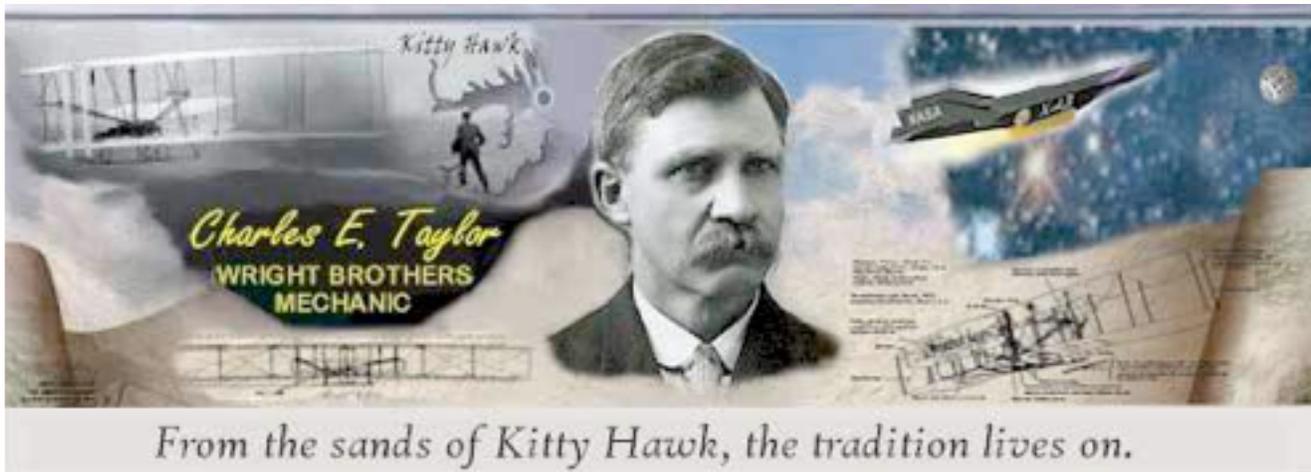


# Aviation Human Factors Industry News

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Hello all,

To subscribe send an email to: [rhughes@humanfactorsedu.com](mailto:rhughes@humanfactorsedu.com)

In this weeks edition of *Aviation Human Factors Industry News* you will read the following stories:

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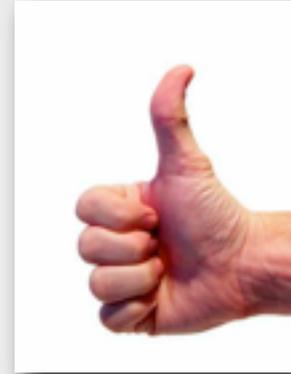
★Aircraft welders this may interest you

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★ And Much More

## FAA Validates US Airways' Safety Management System

Airline becomes one of the first in U.S. to implement company-wide voluntary safety program US Airways' commitment to safety was reaffirmed this week with Federal Aviation Administration (FAA) validation of its fully functioning [Safety Management System \(SMS\)](#). It is one of the first U.S. airlines to receive the FAA's validation of its company-wide implementation of this voluntary safety enhancement program.



Dr. Don Arendt, manager of the FAA's Flight Standards Program Office, said "In system safety, it's the system owner, the organization whose employees and customers are [directly exposed to safety risks](#) that must take responsibility for managing those risks. Carriers that have chosen to implement SMS voluntarily are the early adopters of proactive risk management. This group of early adopters sees SMS as a means of enhancing their risk decision making. Companies that invest in SMS voluntarily are not only leading their organizations but others in their industry as well."

The FAA validation follows the advancement of the airline's Airport Operations and Technical Operations (maintenance) departments to the highest level (Level Four) of the SMS program. Level Four is the final stage of SMS implementation where all SMS processes are in place. US Airways' Flight Operations (pilots), InFlight (flight attendants) and Operations Control (dispatchers) departments already have achieved Level Four status.

