



BALANCED TEAMWORK

A NEW MODEL OF TEAM DYNAMICS

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HUMAN PILOT



FIRST OFFICER ASSERTIVENESS

NTSB most wanted list of transportation safety improvements 2015

- ***“Air carriers should also strengthen assertiveness training for first officers...”***



FIRST OFFICER ASSERTIVENESS

Lion Air 904 – Denpasar, April 2013

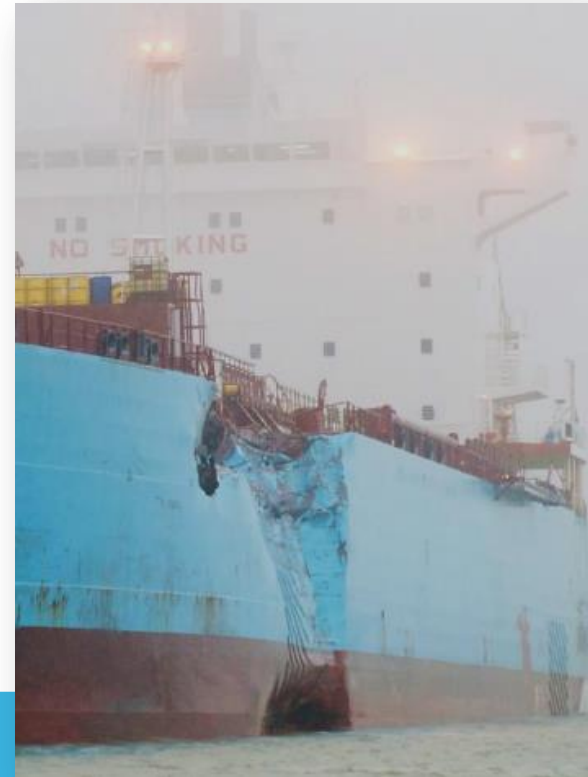
- Loss of visibility in rain below MDA on NPA with First Officer PF
- Captain PM continues approach, becomes PF below 200ft
- First Officer cannot see the runway throughout
- Captain initiates go-around at 20ft, impacts water 1 second later.



FIRST OFFICER ASSERTIVENESS



TEAM MEMBER ASSERTIVENESS



THE RIGHT AMOUNT OF ASSERTIVENESS



SOME GENERALISATIONS ABOUT PILOTS...



