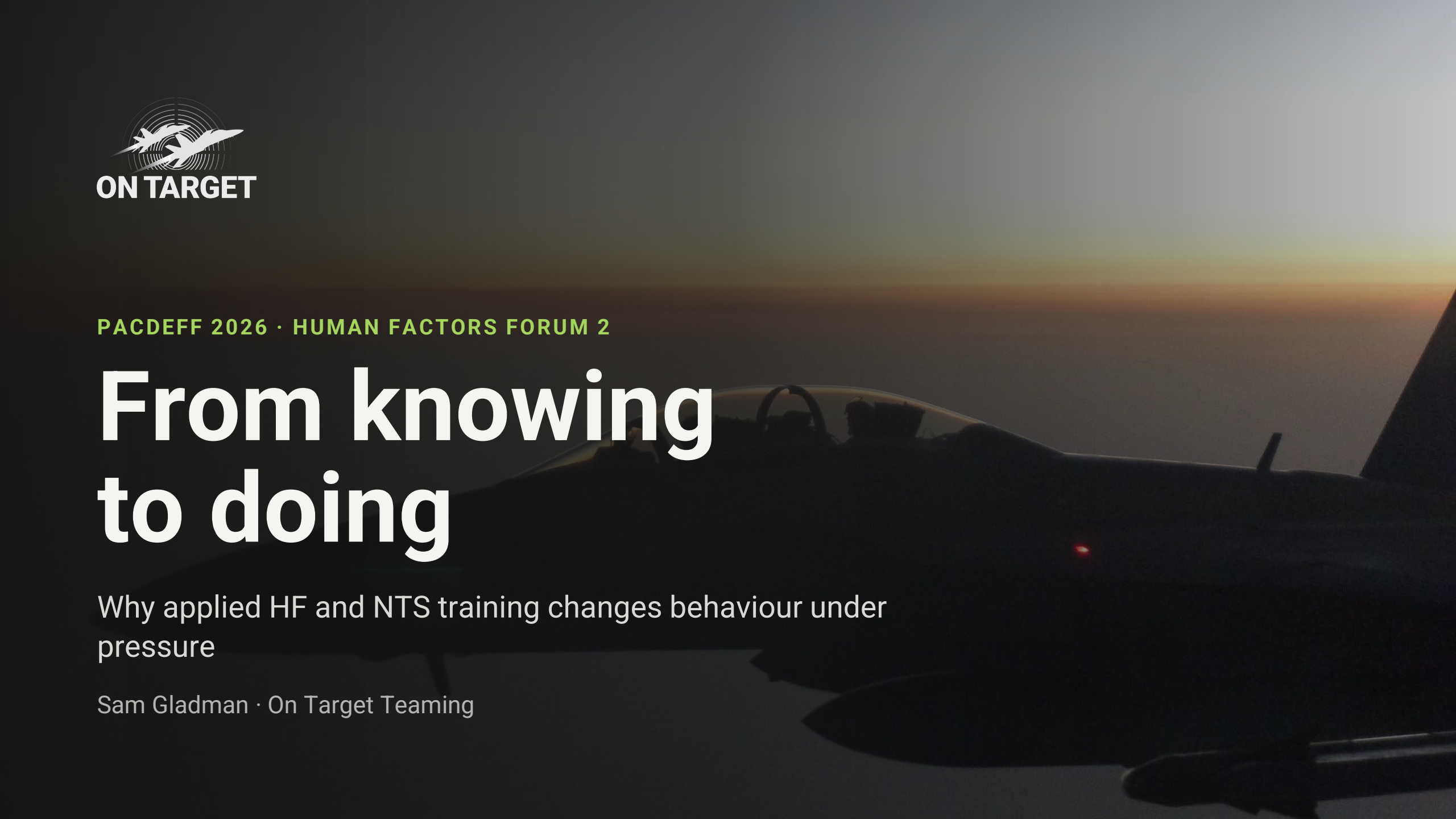
ON TARGET

PACDEFF 2026 · HUMAN FACTORS FORUM 2

From knowing to doing

Why applied HF and NTS training changes behaviour under pressure

Sam Gladman · On Target Teaming



FUEL ON LANDING

716 lb

21 minutes after the go-around

THE FINDING: INEFFECTIVE NON-TECHNICAL SKILLS

Why?

On the rails, technical expertise carries the team

THE SITUATION

Real

The cockpit, the checklist, the aircraft you know.

THE CONDITIONS

Challenging

Rare, costly to rehearse, and exposing to get wrong in front of your peers.

Now take the aircraft away

THE SITUATION

Fictional

A space station nobody in the room has flown.