The SMS program enhances flying safety for the public, and occupational safety for employees, by moving from the kind of [traditional reactive approach](#) to known risks and hazards to a [more predictive approach](#). SMS seeks to identify existing and potential risks long before any incident or accident occurs. To do that, US Airways has established systems and programs both on a company-wide basis and within each covered department to help identify and predict where future safety risks might develop, or where existing risks might grow worse.

"Safety is our number one priority at US Airways and the FAA's validation of our SMS program is an important endorsement of this commitment," said Captain Paul Morell, US Airways' vice president, safety and regulatory compliance. "All 32,000 US Airways employees should be very proud of this accomplishment and I appreciate the hard work and dedication to running a safe airline that made achieving this important safety milestone possible."

US Airways led the U.S. industry in 2008 by being one of the first airlines to commit to implementing the FAA's voluntary SMS program. The company set a target of reaching full SMS implementation by September 2011, and reached that goal [seven months ahead of schedule](#). While SMS currently is a voluntary program, the FAA is engaged in SMS rulemaking for part 121 carriers, a project mandated by recently enacted Public Law (P.L. 111-216) that would require all U.S. airlines to have fully functioning SMS programs.

## **Dropped Tool at NASA May Have Damaged Shuttle**

NASA is checking space shuttle Discovery to see if it was damaged by a dropped tool. Discovery is supposed to blast off Feb. 24 for the International Space Station after a delay of nearly four months. A NASA spokeswoman said Wednesday that a measuring gauge came apart Tuesday night during repair work. The tool may have struck Discovery's external fuel tank as it fell.



Spokeswoman Candrea Thomas said the metal gauge is small. [It was tethered properly to a worker, but came apart and some pieces fell.](#)

"They're still looking to see if there's any damage," Thomas told FoxNews.com. NASA conducted a walkdown review of the shuttle last night and a second scan this morning to look for damage. The space agency will most likely review the data it gathers in a meeting tomorrow, she said.

This week, workers are replacing a shuttle seal [to prevent another](#) hydrogen gas leak. Leaking gas halted Discovery's countdown in November. Fuel tank cracks contributed to the lengthy delay.

## Baggage handler rescued from cargo hold of plane at D.C. airport

Passengers on a US Airways plane ready for departure from a Washington, D.C., airport Monday apparently alerted a flight attendant to screams and thumps coming from under the floor, which turned out to be a baggage handler who **was trapped** in the forward cargo hold.

Passengers on a US Airways plane ready for departure from Reagan National Airport here Monday morning apparently alerted a flight attendant to screams and thumps coming from under the floor, which turned out to be a baggage handler who was trapped in the forward cargo hold. Evidently another baggage handler had closed the cargo compartment door on the first worker, who had crawled into the space, **just 37 inches high**, while loading baggage.



"The pilot came on and said one of the baggage handlers had been locked in the cargo compartment," said James Goodridge, of West Hartford, Conn., who was on his way home.

The trapped handler also was assigned to operate the tug that pushes the plane back from the gate, the Federal Aviation Administration (FAA) said in a statement. As workers waiting to move the plane noticed that the **tug driver was missing**, the co-pilot opened a side window and yelled to the ground crew that someone was "yelling and pounding" from inside the cargo hold, the FAA said.

After the worker was freed unharmed, he drove the tug to push the plane back from the gate, and the plane, an Embraer E-170, left a few minutes early, making its trip to Hartford without further incident.

A spokesman for US Airways, James Olson, said the airline was investigating the incident and ramp personnel were told **to put safety first**. The plane, with 76 seats, carried only 29 passengers, mostly business travelers who did not check much luggage

## Proposed regulation by FAA closes human factors loophole

The US FAA is proposing to **close a human factors loophole** in the regulations governing the certification of transport category aircraft with increasingly advanced-technology integrated flight decks. In a notice of proposed rulemaking (NPRM) to be issued on 3 February, the agency calls for creating more explicit requirements for "design attributes" related to "managing and avoiding" pilot errors, including being able to detect and recover from keypad errors.



"In hindsight of analysis of accidents, incidents or other events of interest, these deviations might include: an inappropriate action, a difference for what is expected in a procedure, a mistaken decision, **a slip of the fingers in typing**, an omission of some kind, and many other examples," says the agency in the NPRM.