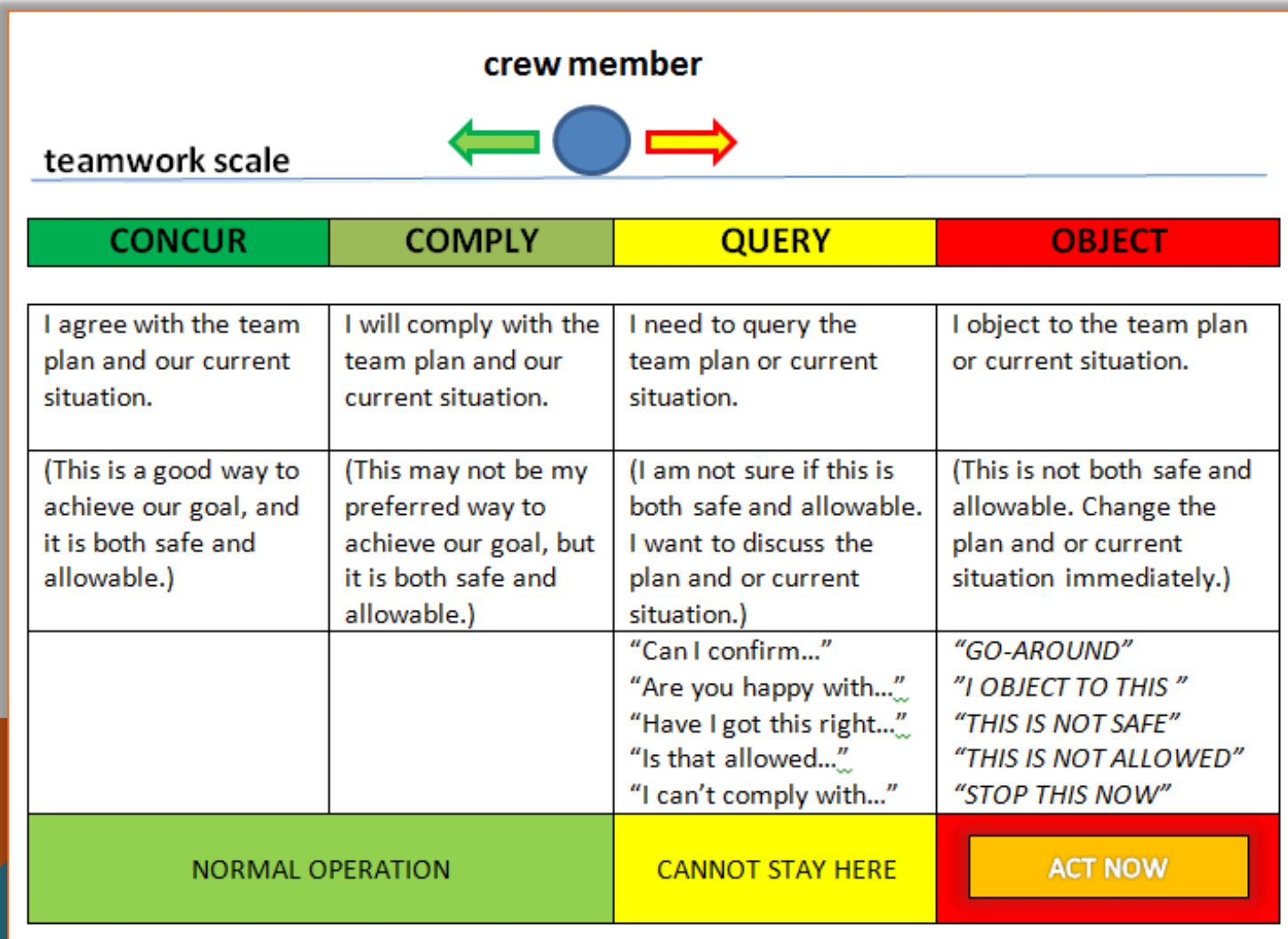
SILENCE IMPLIES CONSENT

- **TRAINING**
- **STERILE FLIGHT DECK**
- **SECOND OFFICERS**

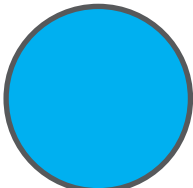
A NEW TEAMWORK MODEL

- **STANDARD PHRASEOLOGY**
- **GEARED FOR AMBIGUITY**
- **INDEPENDENT OF
RANK, ROLE OR INDUSTRY**
- **INTEGRATED HF AS NORMAL**
- **‘TECHNICAL’ FRAMEWORK**
- **‘KISS’ COMPLIANT**

THE BALANCED TEAMWORK MODEL



FOUR TEAM OPTIONS

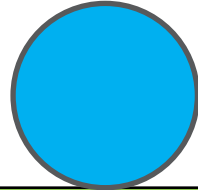


CONCUR	COMPLY	QUERY	OBJECT
NORMAL OPERATION		CANNOT STAY HERE	ACT NOW

(This is a good way to achieve our goal,
and it is both safe and allowable.)

I agree with the team plan and our current situation.

FOUR TEAM OPTIONS

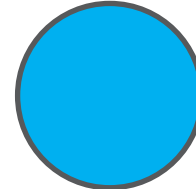


CONCUR	COMPLY	QUERY	OBJECT
NORMAL OPERATION		CANNOT STAY HERE	ACT NOW

(This may not be my preferred way to achieve our goal,
but it is **both safe and allowable.**)

I will **comply** with the team plan and our current situation.

FOUR TEAM OPTIONS

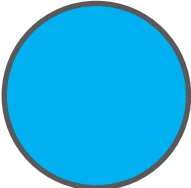


CONCUR	COMPLY	QUERY	OBJECT
NORMAL OPERATION		CANNOT STAY HERE	ACT NOW

(I am not sure if this is **both safe and allowable**. I want to discuss the plan and or current situation.)

I need to **query** the team plan or current situation.

