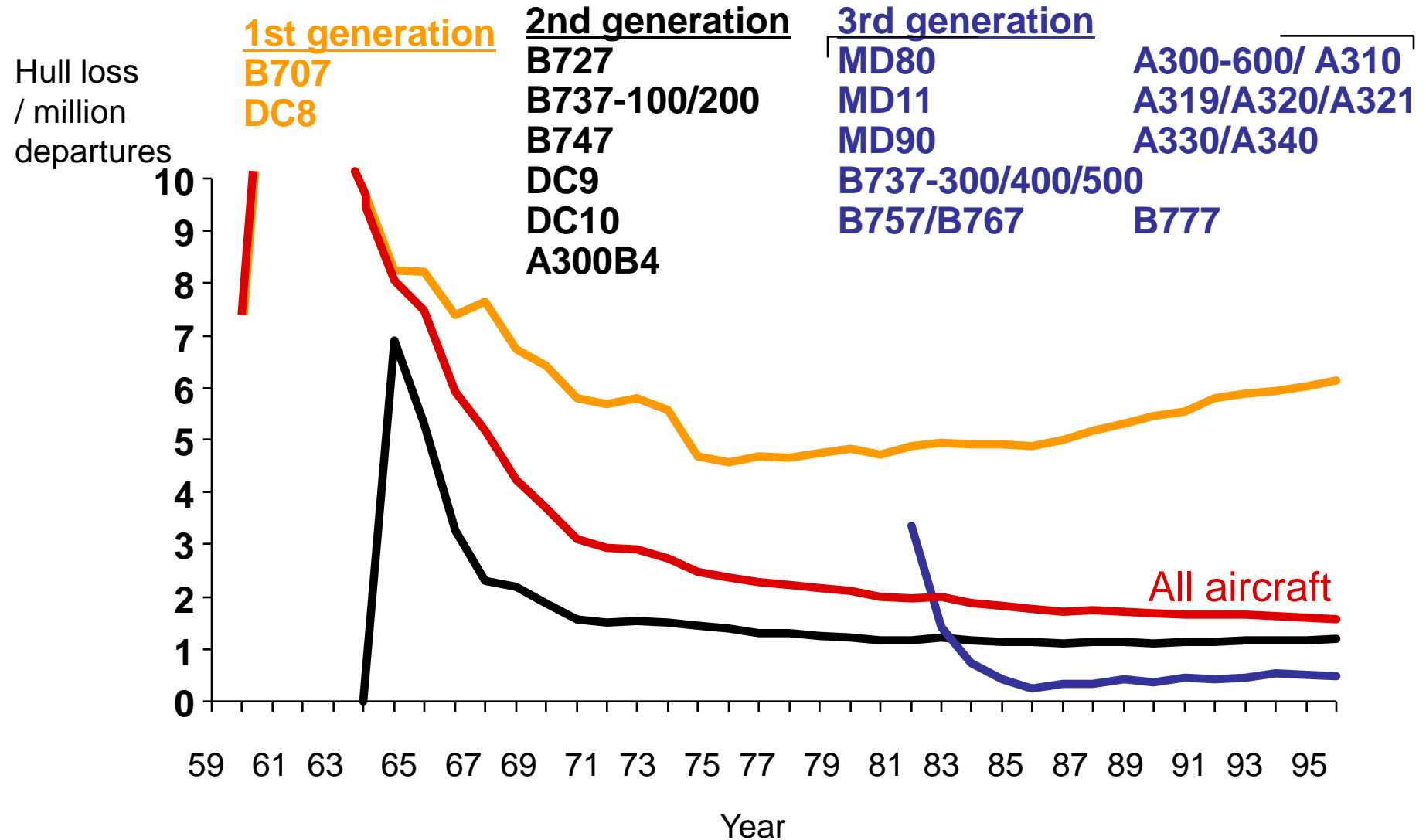
Capability and Workload (Errors/Accident Zone Model)



The Reason Model: Organisational Error Chain



Accident Rate By Aircraft Generation



Diminishing Returns



- The low hanging fruit has largely been picked
- Well past 80/20 point.



Empowering Human Performance

Where do we go from here?



THE BLUE THREAT

Acknowledgements to Dr Tony Kern
Convergent Performance

Human error is the thief of human happiness and the slayer of dreams, careers, potential, and all too frequently – life itself.

Viewing it as anything less hostile is to willfully expose your throat to the knife.

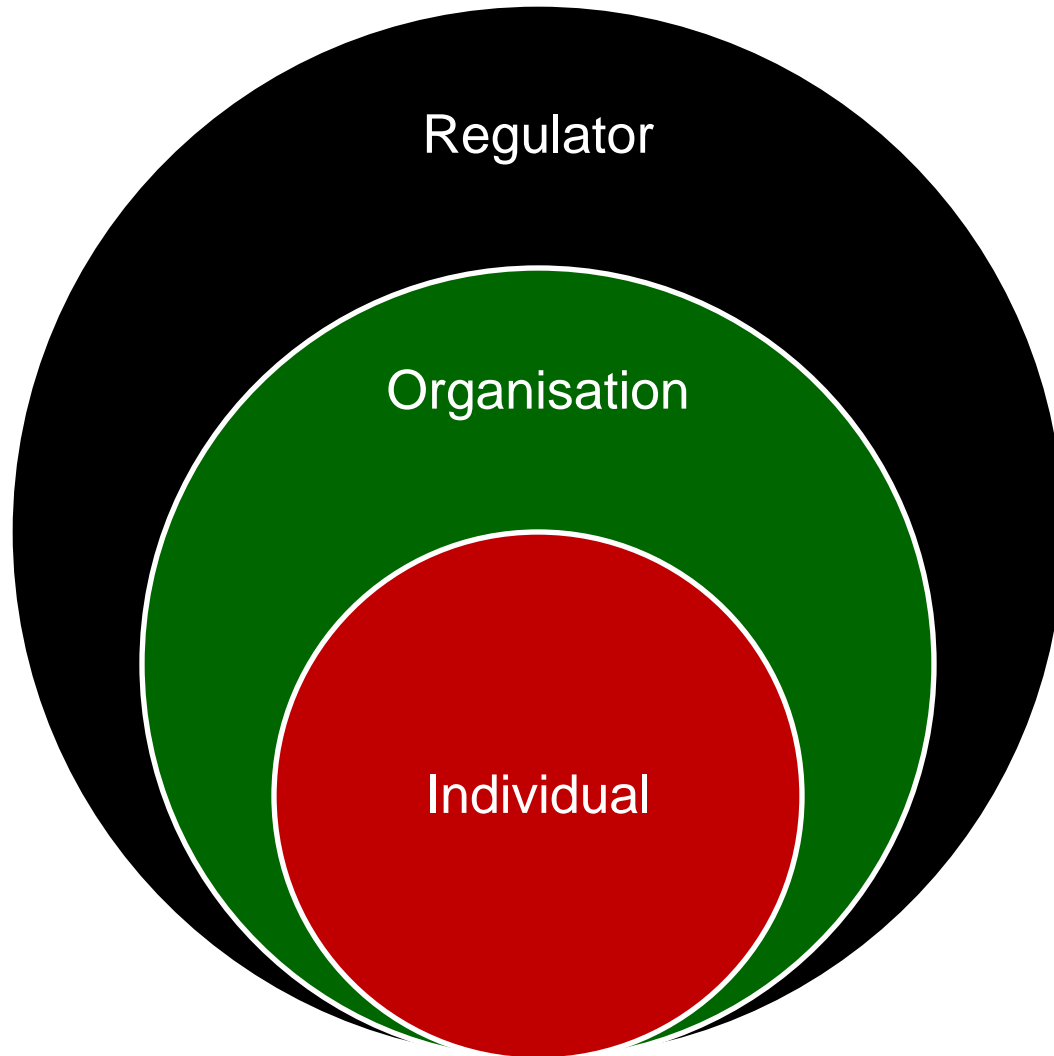
First words of Blue Threat (Kern, 2010)

**GLOBAL WAR
ON ERROR**

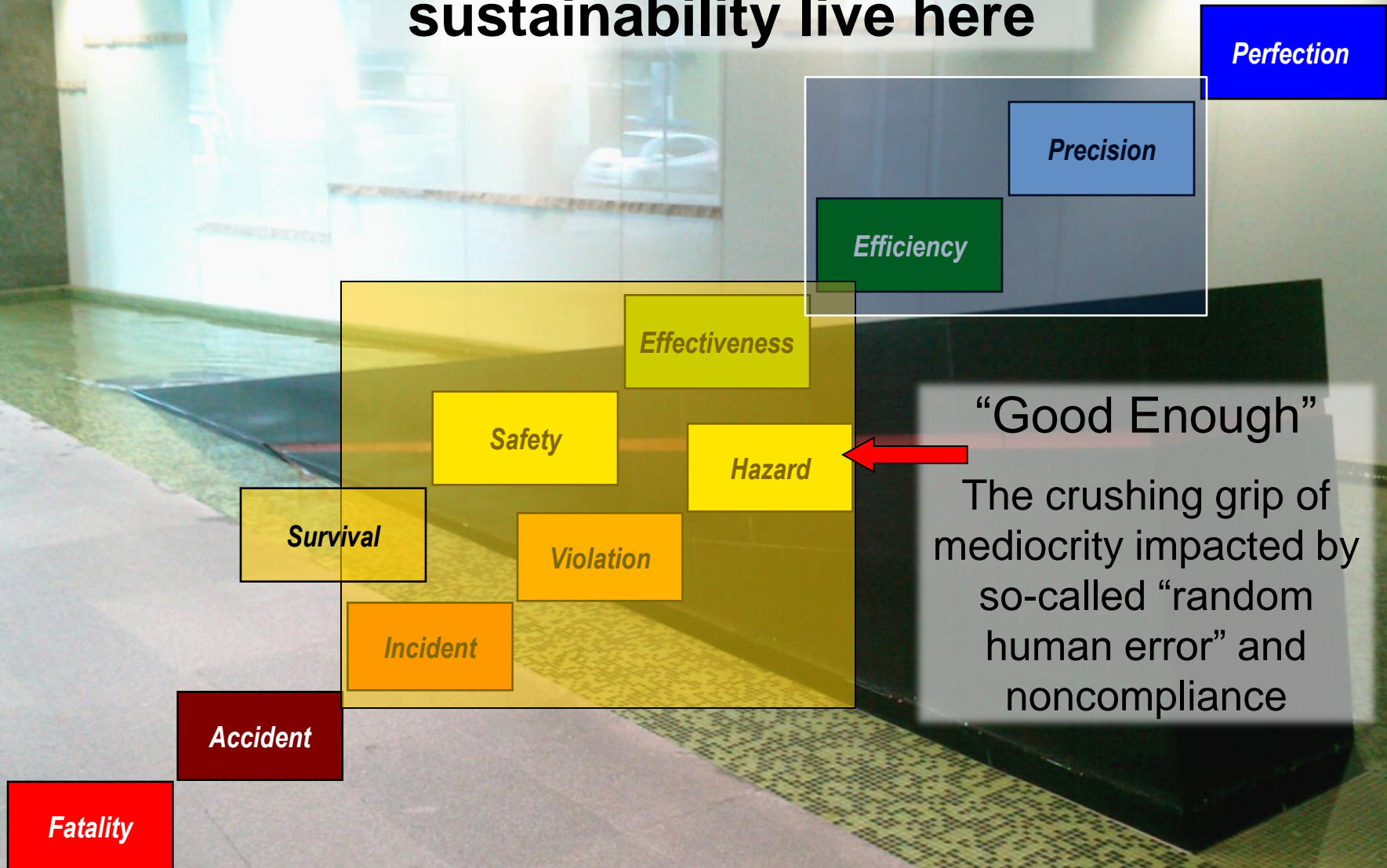
Don't Minimum Standards keep us safe?