The regulatory upgrade is largely ceremonial from a safety standpoint, as existing European Aviation Safety Agency regulations already require such human factors considerations.

From a financial aspect though, the FAA says harmonizing the certification requirements of the two countries will "provide economic benefits from reduced joint certification costs brought about by a reduction in data collection and analysis and by a reduction in the paperwork and time required in the certification process".

## Pilot typos behind string of take-off mishaps

Seven air crew were killed in 2004 when their MK Airlines Boeing 747 cargo jet suffered a tail-strike. Pilot errors behind many accidents caused by simple data calculations and errors can lead to tail-strikes or even crashes

Airline crew errors are a leading cause of take-off accidents and incidents, according to air safety investigators. An Australian Transport Safety Bureau (ATSB) report said mistakes made by pilots and crew worldwide have led to near-misses and even death.

The safety regulators analysed 20 international and 11 Australian take-off accidents and incidents between 1989 and June 2009 involving incorrect flight data.

It found that [the most common contributing safety factor](#) was crew error (39 per cent), leading to a range of consequences, including one incident in Melbourne where a plane suffered substantial damage from a tail-strike. "There have been numerous take-off accidents worldwide that were the result of a simple data calculation or entry error by the flight crew," the ATSB report stated.



In Australian the [most common mistakes](#) involved pilots and crew entering the wrong takeoff speed, followed by the incorrect aircraft weight and wrong temperature.

The result of these errors ranged from a noticeable reduction in the aircraft's performance during take-off, to the aircraft being destroyed and loss of life. In one case a pilot from an overseas airline entered a figure 100,000 kilograms below the aircraft's actual weight, leading to a tail strike at Melbourne Airport in 2009.

Meanwhile, seven air crew were killed in 2004 when their MK Airlines Boeing 747 cargo jet departing from Halifax, Canada, struggled to get airborne and hit a runway embankment.

The plane's take-off weight was entered as approximately 240,000kg instead of its real weight of approximately 354,000kgs. Investigators also cited a Texas study of 4800 flights that found [a quarter of pilots' errors](#) were made before takeoff.

Pilot and ground crew error, time pressure, fatigue, distraction, poor system design, bad procedures, a lack of reference material and poor training were cited as [key factors](#) leading to these types of mistakes. The report emphasised how critical the take-off phase of a flight is, with statistics between 2000 and 2009 showing that 12 per cent of fatal accidents occurred during take-off.

This is despite the take-off phase accounting for approximately just one per cent of the total flight time.

"Despite advanced aircraft systems and robust operating procedures, accidents continue to occur during the take-off phase of flight," the report said.

"The takeoff is recognized as one of the most, if not the most, critical stage of flight, as there is limited time and options available to the flight crew for managing abnormal situation such as insufficient airspeed."

The ATSB says that while these incidents will keep occurring due to [human nature](#), airlines need to take action wherever possible to avoid mistakes.

## **NTSB's Hersman Pulls No Punches in Safety Speech**

"Investing in safety is not discretionary; like justice, safety deferred is safety denied," the chairman said at a Transportation Research Board conference last week. National Transportation Safety Board Chairman Deborah A. P. Hersman gave a speech last week at a Transportation Research Board conference that should resonate with Congress as this year's budget is decided. Pulling no punches about the importance of maintaining America's infrastructure, [Hersman said](#) the board's accident investigations point out the need for a [new perspective on safety culture and infrastructure alike](#).



She talked about [all modes of transportation and accidents](#) the board has investigated. "If you're going to build a transportation project that's going to stand for decades, the foundation of future operating decisions may well be based on the original documentation. Make sure your records stand the test of time," she said. She mentioned that, four years before a fatal 2009 train collision on Washington's Metro transit system, [a precursor incident](#) led to the development of a test to detect the component failure that was involved in that 2009 collision. The WMATA agency did not ensure the new procedures were adopted and understood by their maintenance crews, however. "What Metro needed in 2005 was a [safety culture that ensured that the lessons learned](#) were communicated to all parts of the organization," she said.

"We believe -- and Americans have the right to assume -- that our infrastructure is built to last. And indeed it does last. We definitely got the extended warranty on some of those landmark projects.