FOUR TEAM OPTIONS

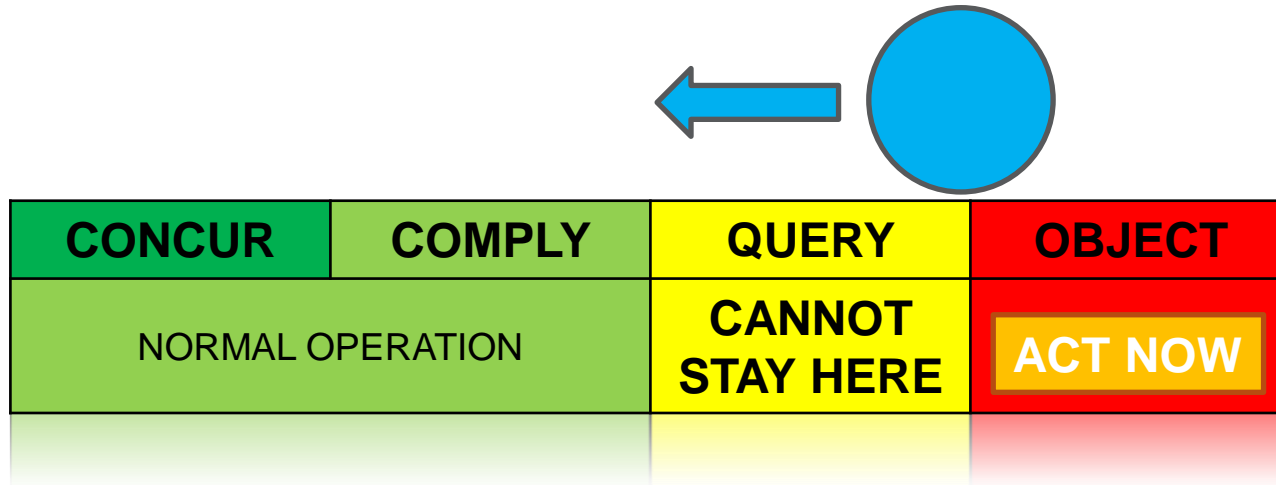


CONCUR	COMPLY	QUERY	OBJECT
NORMAL OPERATION		CANNOT STAY HERE	ACT NOW

(This is not both safe and allowable.
Change the plan and or current situation immediately.)

I **object** to the team plan or current situation.

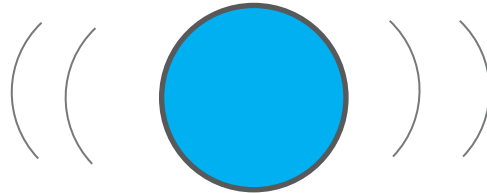
FOUR TEAM OPTIONS



Rule no.1

Team members must not remain at
a position of Query or Object.