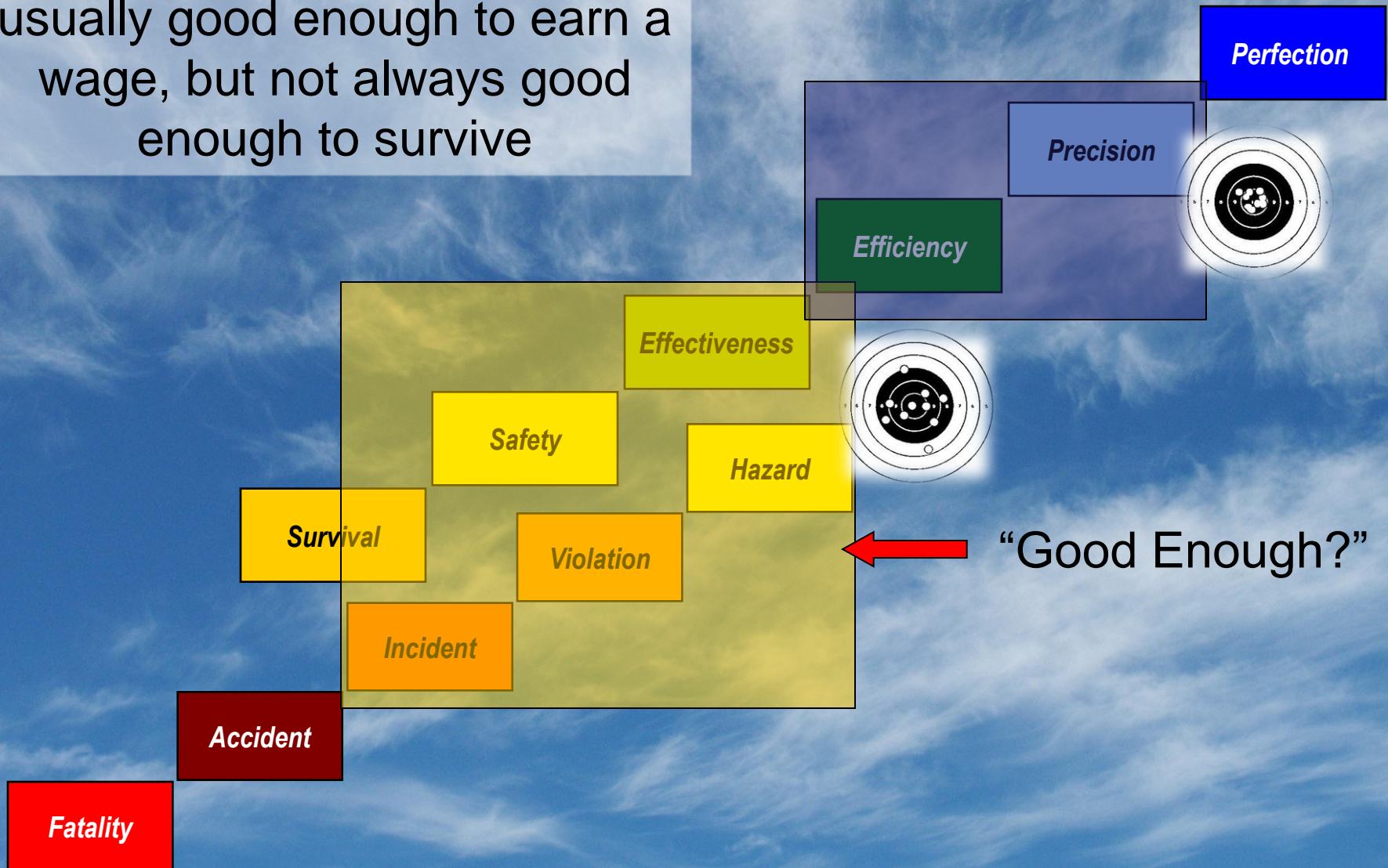
Who Achieves The REAL Standards?



True safety, quality and sustainability live here



Accuracy without precision is usually good enough to earn a wage, but not always good enough to survive



IT'S ALL ABOUT YOU!