Unfortunately at the rate we're going we really needed the lifetime guarantee," Hersman said. She praised the contributions of former FAA Administrator Jane Garvey and former House Transportation Committee Chairman James Oberstar, who were honored at the conference for their work in transportation safety. "Let's build on their work by creating a culture of safety, making sure that aging infrastructure is not exempted from safety requirements, and keeping records not just for your successor, but for your successor's successor," Hersman said. "Investing in safety is not discretionary; like justice, safety deferred is safety denied."

## Remembering the victims of 1961 plane crash

The 1961 U.S. figure skating team prepares to board for Prague, Czechoslovakia. Sabena flight 548 was en route from New York to Brussels, Belgium, on Feb. 15, 1961, when it crashed during the approach for landing. All 72 people on board — 61 passengers, crew of 11 — and one person on the ground, were killed. The group included the entire 18-member U.S. figure skating team that was traveling to Prague, Czechoslovakia, for the world championships. The crash was the [first fatal accident involving a Boeing 707](#) in regular passenger service.

The accident description from aviation-safety.net: "The Boeing 707 was on a long approach to runway 20 when, near the runway threshold, power was increased and the gear retracted. The aircraft gained height and made several circles in a left turn. During these turns the bank angle increased more and more until finally the aircraft was in a near vertical bank. The 707 crashed and caught fire."

The world championships in Prague were canceled.



## [Aircraft welders this may interest you](#)

Report: California pipeline that exploded had numerous flaws

The natural gas pipeline that exploded in September, killing eight people in a San Francisco suburb, was too thin in spots and riddled with [inadequate welds](#), federal investigators reported Friday. In the most complete picture to date of what appears to have led to the Sept. 9. inferno in San Bruno, Calif., the [National Transportation Safety Board](#) said that its metallurgists found [numerous flaws](#) in the section of steel pipe that blew out.



In dozens of instances, [welds were too weak](#) because the two pieces of metal were not fully joined together, grit and impurities were present or there were air gaps, safety investigators reported. The wall of the steel pipe where the pipe first burst was also too thin to meet the standards of the time it was installed in 1956, investigators said.

The multiple deficiencies "are like a death by a thousand cuts," said William Ibbs, a [University of California at Berkeley](#) civil engineering professor who reviewed the [NTSB](#) report.

"It's not like any one weld was the fatal flaw by itself. It was that there was a [collection of problems](#) that worked together and led up to the failure," Ibbs said.

He said that the findings raise broader questions about pipelines and other older infrastructure across the nation that do not get inspected frequently.

The explosion ripped through the neighborhood in San Bruno, destroying dozens of homes, creating a plume of fire 1,000 feet in the air, and sending survivors fleeing for their lives.

The NTSB report did not pinpoint precisely what caused the breach. The agency plans to hold a three-day forum on safety issues raised by the accident later this year and will issue its formal findings after that.

However, Friday's report offers damning evidence that the pipeline was not up to today's standards and may well have been [out of compliance](#) when it was installed more than 50 years ago.

[Pacific Gas and Electric](#), the utility that operated the pipeline, issued a statement praising the NTSB's work and vowing to improve safety.

"We are continuing to fully cooperate with the NTSB and others, and we will continue to move forward on multiple fronts to ensure the safety and integrity of our system," said utility President Chris Johns. The utility has reduced pressures in its gas network by 20% to prevent another rupture.

The 30-inch pipe that failed was built by bending a steel sheet into a cylinder and welding the seam together. Individual sections of pipe were then welded to each other to create the pipeline.

Welds that join two pieces of metal should fill the gap between those two pieces with as much molten metal as possible, according to Ibbs.

However, the NTSB's examination of the welds on the ruptured pipeline showed that **many of them were only 50% to 60% filled**. That meant that they were weaker than the surrounding metal. The rupture started in a seam that was not fully welded together, the agency said.

The safety agency also found numerous instances in which welds were flawed because the molten metal **had been contaminated** by debris or were too porous.