FOUR TEAM OPTIONS

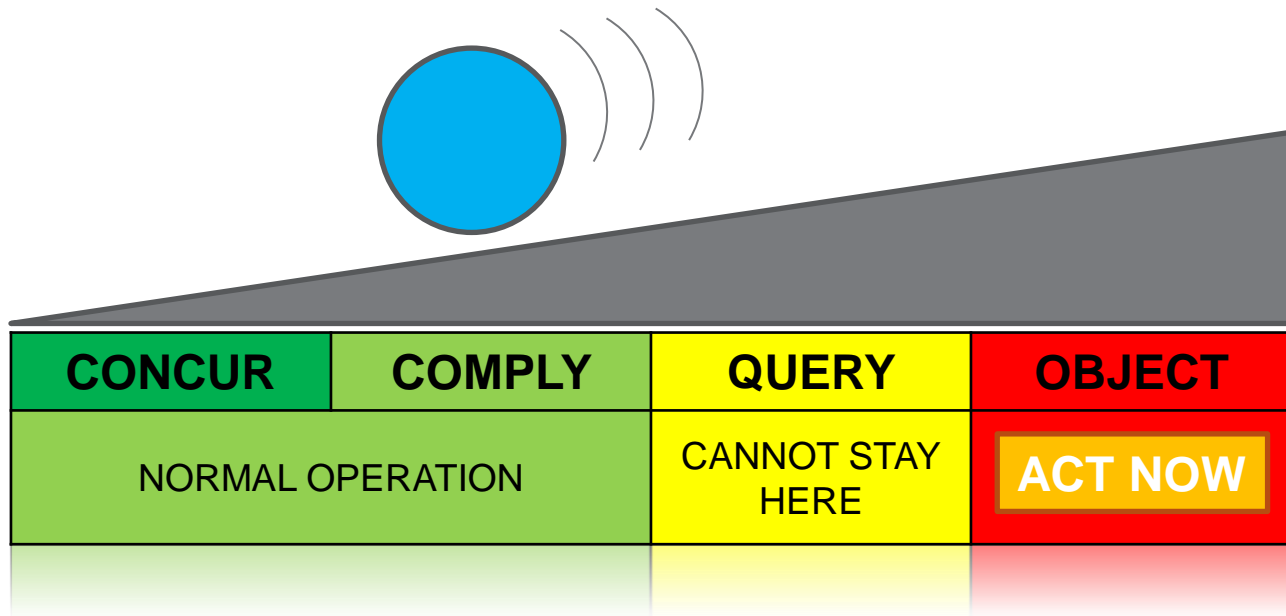


CONCUR	COMPLY	QUERY	OBJECT
NORMAL OPERATION		CANNOT STAY HERE	ACT NOW

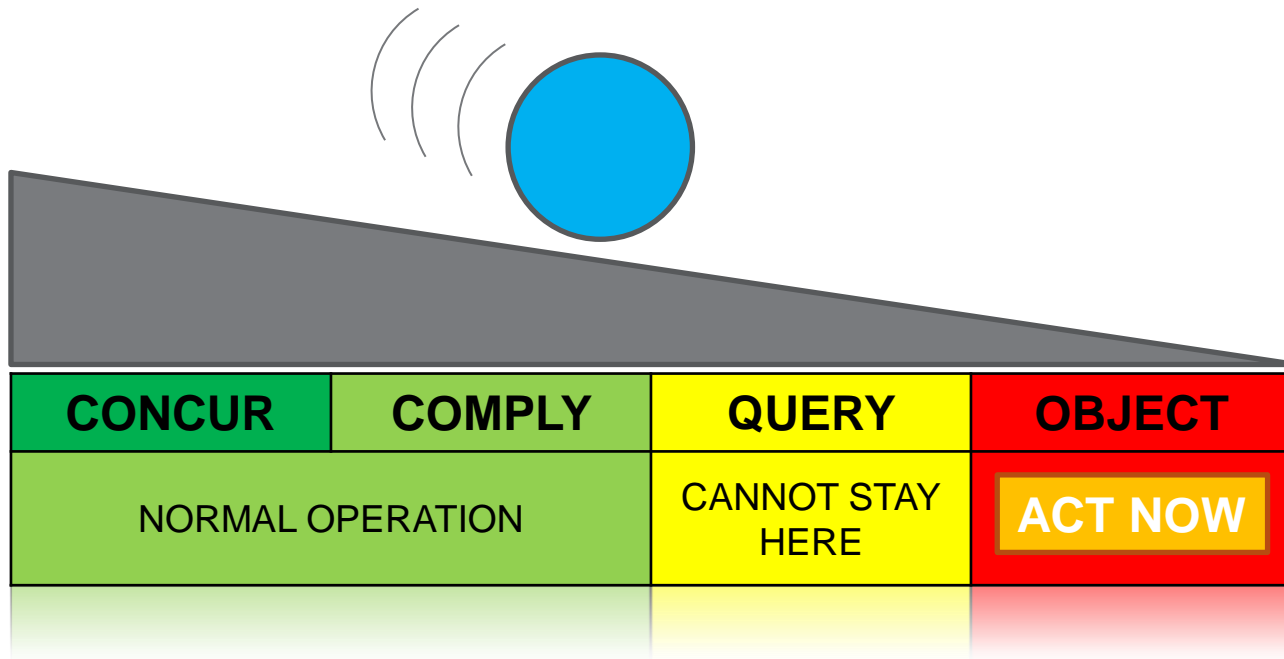
Rule no.2

The leader must allow and expect team members to move freely between the four positions as required.

UNBALANCED TEAMWORK



UNBALANCED TEAMWORK



APPLICATION

CONCUR COMPLY QUERY OBJECT



APPLICATION

CONCUR COMPLY QUERY OBJECT



APPLICATION

CONCUR COMPLY QUERY OBJECT



A DUCK CAN FLY

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=VACZ0EY0IMW](https://www.youtube.com/watch?v=VACZ0EY0IMW)



CONCUR COMPLY QUERY OBJECT

BALANCED TEAMWORK

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