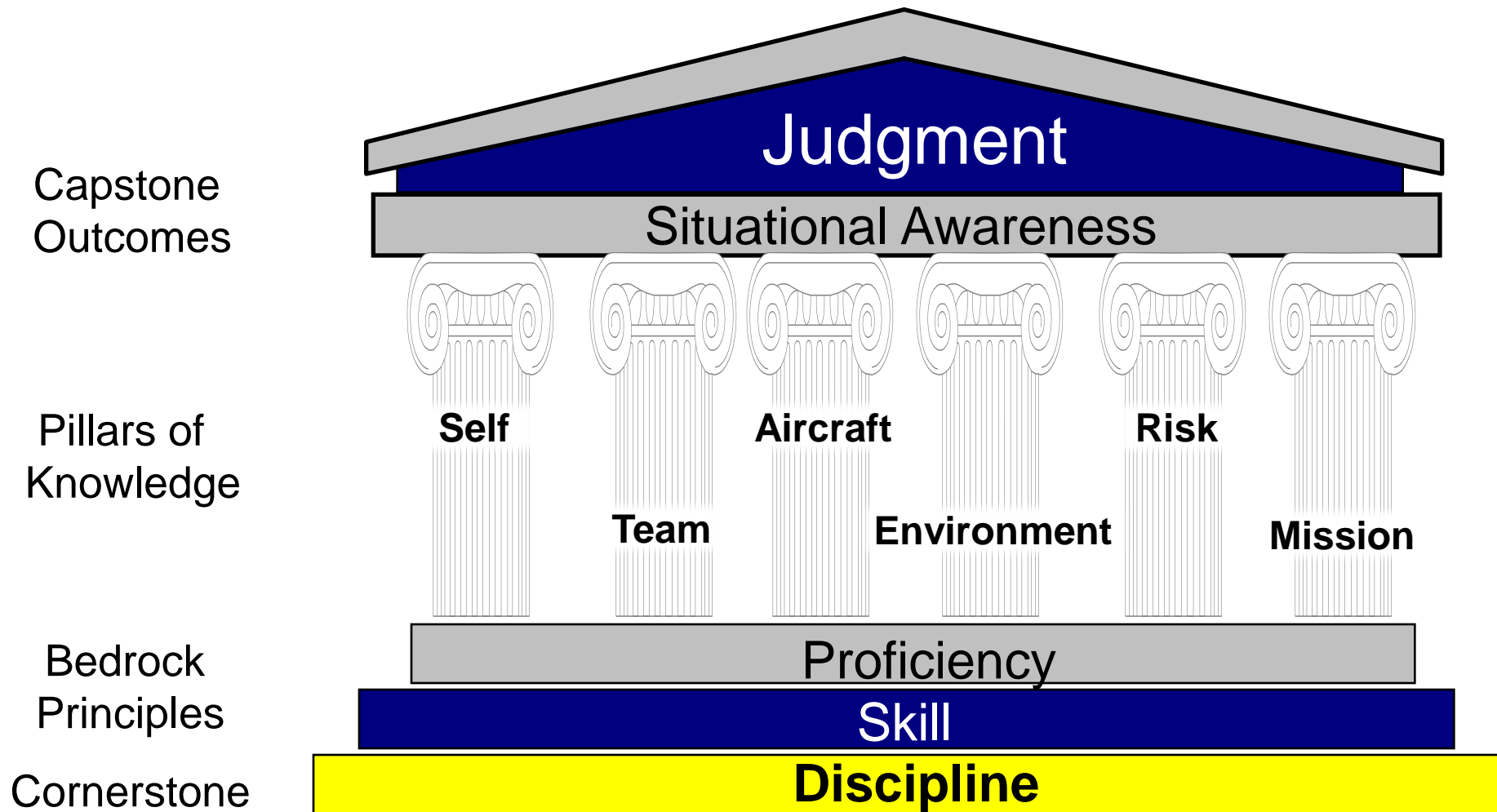


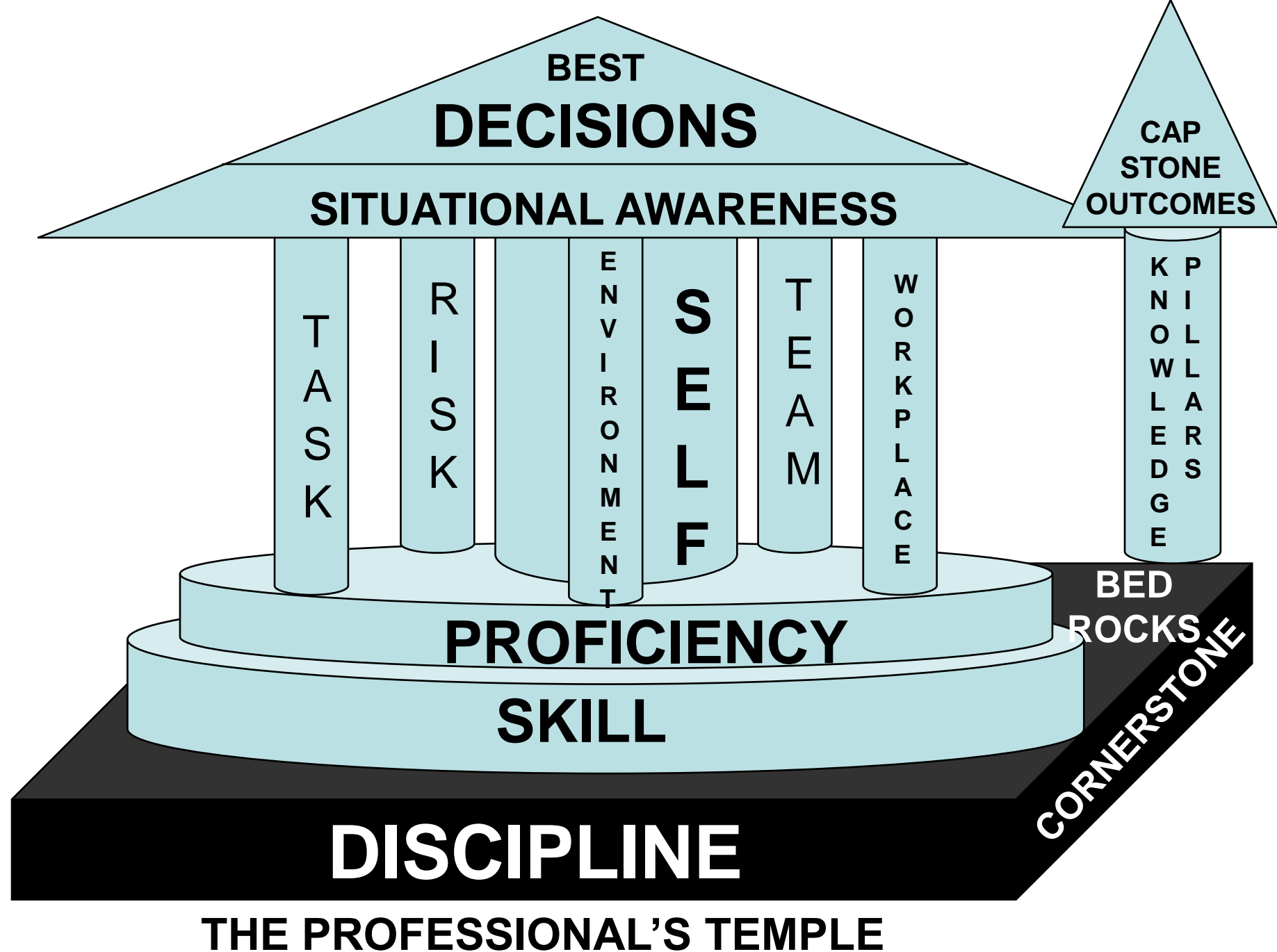


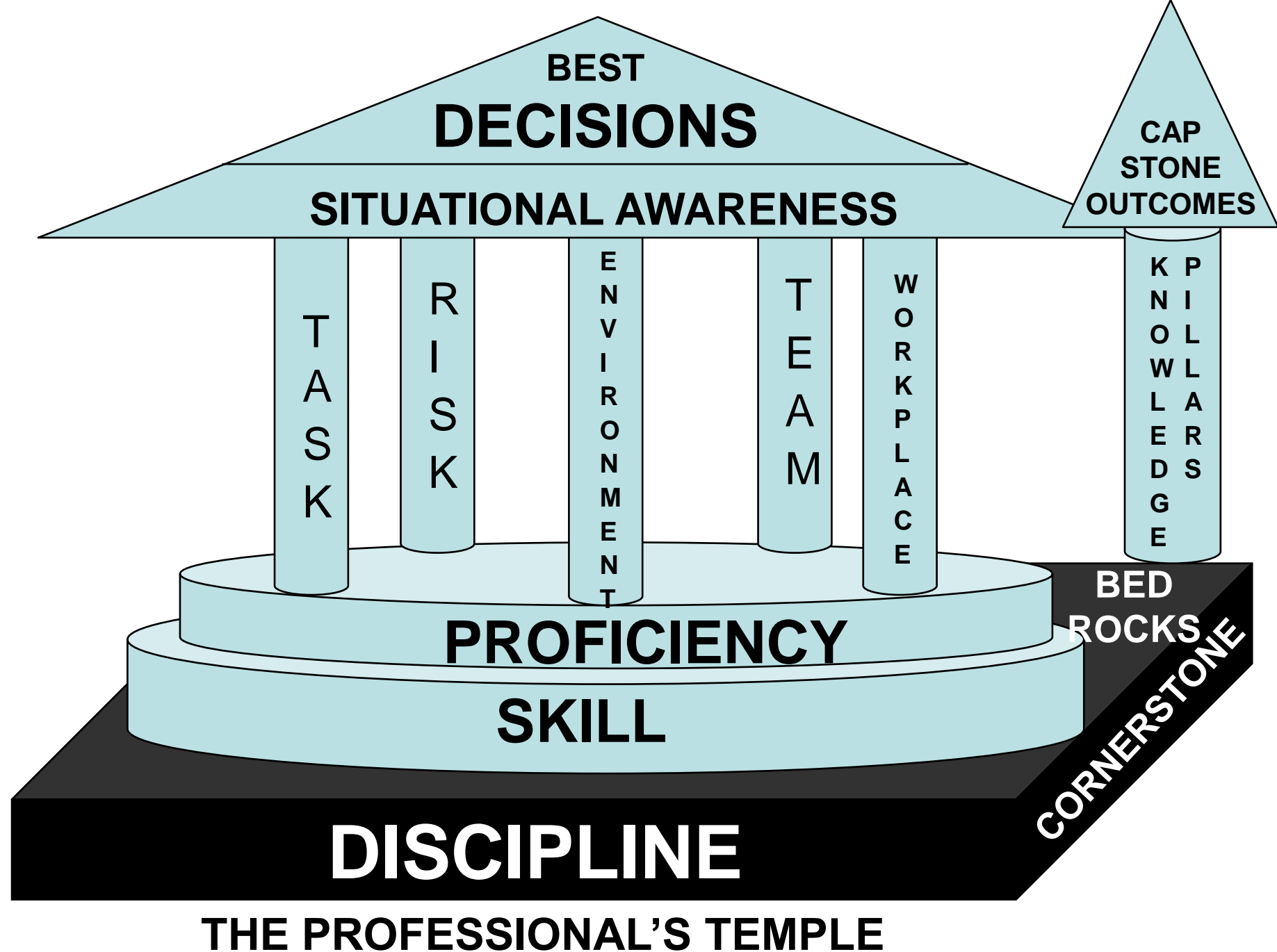
PROFESSIONALISM

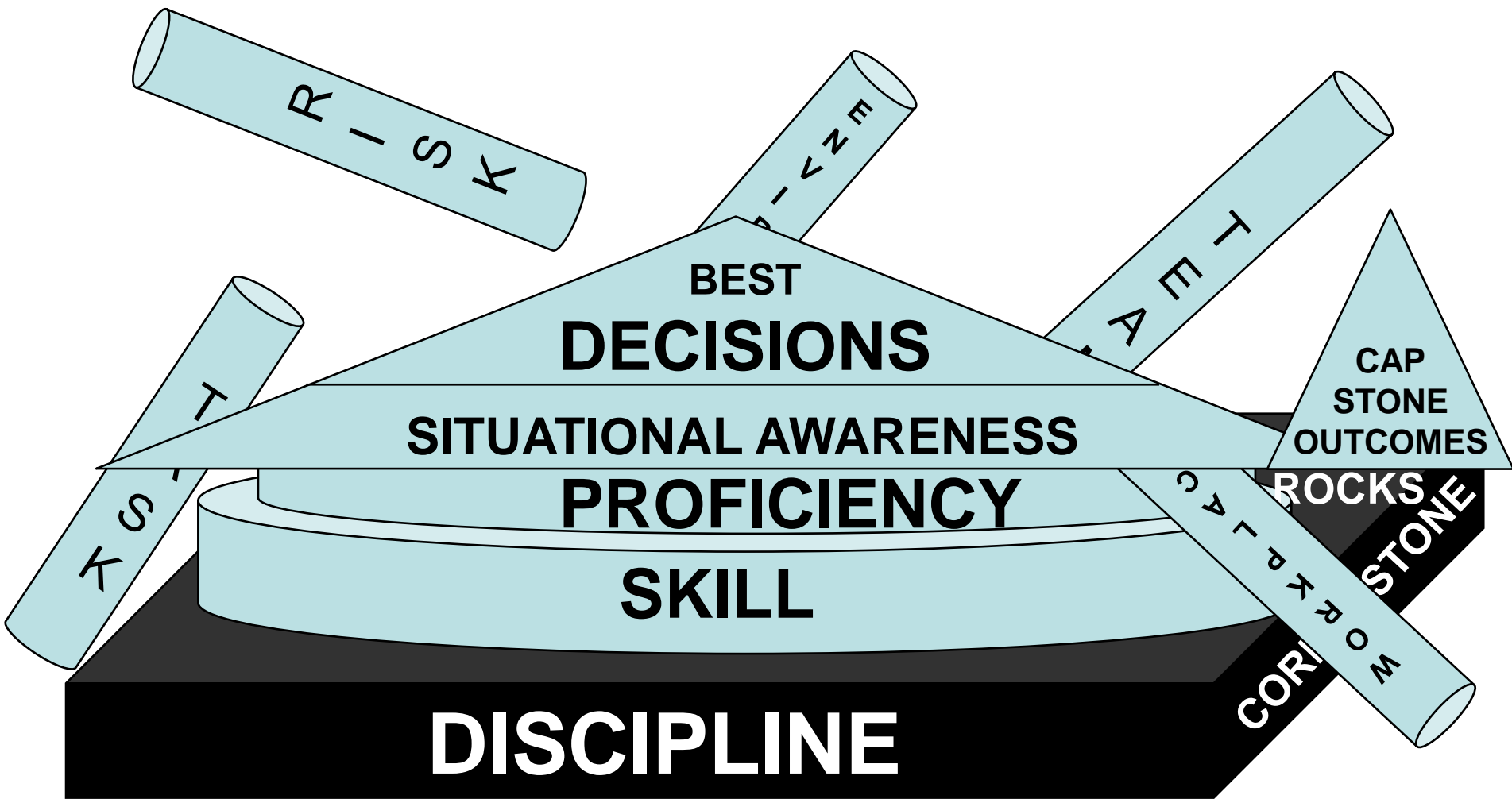
That's not my job.