In an update on the investigation issued last month, the NTSB said that the pipeline they found in the ground did not match the type of pipe that was supposed to have been installed, according to the utility's records. The finding prompted the safety board to issue a series of urgent recommendations calling on utilities to improve record keeping.

## Hiring for Safety

The chain of errors in aviation maintenance begins long before the first bolt of the day is turned, long before one shift hands over to the next. It begins when the human resources department tells a new technician: "**You're hired.**" With the right people, the right results tend to follow.

But defining the "right" people for your organization can be a challenge. "just because someone is skilled and experienced **does not mean** they are right for our organization," says Ann Rhoades, a guru of corporate culture who has worked with the maintenance departments of Southwest and JetBlue. Rhoades, founder of People Ink, remembers one of the first technicians hired at JetBlue. In this interview,



he was asked to describe a time when he put a job on the line to tell the truth. The technician recalled when, as a new employee at a major airline, he was asked to sign-off on a questionable repair. Fresh out of A&P school with huge debts and three children, he knew that if he refused, he would be fired. Still, **he refused** the sign-off - and was subsequently fired.

JetBlue hired him on the spot. "Our top two values were **safety and integrity**. He was exactly the kind of person we were looking for," says Rhoades. "You can train for technical skills, but you can't train for values."

To build a culture of safety-a culture that leads to reduced errors-**you must hire for values**. Here's how:

> **Define our values**. Leaders must sit down and define their key values. For maintenance organization, safety is likely the top item on that list. but what else is critical? Teamwork? Communication? Integrity? Commit the list to writing, and make sure those values are practiced every day by all of your employees.

> **Identify your "A" players**. Your "A" players are your top performers-the ones you wish you could clone. Talk to their supervisors and to the "A" players themselves to determine the specific behaviors and values that set them apart. The commonalities among those behaviors are the ones you want to hire for because they have proven to lead to excellence in your organization.

> **Conduct peer interviews**. This is a biggie, and very few organization do it. Technicians need to be hired by your "A" players, not by supervisors or solely by HR departments. Why? High performers want to work with other high performers. They want to work with people who are as competent as they are and have the same value standards they do. In essence, they will hire themselves, which is exactly what you want. Another benefit Rhoades has observed is that people doing the hiring frequently come in off the clock to shadow "their" hires. "They want to make sure the people they hire are successful," says Rhoades.

## **Paint That Can Prevent Plane Crashes**

Chemists And Materials Scientists Develop Paint That Reveals Evidence Of Impacts

Chemists created a paint embedded with **pressure-sensitive capsules** that contain a contrastingly colored dye.



Violent scratches, dents, or strikes cause the capsules to burst. Visual inspections for changes in the color of the paint allow [inspectors to pinpoint](#) potentially damaged areas.

Airplanes are visually inspected everyday, but tiny cracks and flaws on planes can be easily missed. Now, a new kind of paint could expose hidden damage on planes. Flying a plane is a lifelong passion for Doug Juanarena. "And just the freedom and you're alone up there ... its got that element of excitement,"

Whether you're a passenger or a pilot, on a private plane or a commercial jetliner, the excitement of flying can turn dangerous if the aircraft is damaged. "My airplane for example was pulled into a hanger door by the ground crew, they [didn't report the damage](#) ... had I not caught it, it could have again caused a potentially bad situation in the air," Juanarena said.

Undetected damage, like tiny cracks, flaws or weak points, is a big problem on airplanes. Now, chemists are testing a new paint that [changes color](#) to instantly reveal damage on planes.

"So, it's tuned to be able to release a dye to be able to change different color based on the level of impact," Bryan Koene, Ph.D., chemist at Luna Innovations told Ivanhoe.

Microcapsules containing a colored dye are mixed together with aircraft paint. If the paint is scratched, dented, or struck the capsules break, releasing the dye. The change in color pinpoints damage. Visual inspections are easier and more accurate.

"This [technology](#) is important to be able to detect damage very simply and cheaply," Dr. Koene said.

The new paint is being developed first for the military.

Next, it will be used on commercial and private planes. Until then, Juanarena will rely on his own eyes for damage control. "In my case I have a pretty good eye for detail, and just saw it, and when I did find it, of course the ground crew owned up to it," said Juanarena. Another potential use for the color changing paint -- tamper resistant packaging.

