PACDEFF 2026

Unlocking Organizational Safety: The Psychological Foundations of CRM

21.10.2026

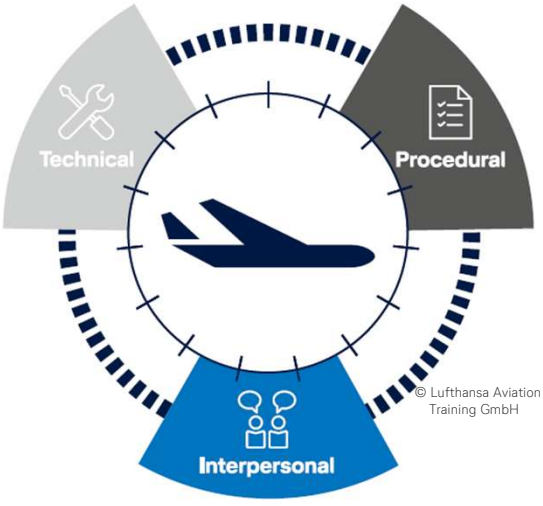
Angela de Beaufort

Member of
Lufthansa Aviation Training

Human Factors Academy

1

Basic Competencies for Optimum Performance (TPI)



© Lufthansa Aviation Training GmbH

8.3.1. Basic Performance of Flight Crew*

In order to assure a safe and efficient operation, each flight crew member must be proficient in three areas of competence:

Technical, procedural and interpersonal.

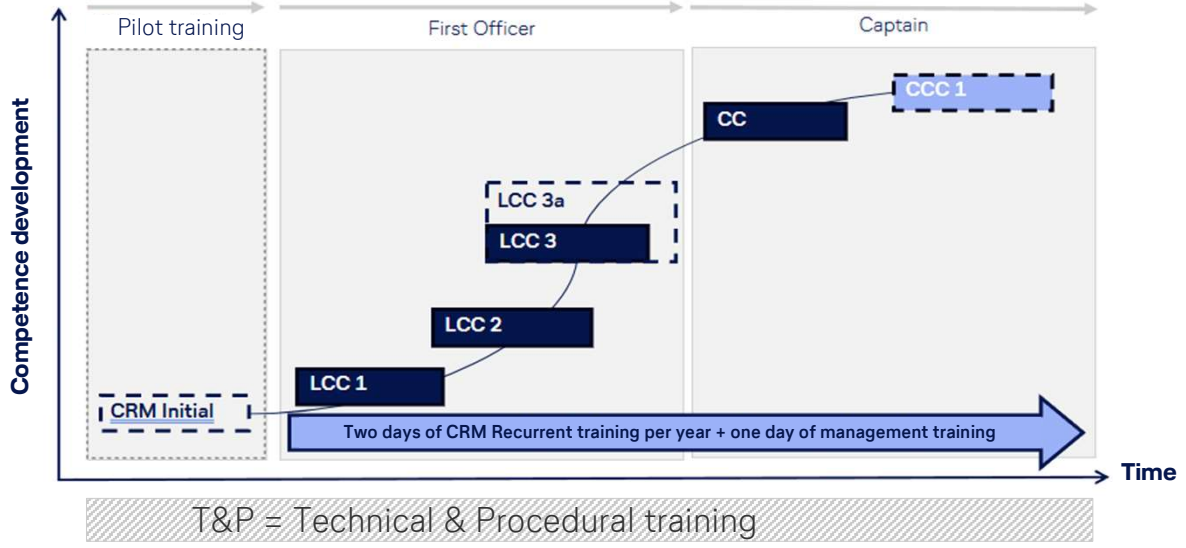
**Binding specification in the OM-A (Operations Manual)*