Expertise in Airmanship

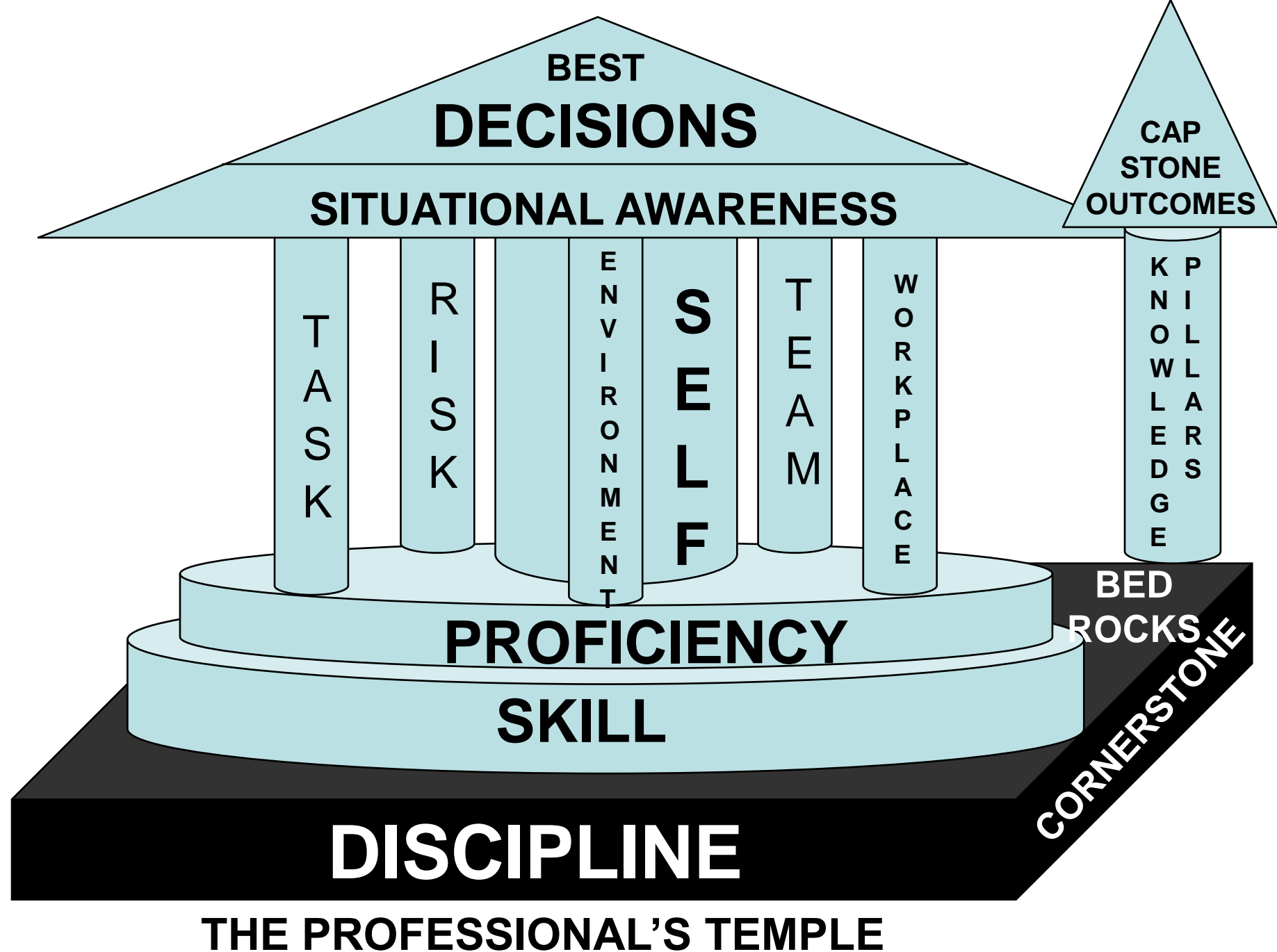


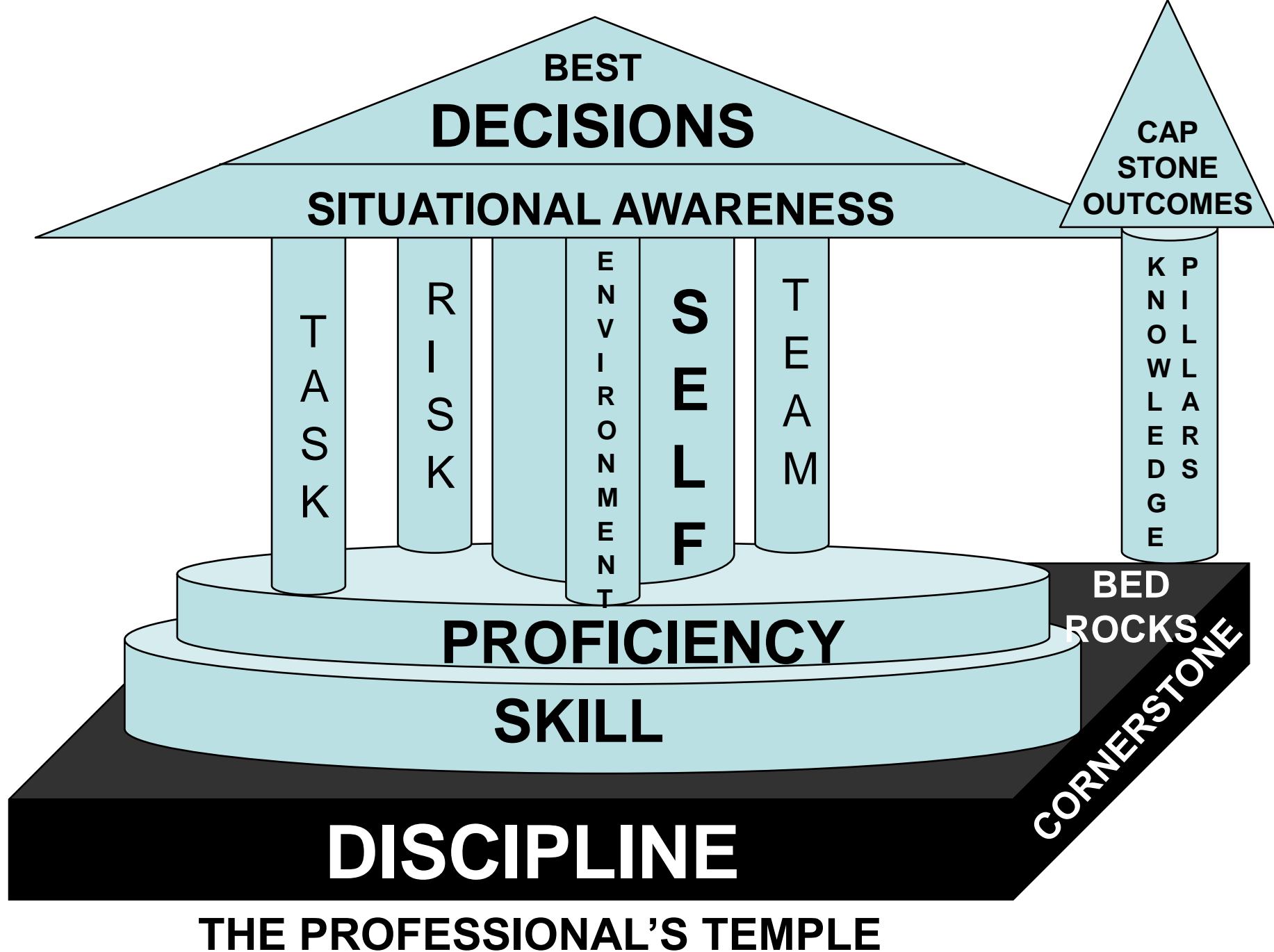


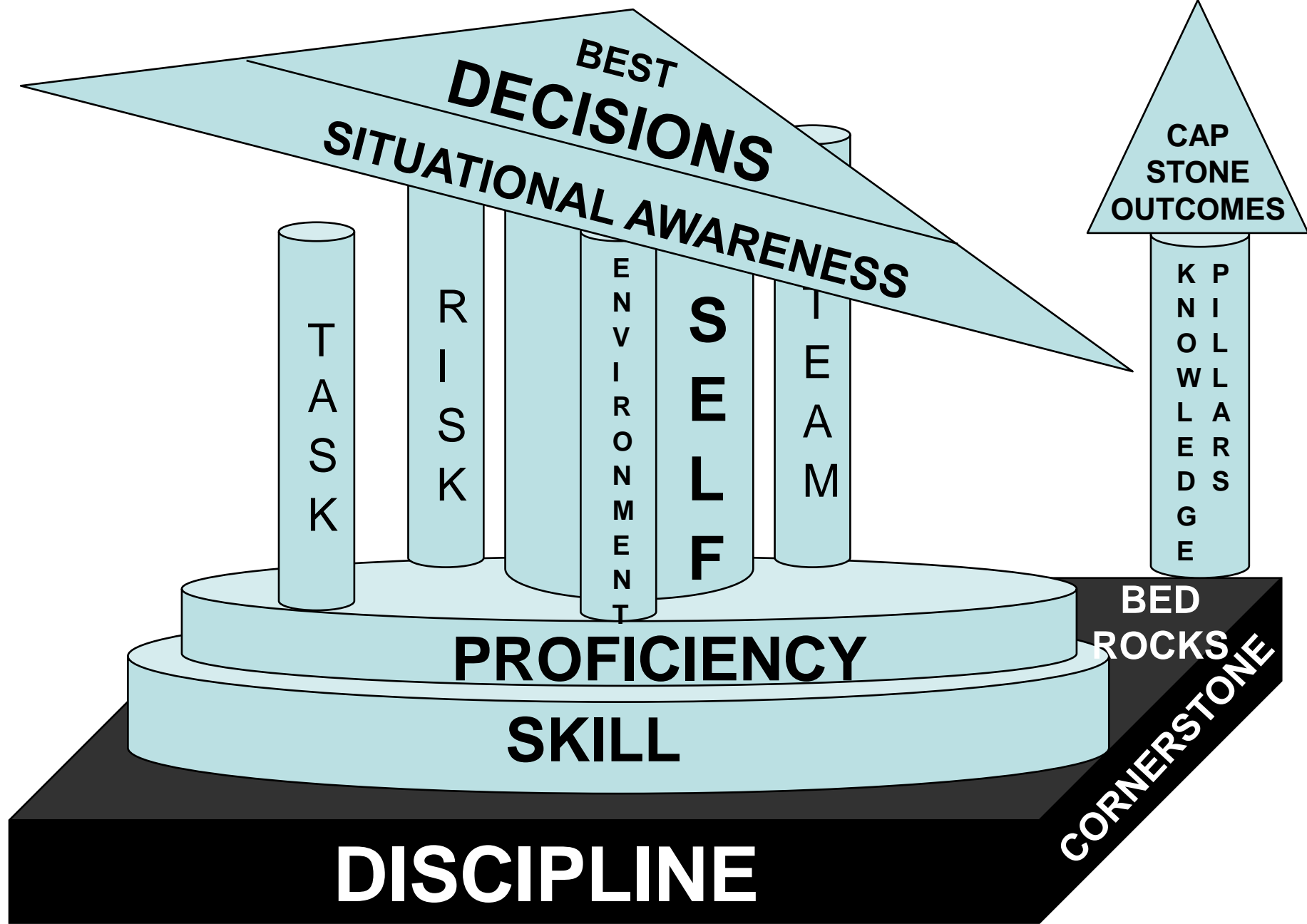




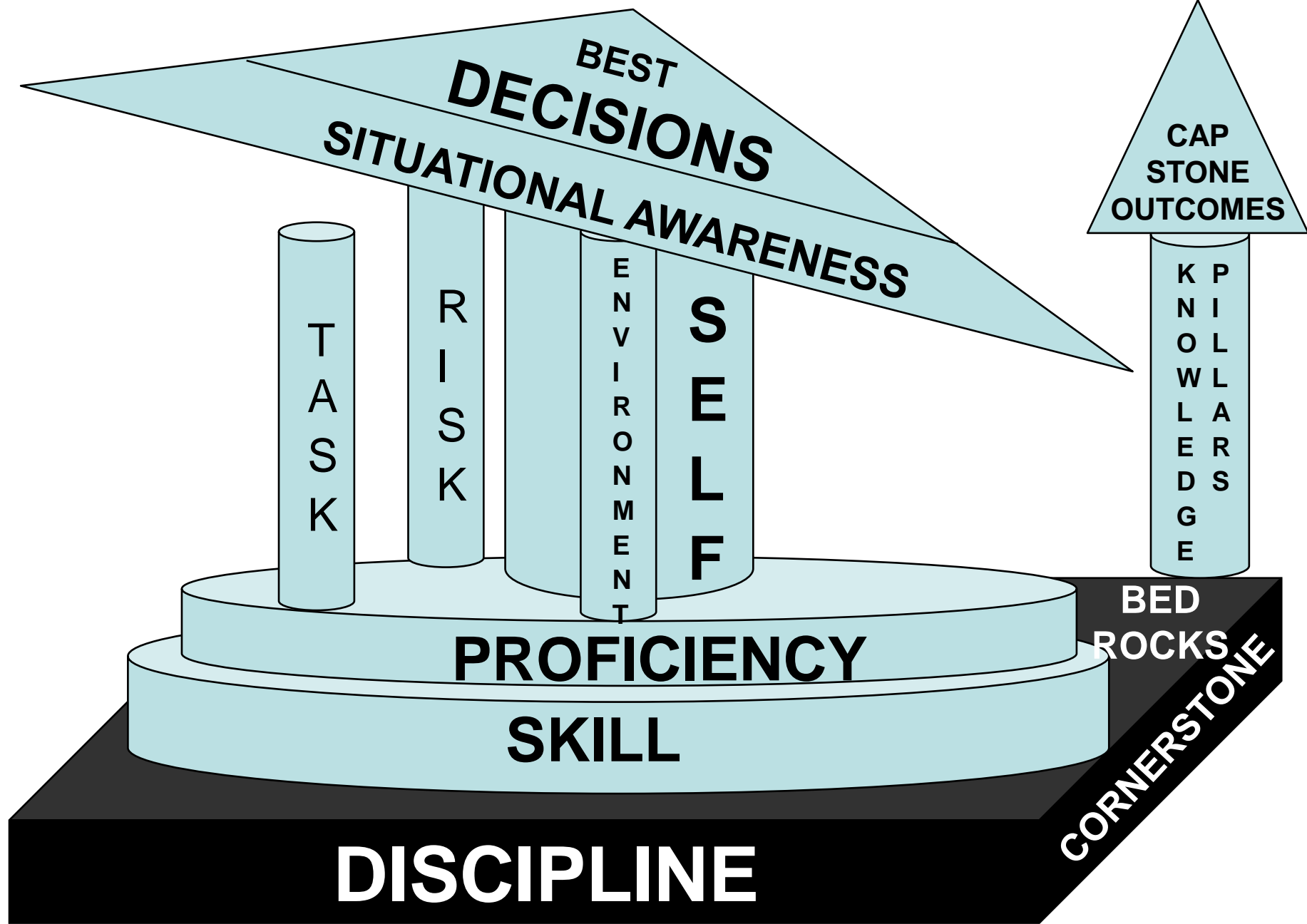
THE PROFESSIONAL'S TEMPLE



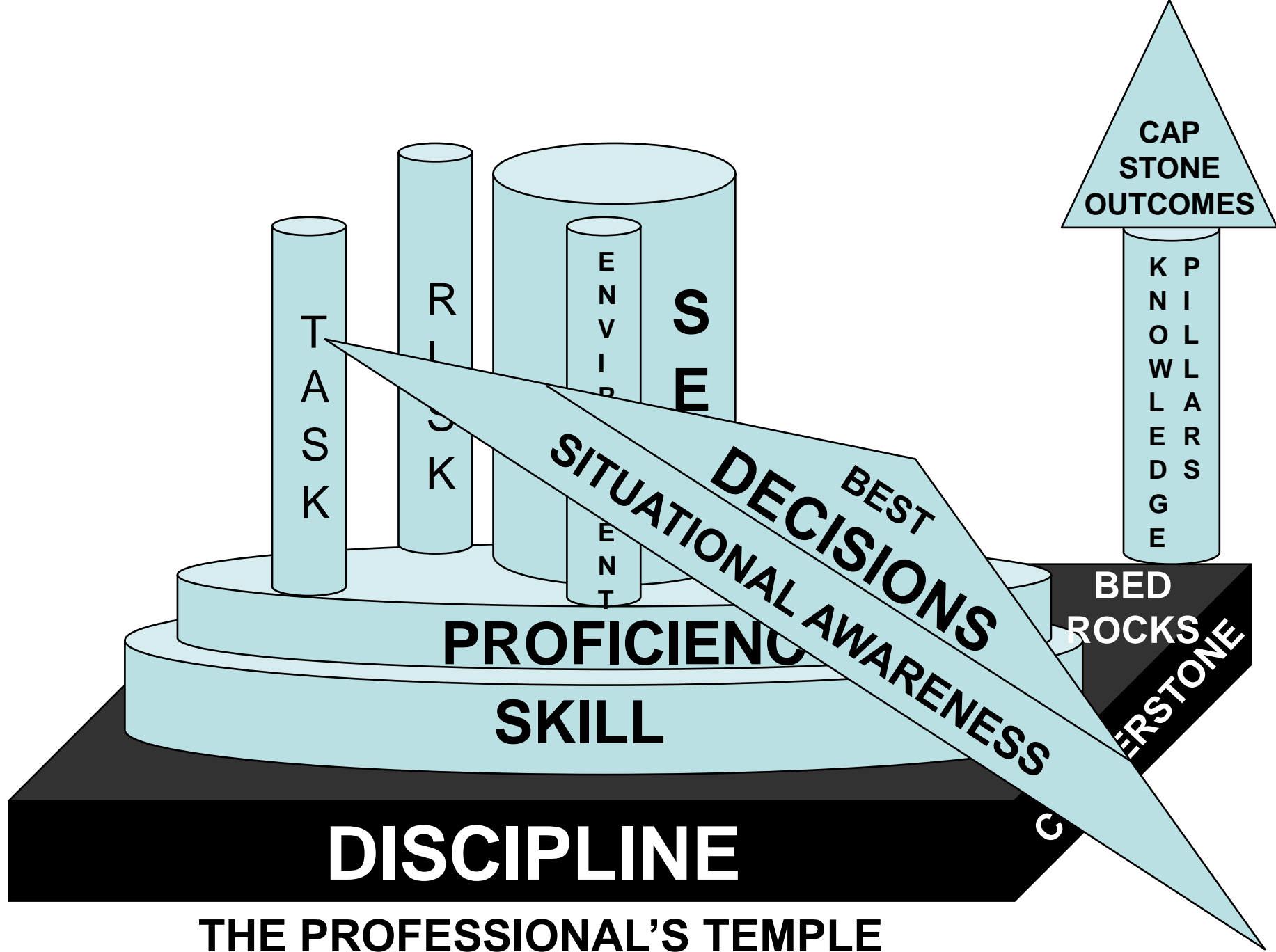


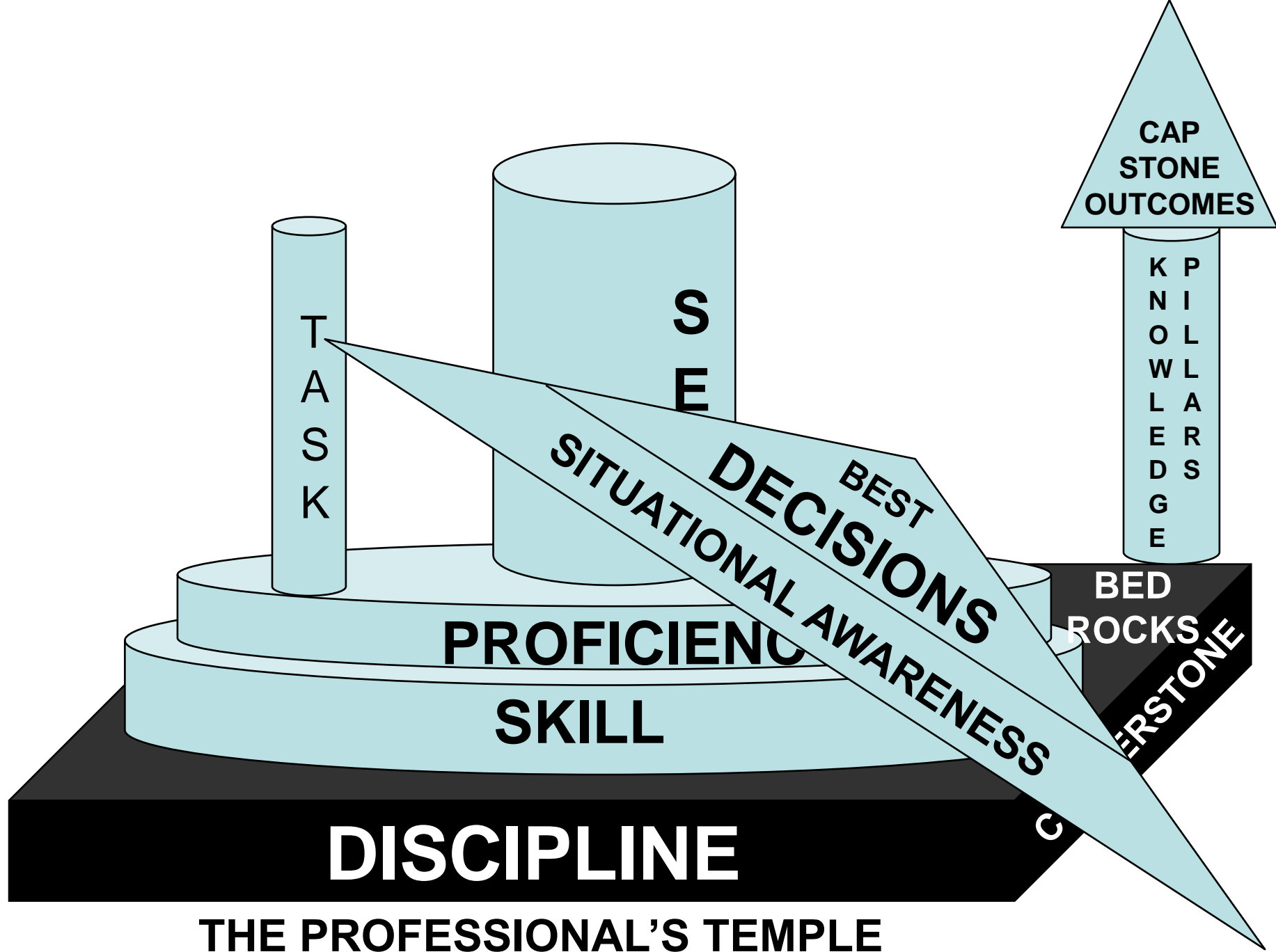


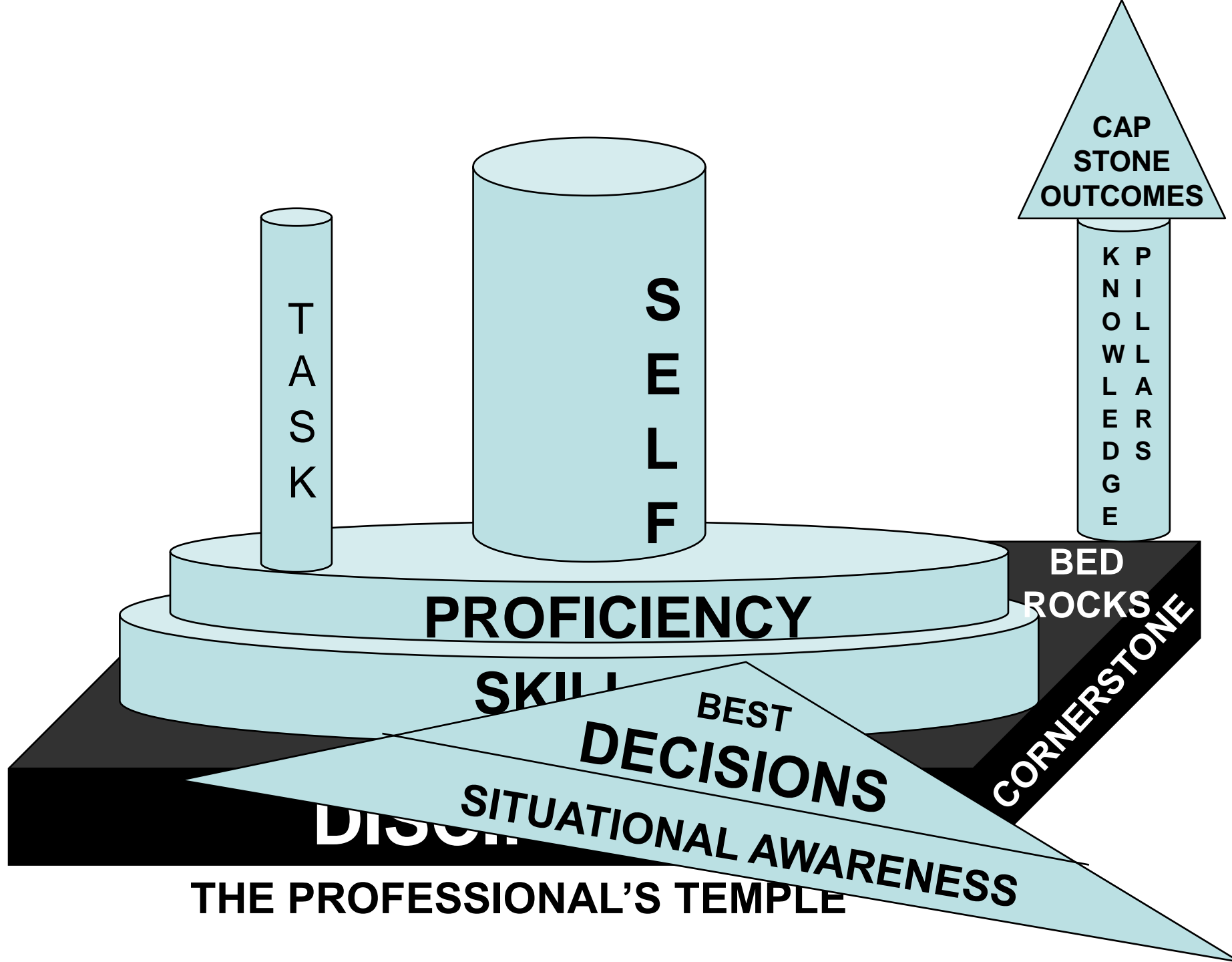
THE PROFESSIONAL'S TEMPLE

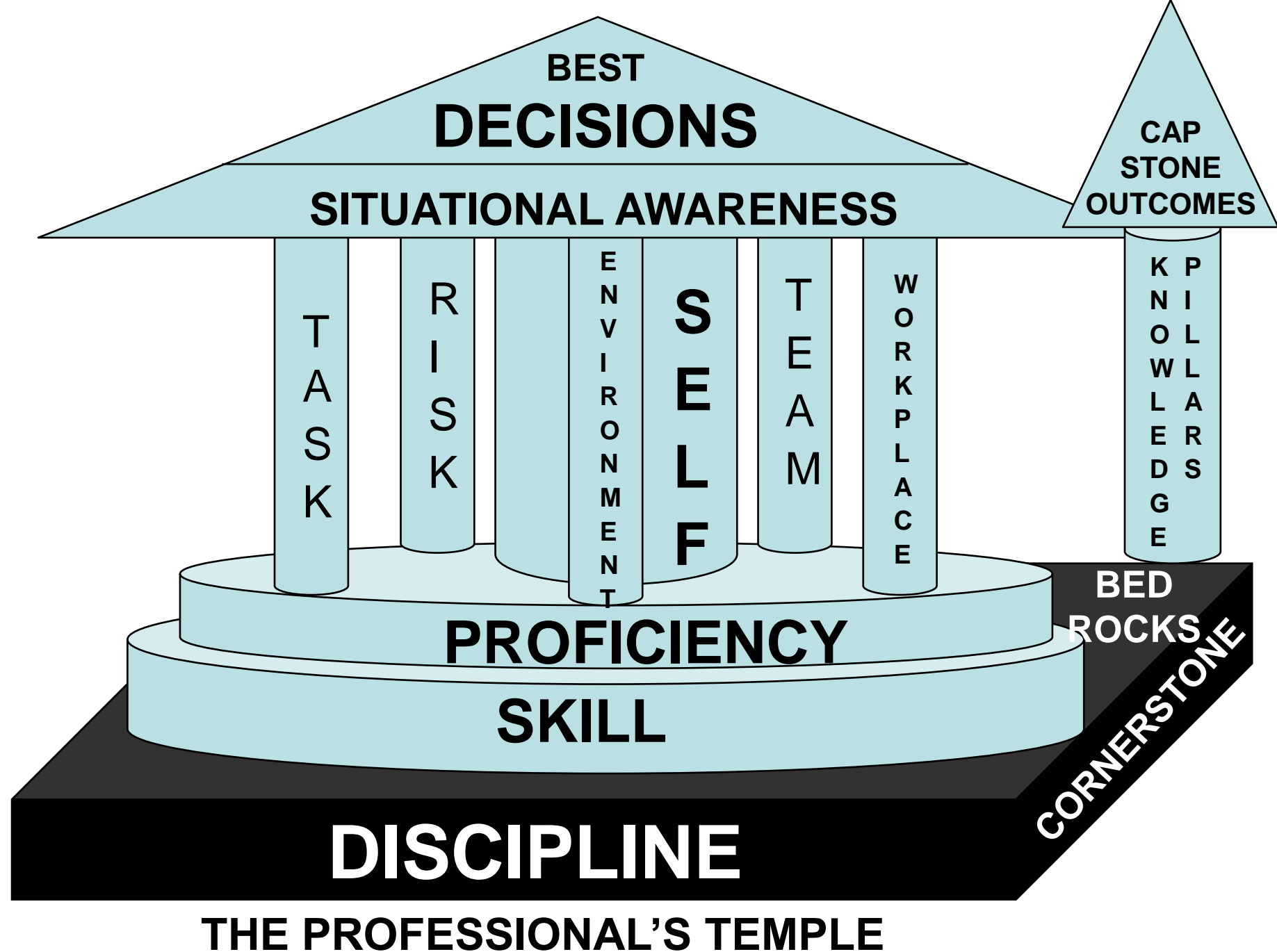