**SENSITIVE PAINT:** Capsules of dye that can be included in paint make safety inspections of airplane exteriors easier. Collisions or other stresses break apart the capsules, releasing a contrastingly colored dye, bringing attention to areas which may be weakened structurally. This is especially important with modern aircraft exteriors made of polymer composites which do not absorb damage in the same way as metal exteriors. Color changes will alert inspectors to inspect damage that could otherwise prove easy to skip over.

## Safety in flight begins on the ground



### Safety from the Ground Up

When you're caught up in the excitement to get airborne, pilots **sometimes overlook** an important component of a safe flight: ground safety. Winter weather only increases the danger of ramp areas which can become slippery with hazards like ice, snow, and aircraft fluids. The FAA Safety Briefing article "Safety from the Ground Up" offers several helpful suggestions on how to stay safe on the ground and keep a vigilant eye on your surroundings. See page 11 in the January/February 2011 issue of FAA Safety Briefing.

[http://www.faa.gov/news/safety\\_briefing/2011/media/JanFeb2011SafetyGround.pdf](http://www.faa.gov/news/safety_briefing/2011/media/JanFeb2011SafetyGround.pdf)

## Building Blocks of Safety

Any solid structure needs a good foundation. In aviation, that foundation includes rules and regulations that promote safe pilot operations. However, given the complex and variable nature of aviation—especially in GA—rules alone are insufficient and "are like bricks without mortar," says FAA Safety Briefing editor Susan Parson. In her article "**Building Blocks and Safety Circles**," Parson points to a system-safety approach as the mortar needed to bind individual regulatory bricks together and build a sturdy barrier to accidents. The article also highlights the use of a risk-assessment matrix that can help you apply this system-safety approach when faced with a hazard. See page 14 in the Jan./Feb. 2011 FAA Safety Briefing.

[http://www.faa.gov/news/safety\\_briefing/Address](http://www.faa.gov/news/safety_briefing/Address)

## Australia's Top 10 Inventions: The Black Box Flight Recorder

David Warren, who completely changed aviation safety by creating the Black Box flight recorder. After any airplane crash these days, there's the inevitable hunt for the Black Box flight recorder, a device that records all the in-flight conversations and flight data, so investigators can try and discover what went wrong. What's amazing is that the box itself was invented by Australian David Warren, who **initially struggled** to convince aviation companies in the benefits of a rugged recording device.

Born from a passion of electronics, Warren was working as a chemist in the age of commercial airliners infancy in Australia. He was assigned to be part of a think tank to investigate why a **Comet jet aircraft crashed in 1953**, an event that had no witnesses and no survivors (and no black box), and therefore few clues as to the events leading up to its demise. The popular theory at the time was that the jet fuel used had a tendency to become explosive at altitude, which is why Warren was part of the investigation.

But it was his passion for gadgets rather than chemistry that saw him come up with the idea of the Black Box. Back in 2003, Dr Warren told George Negus Tonight:

I had seen at a trade fair, a gadget which fascinated me. It was the world's first miniature recorder to put in your pocket. I put the two ideas together. If a businessman had been using one of these in the plane and we could find it in the wreckage and we played it back, we'd say, "We know what caused this." It's a simple idea, then. Why not have one going in the cockpit or in the... another one, if you like, in the main body of the plane? So that any sounds that were relevant to what was going on would be recorded and you could take them from the wreckage.

He wrote a paper that was published internationally, and yet the response was less than impressive. The Department of Civil Aviation responded to his concept: "Dr Warren's instrument has little immediate direct use in civil aviation."



” And yet [he persevered](#), creating a prototype which automatically switched itself on and off with the aircraft, and recorded four hours of conversation using a single steel wire as the recording medium. He also worked out how to record eight of the plane’s instruments on a different channel every two seconds.

While local interest was non-existent, after a brief introduction to the Secretary of the UK Air registration board, Dr Warren’s idea was seized upon in 1958. Warren was flown to the UK to present the idea, where it was well received and given the title “[Black Box](#)” by a British journalist.