humanfactorsacademy.com

Human Factors Academy

2

Human Factors Training

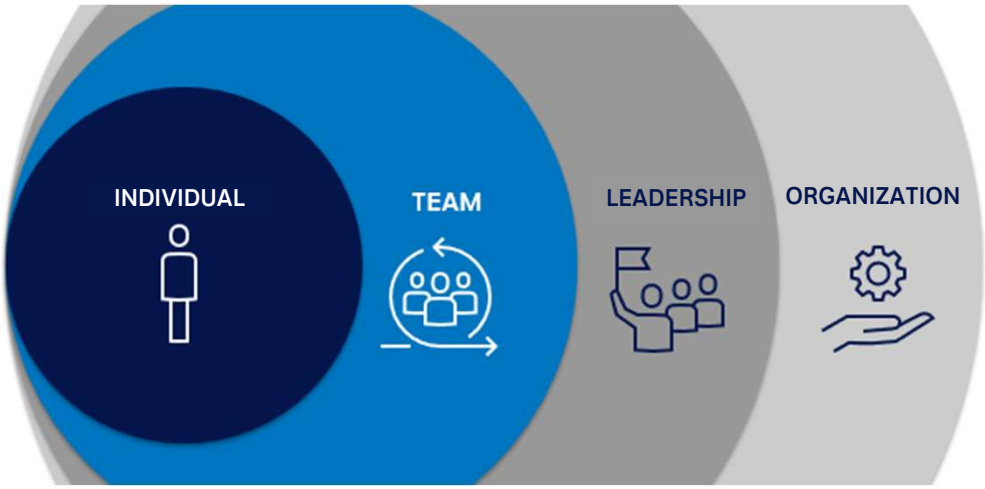


humanfactorsacademy.com

Human Factors Academy

3

Psychological Safety on Four Levels



PACDEFF 2026
Page 4
humanfactorsacademy.com

Human Factors Academy

4

Addressing mistakes collegially: The **FACE model**

*Further development of the PACE model; Swiss International Airlines, 2009

Human Factors Academy

5

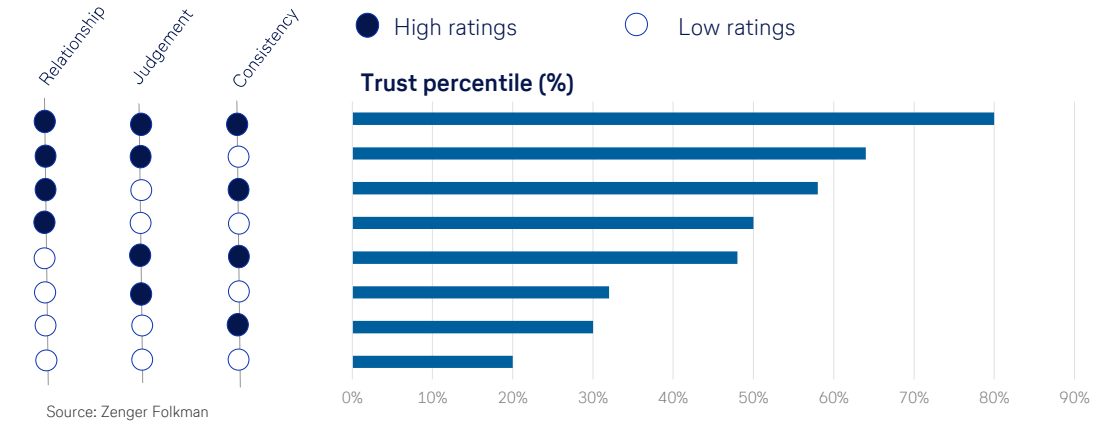
Human Factors Academy

6

One element of trust is more important than the others

Relationships seem to matter more than judgement or consistency

Combination of 3 elements of trust



Source: Zenger Folkman

7

Economic Factors of Resilience

Article

American College of Medical Quality | ACMQ

American Journal of Medical Quality
1–7
© The Author(s) 2015
Reprints and permissions:
sagepub.com/journalsPermissions.nav
DOI: 10.1177/1062860615608938
ajmq.sagepub.com
SAGE

What Is the Return on Investment for Implementation of a Crew Resource Management Program at an Academic Medical Center?

Susan D. Moffatt-Bruce, MD, PhD[1], Jennifer L. Hefner, PhD, MPH[1], Hagop Mekhjian, MD[1], John S. McAlearney, PhD[2], Tina Latimer, RN, MS[1], Chris Ellison, MD, FACS[1], and Ann Scheck McAlearney, ScD, MS[1]

Abstract
Crew Resource Management (CRM) training has been used successfully within hospital units to improve quality and safety. This article presents a description of a health system-wide implementation of CRM focusing on the return on investment (ROI). The costs included training, programmatic fixed costs, time away from work, and leadership time. Cost savings were calculated based on the reduction in avoidable adverse events and cost estimates from the literature. Between July 2010 and July 2013, roughly 3000 health system employees across 12 areas were trained, costing $3.6 million. The total number of adverse events avoided was 735—a 25.7% reduction in observed relative to expected events. Savings ranged from a conservative estimate of $12.6 million to as much as $28.0 million. Therefore, the overall ROI for CRM training was in the range of $9.1 to $24.4 million. CRM presents a financially viable way to systematically organize for quality improvement.

humanfactorsacademy.com

Results:

Cost for CRM - Trainingprograms: 3.600.000 $

Reduction Adverse Events: 26%

Savings:
Cons : 12.600.000 $
Best : 28.000.000 $

8

What may be needed:

Lights on for:

- ✓ still basic training (onboarding)
- ✓ more tailormade training / coaching along the career, also for
  - ✓ COURAGE and PERSISTANCE
  - ✓ EMPATHY in particular for people who may be different to oneself
  - ✓ ATTITUDE to always feel responsible and to wanting to continuously improve, not for one`s own benefir but for the greater good, for the team, as the **team is always better than one alone**

humanfactorsacademy.com

Human Factors Academy

9

Thank you and see you hopefully soon again!

PACDEFF 2026
Page 10
humanfactorsacademy.com

#NOTWITHOUTMYTEAM

Human Factors Academy

10