THE PROFESSIONAL'S TEMPLE









Normalisation of Excellence

“I really had this obsession to keep getting better. **I got hooked on the improvement,** and the gains that can be made, and the satisfaction that comes from it.”

Danica Patrick, on how she became a world class Indy car racer by age 23



Individual improvement trumps organisational fixes!

Adaptive Intellect

Procedures

Planning, Checklists, etc.

"Key knowledge is in the work"



Distraction

Attention

Pacing

Stress Induced Error

Span of Control

Information Overload

Panic

Person

Self Awareness, Situation Awareness, Judgement

"Key knowledge is in the person"

Completely Routine

Totally Unexpected

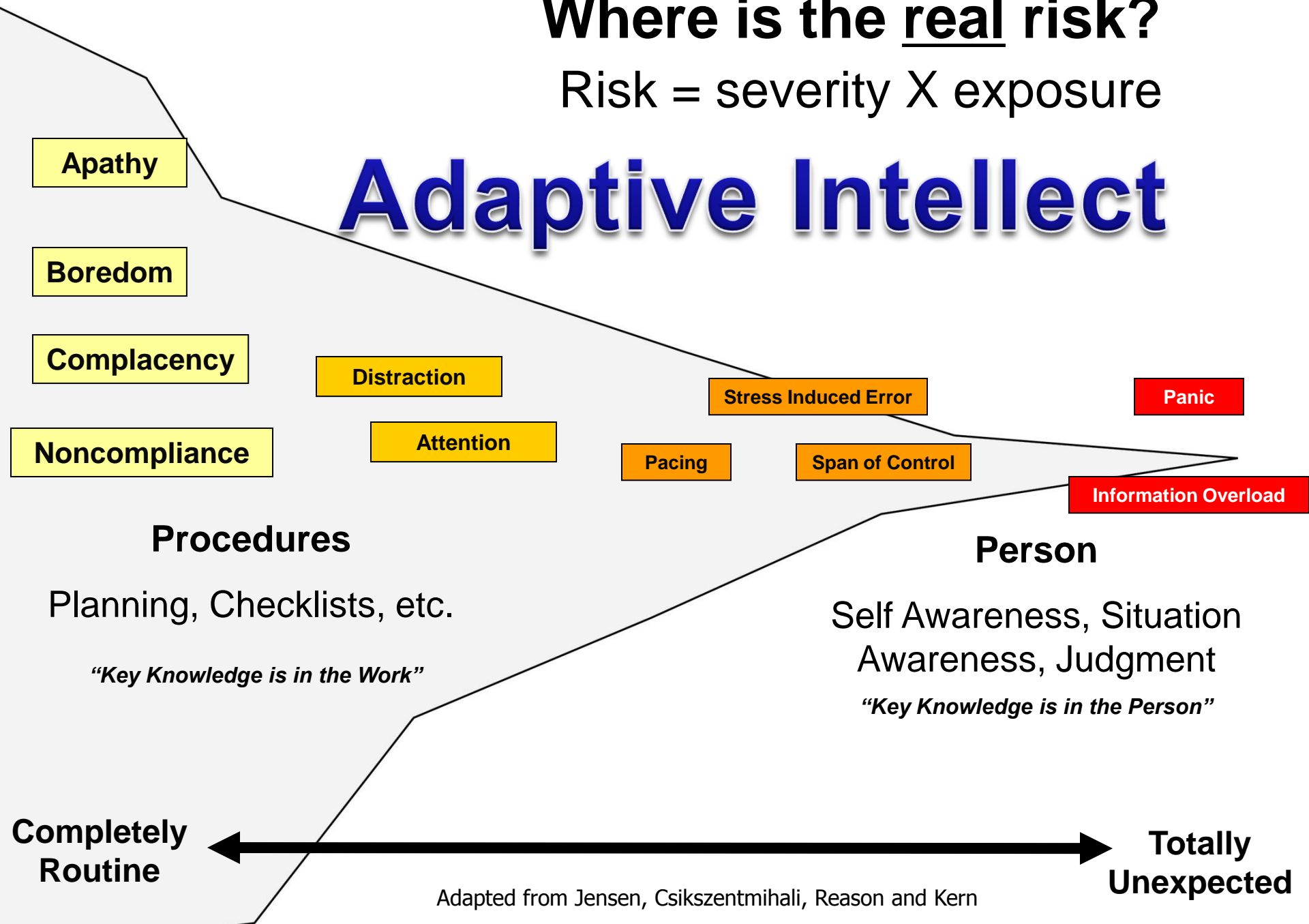
Adapted from Jensen, Csikszentmihali, Reason and Kern

Mastery Across Every Level of Challenge

Where is the real risk?