Today, each Black Box is thoroughly tested to ensure it can withstand temperatures of up to 1,100 degrees, submersion in water for 30 days, pressure of 5000 pounds per square inch and a force of 3,400 times its own weight. They’re not necessarily black though.

Dr. Warren never patented his idea, and has received very little financial reward for his ingenuity. He passed away in July last year, leaving behind a legacy of airline safety for the entire world.

## **Scientists Find the Tiny 24-Hour Clock in Every Living Thing**

Scientists have identified the mechanism that controls the internal 24-hour clock of all forms of life. Scientists have identified the mechanism that controls the internal 24-hour clock of all forms of life -- from us to algae.

Researchers from Britain's Cambridge and Edinburgh universities, whose work was published in the journal Nature on Wednesday, said their findings provide important insight into health-related problems linked to people such as [nurses, pilots and other shift workers](#), whose body clocks are disrupted.

The studies also suggest that the 24-hour circadian clock found in human cells is the same as that found in algae, and dates back millions of years to early life on earth, they said.

In the first study, Cambridge scientists found for the first time that red blood cells have a 24-hour rhythm.



This is significant, they explained, because circadian rhythms have always been assumed to be linked to DNA and gene activity -- but, unlike most other cells in the body, [red blood cells do not have DNA](#).

"The implications of this for health are manifold. We already know that disrupted clocks...are associated with metabolic disorders such as diabetes, mental health problems and even cancer," said Akhilesh Reddy, who led the study. "By furthering our knowledge of how the 24-hour clock in cells works, we hope that the links...will be made clearer."

Many scientific studies have found links between working irregular hours and a [greater likelihood of developing](#) diabetes, heart disease and obesity. Sleep disruption is also associated with mental illnesses such as depression and [bipolar disorder](#).

A team of scientists said last year they had used experimental drugs being developed by Pfizer to reset body clocks of mice in a lab -- opening up the possibility that drugs might in future be developed to restore rhythms to people whose body clocks have been messed up.

Scientists had previously thought the circadian clock was driven by gene activity, but both the algae and the red blood cells kept time without it.

Andrew Millar of Edinburgh University, who led the second study, said it showed that body clocks are ancient mechanisms that have been around through a billion years of evolution.

"They must be far more important and sophisticated than we previously realized," he said. He added that more research was now needed to determine how and why these clocks developed in people, and what role they play in controlling our bodies.

Read more: <http://www.foxnews.com/scitech/2011/01/28/meet-tiny-hour-clock-blood-cells/#ixzz1CZFHYS2h>

## **"THE CLOCK" - The human drum beat**

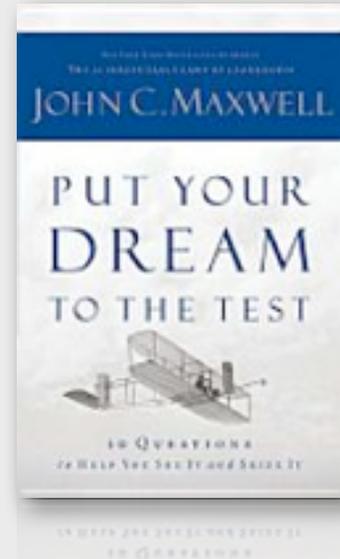
YOU HAVE TO SEE THIS. CHECK THIS MIND BOGGLING INFORMATION  
You've never seen a clock like this one.

<http://www.poodwaddle.com/worldclock.swf>



## Put Your Dream to the Test: 10 Questions that Will Help You See It and Seize It

What's the difference between a dreamer and someone who achieves a dream? According to best-selling author Dr. John Maxwell, the answer lies in answering ten powerful, yet straightforward, questions. Whether you've lost sight of an old or you are searching for a new one within you, [Put Your Dream to the Test](#) provides a step-by-step action plan that you can start using today to see, own, and reach your dream. Dr. Maxwell draws on his forty years of mentoring experience to expertly guide you through the ten questions required of every successful dreamer: The Ownership Question The Clarity Question The Reality Question The Passion Question The Pathway Question The People Question The Cost Question The Tenacity Question The Fulfillment Question The Significance Question More importantly, Dr. Maxwell helps you to create the right answers, giving you principles and tips to so you can make good decisions and maximize every moment to achieve your dream. Don't leave your dream to chance. This book is a must-have and can make the difference between failure and success.