THE CONDITIONS

Real

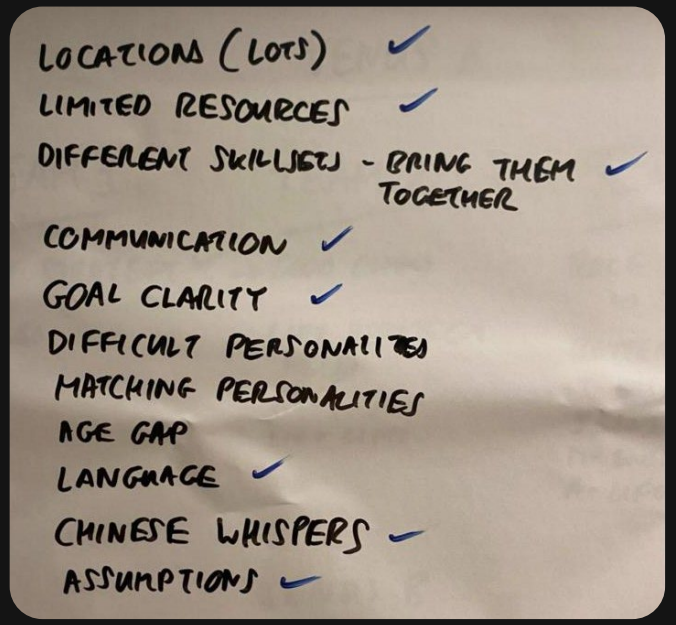
Time pressure, partial information, shared workload.

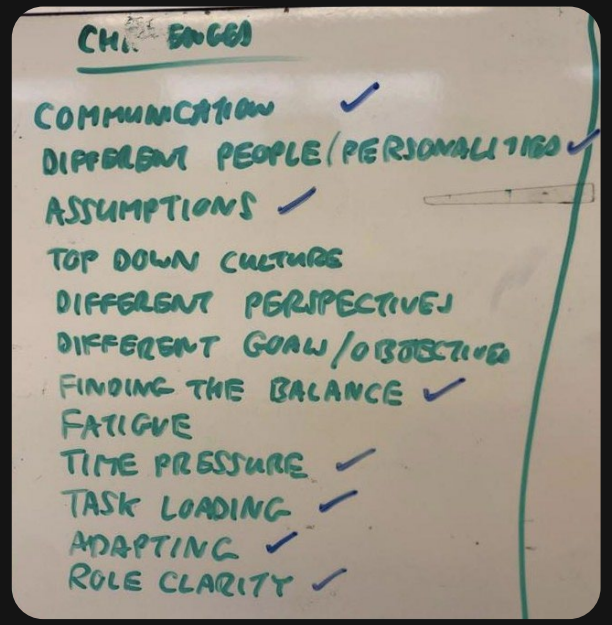
BEFORE EVERY SIMULATION, WE ASK

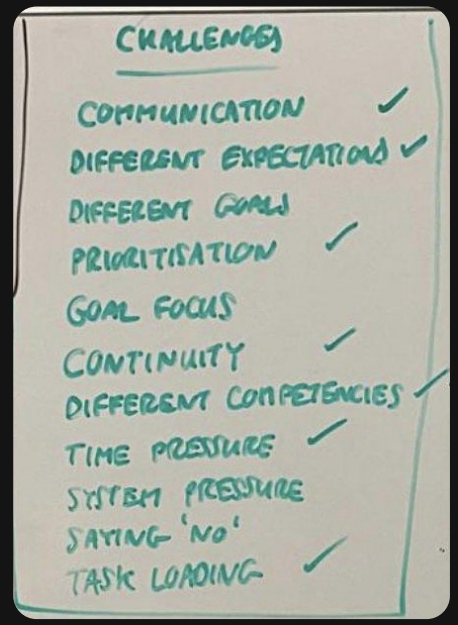
What makes coordination hard where you work?

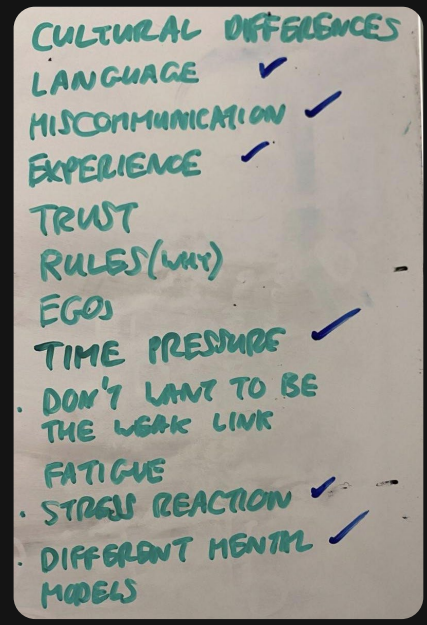
Hold your answer for five seconds.

They give us their own list back









Communication · Workload · Assumptions · Prioritisation · Time pressure

Practitioner observation from eight workshops. Not research.

A debrief gives insight. Another rep builds the skill.

01 Experience

02 Reflect

03 Learn

04 **Apply:** go again

DOES IT TRANSFER?

“Things I can actually use in my training.”

Helicopter CPL trainee, weeks after the workshop

FUEL ON LANDING

716 lb

Everyone in this story already knew the theory.

01 **What behaviour do we need when the pressure arrives?**

01 **What behaviour do we need when the pressure arrives?**

02 **Where do people get to practise it?**

QUESTIONS

For NTS training, what fidelity actually matters?

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OnTargetTeaming.com/pacdeff

ON TARGET

Debrief Guide & Talk resources

The free guide to the debrief we run between every rep.
+ diagnostic tool