Risk = severity X exposure

Adaptive Intellect



Adapted from Jensen, Csikszentmihali, Reason and Kern

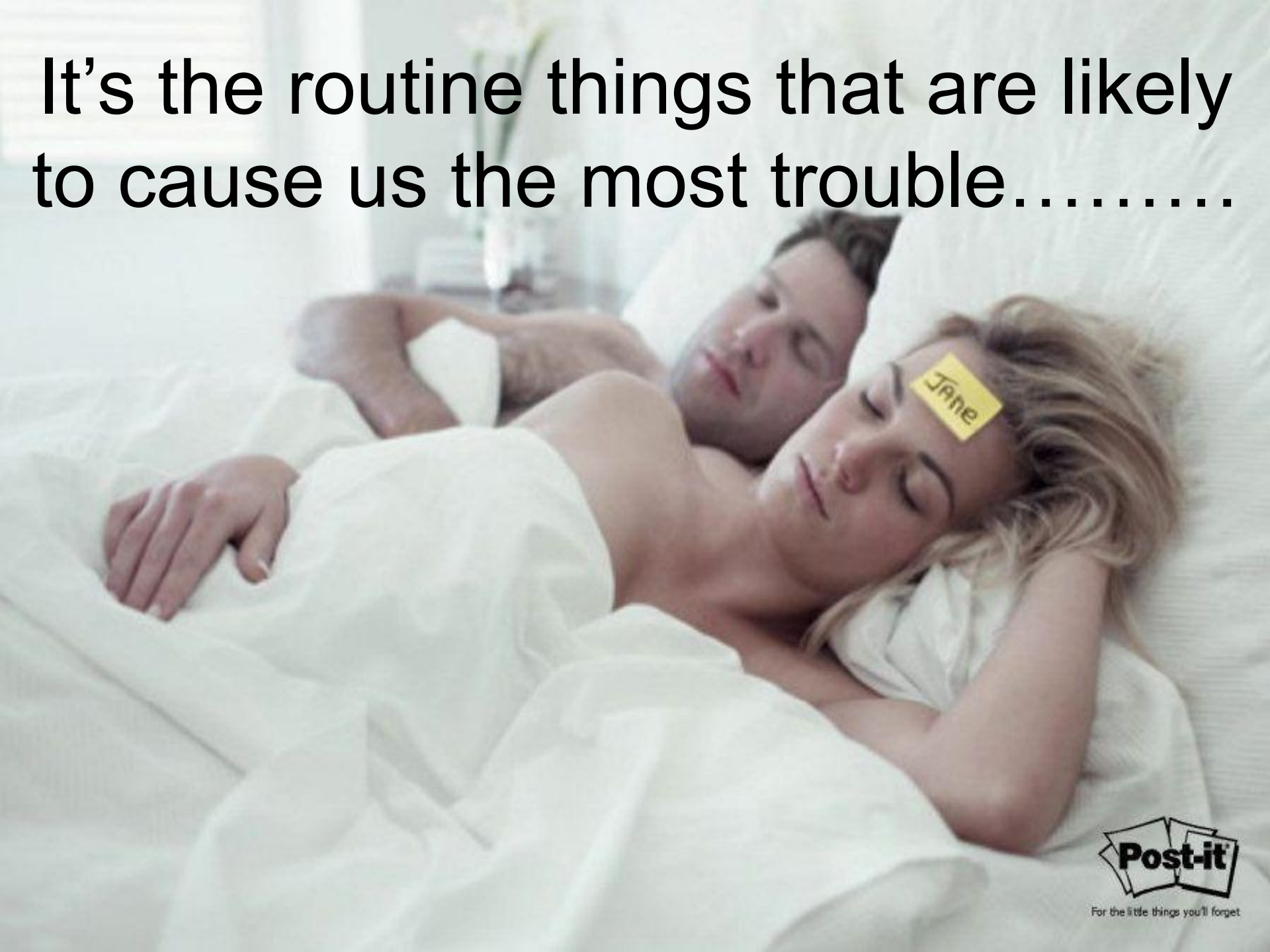
8

BLUE THREAT PROVERB #8

The plain things are the main things.

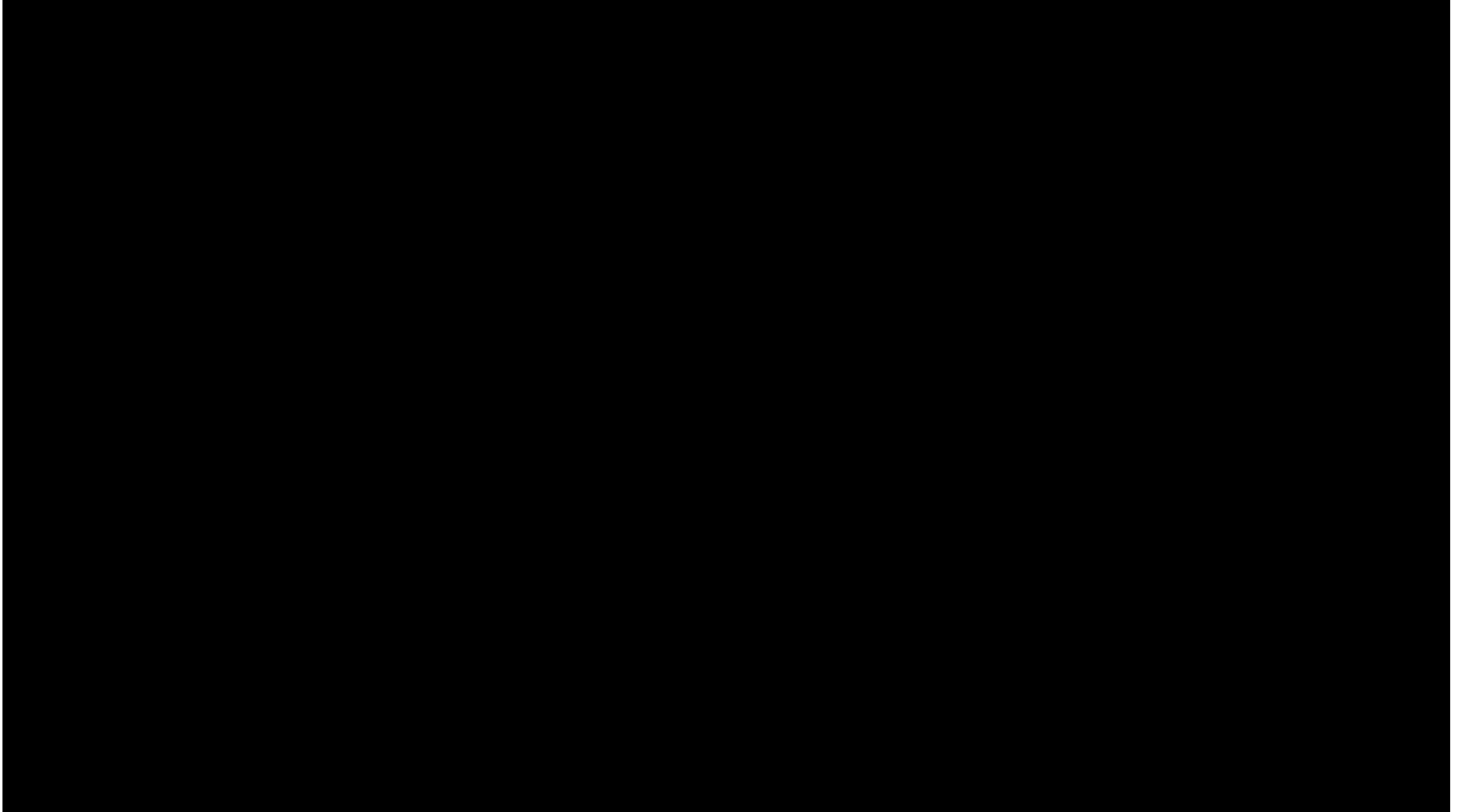


It's the routine things that are likely
to cause us the most trouble.....



For the little things you'll forget.

A Different Perspective



Fighting fit:

Bright spots & fighter pilots

- Trust / Teamwork / Discipline
- Discipline
 - Routine (Mission cycle)
 - Dedication / Tenacity / Perfection
 - Highly Developed Foundations
 - SOP's / Training Standards / Mental models
- Precise & highly error resistant system

MISSION CYCLE

Plan (Meticulous / Detail)

Brief (Thorough)