## Becoming a Disciplined Person

Self-discipline is a pattern of behavior where you choose to do [what you know you should do, rather than what you want to do](#). It's the inner power that pushes you to get out of bed to exercise rather than sleeping in. It is the assertion of willpower over more basic desires and is synonymous with self-control. It includes having the [personal initiative](#) to get started and the stamina to persevere. Being disciplined gives you the strength to withstand hardships and difficulties, whether physical, emotional or mental. It allows forgoing immediate satisfaction, in order to gain something better, but which requires effort and time.



Discipline is one of the **cornerstones** to living a successful and fulfilling life and something we should all strive to master.

### Benefits of becoming a disciplined person

When you are consistent in doing the things you know you should do, when you know you should do them, here are the **benefits you will enjoy**:

- You will achieve your goals. When you are consistent in doing the things you know you should do, your odds of achieving your goals will be dramatically increased.
- Your self-esteem will soar. Every time you push yourself to do something you know you should do, you are building your self-esteem.
- People's respect for you will grow. This includes everyone from your spouse to your employer who witnesses your efforts.
- You will influence the lives of others. Every good and right thing you do, influences the lives of those who are watching and can have a ripple effect on future generations.
- You will see greater success in all areas of your life. Jim Rohn said, "For every disciplined effort there is a multiple return." Think about it.
- You will enjoy a more rewarding and satisfying life.
- 

### Downside of lacking discipline

When you consistently neglect to do the things you know you should do, when they should be done, here's the downside:

- You won't achieve your goals. I've never met anyone who achieved any worthwhile goal who lacked discipline.
- You won't feel good about yourself. No matter how hard you try to justify your actions, you know what's right and wrong. Lying to yourself only makes it worse.
- You'll lose the respect of those who are dependent upon your actions.

Making the decision to become a disciplined person may prove to be one of the most important decisions you make because of its powerful influence on every part of your life.

### A commitment to discipline

The first step in becoming a disciplined person is to make a commitment to yourself that from this day forward you are going to do the things you know you should do, when you should do them. As part of this commitment, you cannot allow yourself to **make excuses** or justify not doing what you should do.

If you struggle with discipline, start small. It's how we all got started. Start by taking out the overflowing garbage, answering an email, changing the light bulb, or cleaning your bathroom. Start today doing all the little things you know you should do, but don't feel like doing.

When you need to do things that make you uncomfortable, remember the wise words of leadership expert Dr. John Maxwell who said, "If we're growing, we're always going to be out of our comfort zone."

When things come up that are scary, heed the experience of Dale Carnegie who said, "Do the thing you fear to do and keep on doing it... that is the quickest and surest way ever yet discovered to conquer fear."

Becoming a discipline person will likely be the hardest thing you do, but it can also become the most rewarding. All successes in every part of your life are built on the foundation of discipline.

I want to challenge you to start doing the little things you know you should do. As you do, recognize yourself for each thing you do. With constant awareness and sustained effort you can actually train yourself to become disciplined.

Discipline is one of the key differentiators separating those who live successful and fulfilling lives from those who don't.

## Over-the-Counter Sleep Aids

There are many over-the-counter sleep aids. Some of them are specifically designated to be sleep aids, and some are PM versions of other medications, as pain relievers or cold medicines. As with prescription sleeping pills, over-the-counter medications should not be treated as long-term solutions. If you have a continuing sleep problem, talk to your doctor about it. Also, keep in mind that over-the-counter medications leave you feeling sleepy if you have to get up before you planned, and that they may have other side effects as well.



This thin plastic shell absorbed the impact of a Marine's head-first fall from 15 feet and spared him from serious injury or death.



**Wearing PPE is worth the discomfort and inconvenience, even in the harshest working environments.**

VMM-365  
Camp Leatherneck  
Helmand Province, Afghanistan

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