Execute

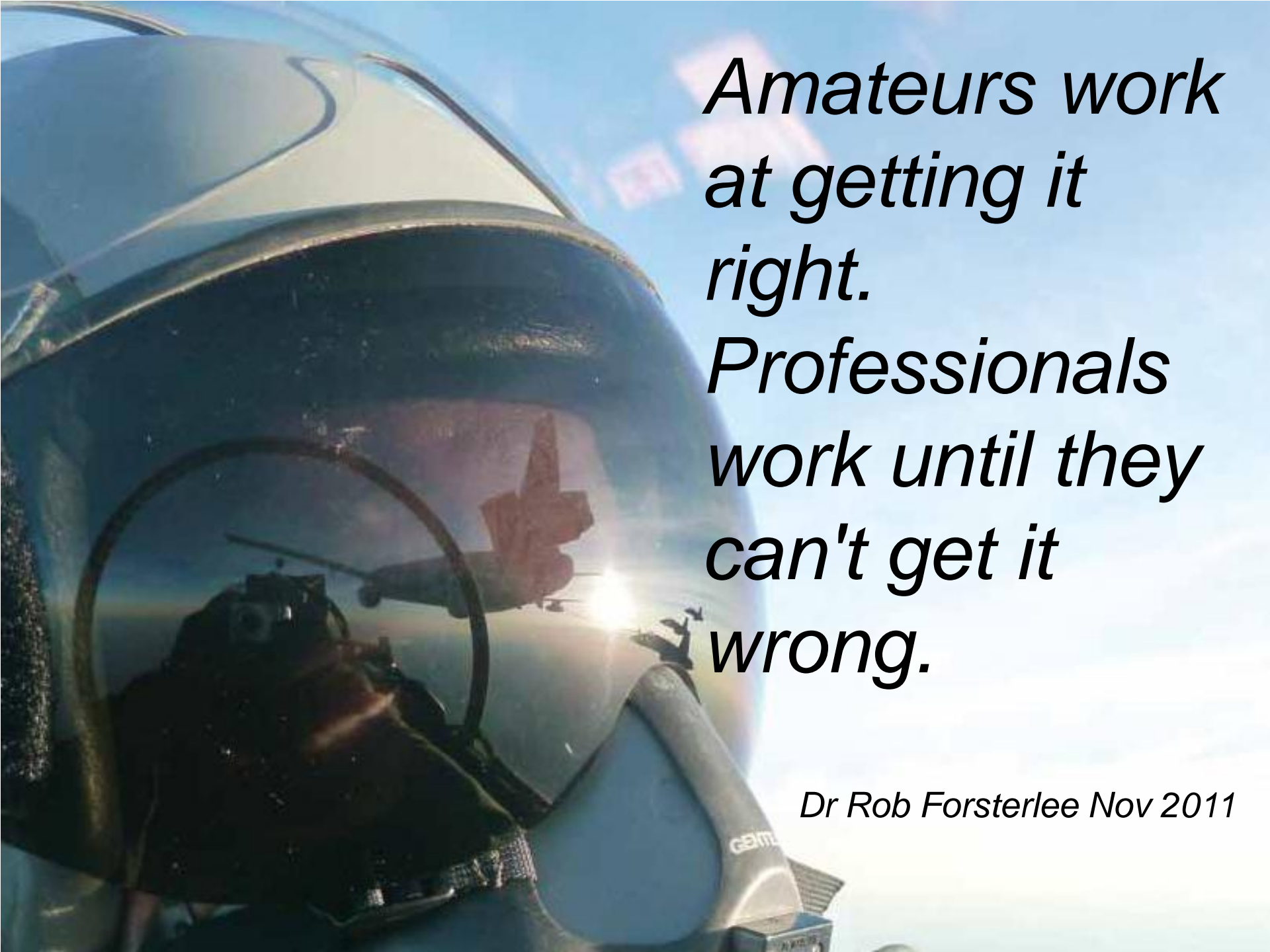
Debrief



DEBRIEFING



- Focussed on growth
- Lens of SA
- Success breeds success
- Hooked on improvement
- Empowerment.



*Amateurs work
at getting it
right.*

*Professionals
work until they
can't get it
wrong.*

Dr Rob Forsterlee Nov 2011

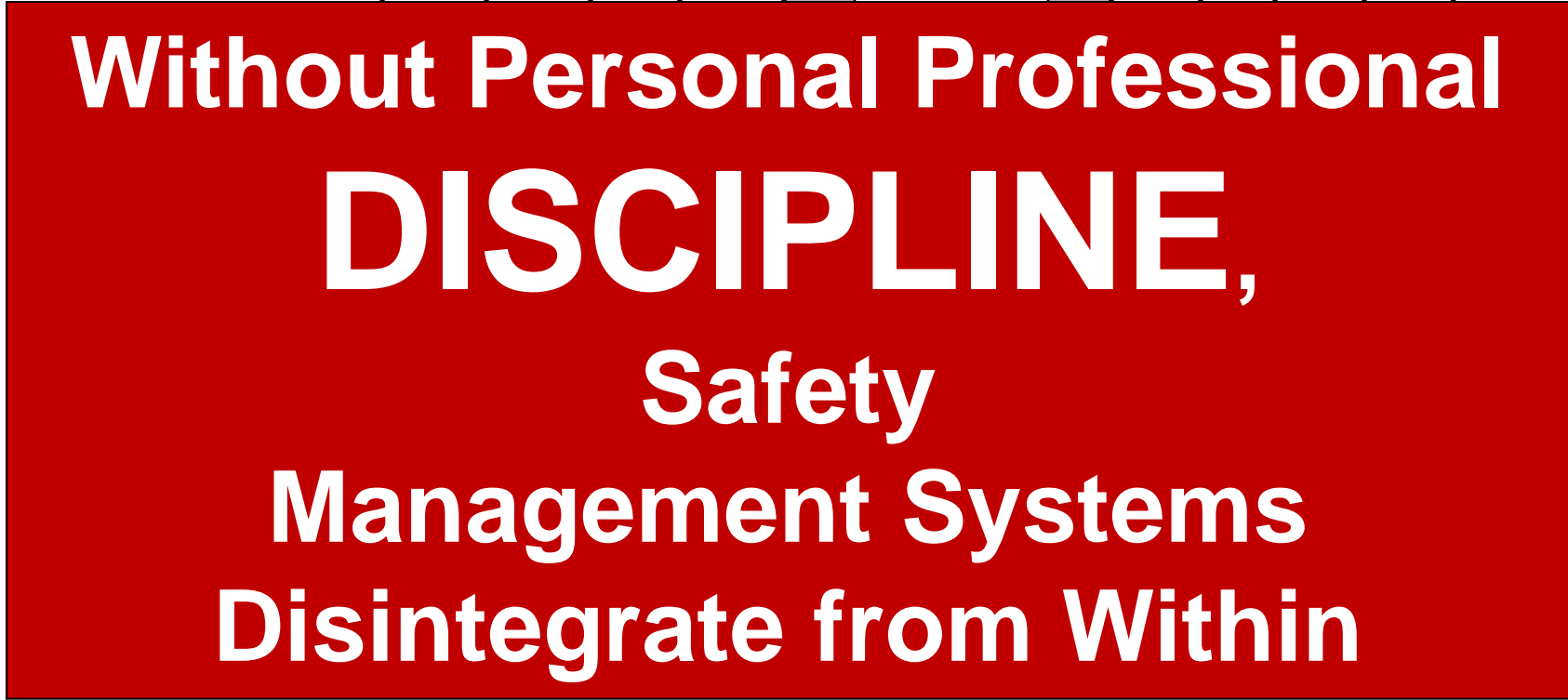
37 Squadron

- Mentoring
 - Self promoting
 - Self regulating
- Self Awareness
 - Who you are?...SDI
- Professional Aviator
- Empower the individual.

The Reason Model and Accident Causal Chain

The diagram illustrates the Reason Model and Accident Causal Chain. It shows a sequence of failures leading to a mishap, represented by a large red starburst and an airplane. The chain starts with 'Organizational Influences' (Latent Failures), followed by 'Unsafe Supervision' (Latent Failures), 'Preconditions for Unsafe Acts' (Latent Failures), and 'Unsafe Acts' (Active Failures). A large blue arrow points from the 'Organizational Influences' box towards the 'Mishap'.

Source: Adapted from Reason, 1990





Mature Self Assessment

Can I objectively see and accept responsibility for my weaknesses and mistakes?

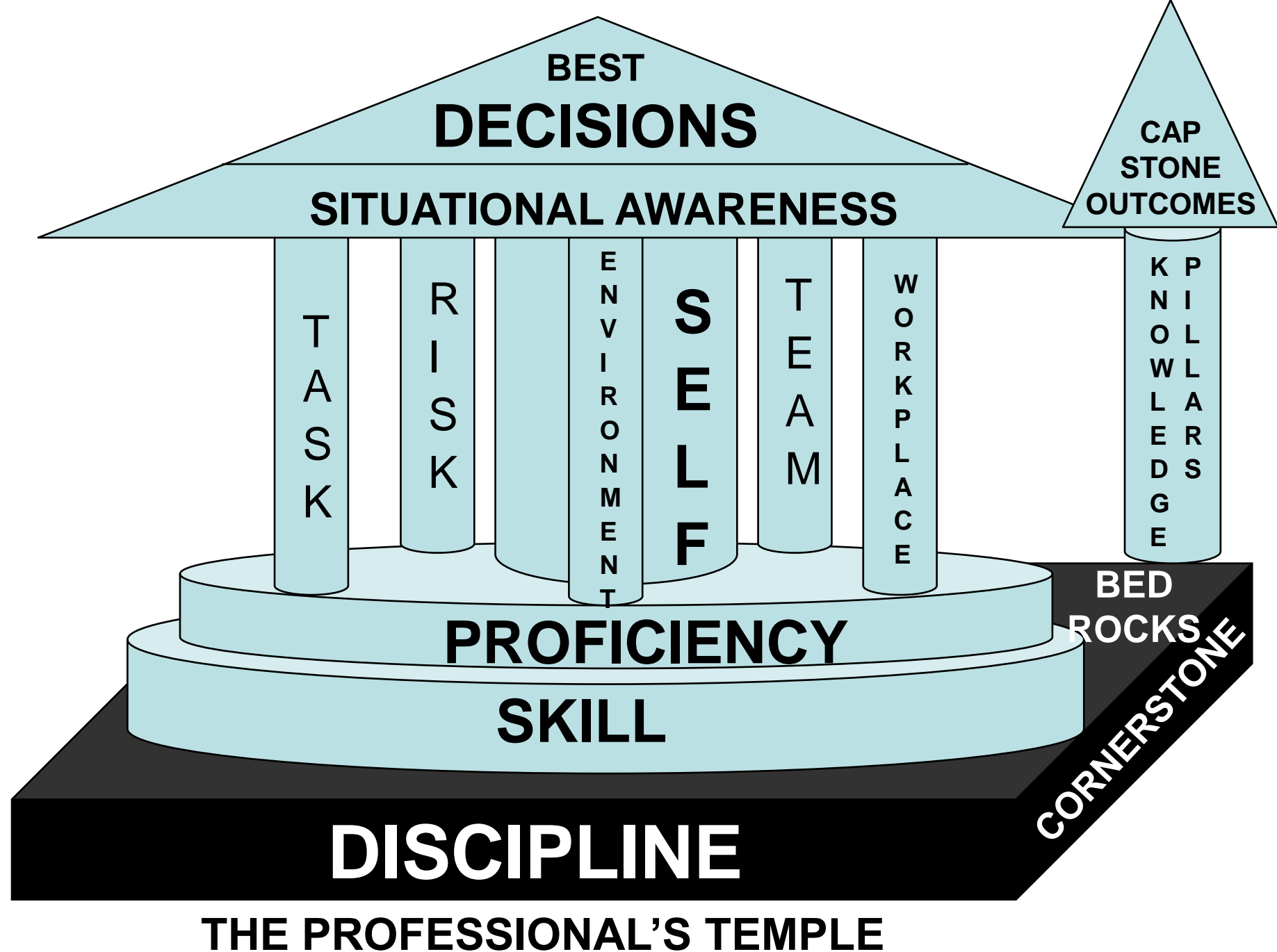
What don't I know that I need to?

What skills don't I have that I need?

How do I learn from my mistakes and make less / 'better' mistakes tomorrow?.

Threat

Strategy





Empowering Human Performance

It's time to take another look at the individual with some new ideas.

Empower them and make the accountable!.

Acknowledgements

- Dr Tony Kern
Blue Threat 2010
- Chip & Dan Heath – Switch
‘How to Change When Change is Hard’
- WGCDR Ben Cook - ADE DDAAFS HSP
Fighting Fit - ‘Bright spots & fighter pilots’

Questions / Further Discussion?



Wing Commander Mick Aspinall
Australian Defence Force
Air Lift Group
mick.aspinall@defence.gov.au

