

# Aviation Human Factors Industry News

*Volume IX. Issue 10, May 19, 2013*



*From the sands of Kitty Hawk, the tradition lives on.*

Hello all,

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## Mechanic will buy new helicopter and car to replace damaged ones

The mechanic who is taking the blame for last week's helicopter crash landing in downtown Honolulu says he's buying a new copter for the company that leased the aircraft. He's also buying a new car for the college student whose parked Mazda was badly damaged when the helicopter skidded down a street.

Brant Swigart said Tuesday he's making the purchases [to make up for not seeing the problem that caused the small helicopter's engine failure](#). No one was badly hurt when the pilot was forced to crash-land on the street, but Swigart said he feels terrible that it could have been deadly. Buying a replacement helicopter for Mauna Loa Helicopters shows Swigart's character, said the company's president, Benjamin Fouts.

"He's just trying to take responsibility for what happened and make sure he does the right thing," Fouts said. "He's truly one-of-a-kind."

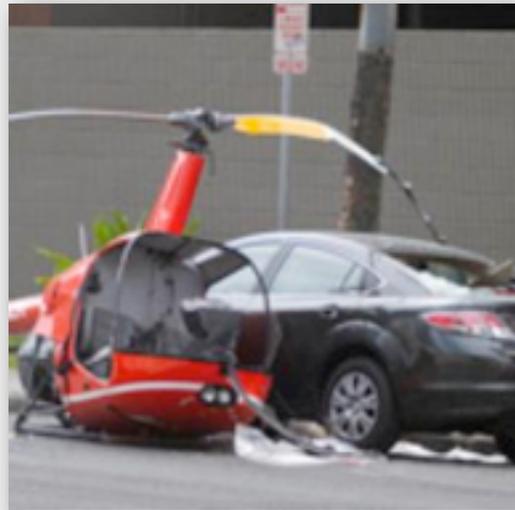
Soon after last week's crash, Swigart came forward to say the engine failure was his fault because [he overlooked incorrect rigging that caused a cable to snap](#).

Fouts said while a brand-new Robinson R22 Beta can cost \$270,000, Swigart will buy something that's similar to the condition of the 1992 copter. Fouts said he doesn't know how much that will cost.

Pilot Julia Link was a bit apprehensive about getting back in the pilot's seat, but she flew a helicopter Monday for the first time since the emergency landing. Fouts said he and Link went on a flight over Punchbowl Crater, which is where she was flying last week with a photographer taking aerial shots.

When the helicopter lost power, her knowledge of the area helped her land on a street that [she knew was a one-way and had no overhead wires](#), Fouts said.

"I just couldn't believe how well she handled it," he said.



## Pilots' Action Focus Of Report On April Crash Of Lion Air 737-800

Indonesia's National Transportation Safety Committee (NTSC) has issued [three "immediate" safety recommendations](#) to low-fare carrier Lion Air as it continues to investigate the April 13 crash of a Boeing 737-800 in the water just short of Runway 09 at the Ngurah Rai International Airport in Bali.

The aircraft was destroyed when it touched down short of the runway following a non-precision VOR/DME instrument approach. The 737 came to a stop 66 ft. from the shore and approximately 1,000 ft. from the Runway 09 threshold. None of the 101 passengers and seven crewmembers were killed.



In a preliminary report issued May 14, the NTSC called on Lion Air to “emphasize to pilots” [the importance of complying with minimum descent criteria for instrument approaches](#), and to ensure [pilots are trained on transferring control of the aircraft “at critical altitudes or critical times” and are aware of the risks of doing so.](#)

In its factual findings, the NTSC says that the aircraft was airworthy and the approach to Bali from Bandung was normal, with the second-in-command pilot—having 1,200 flight hours in total and 923 hr. in the 737—in the role as “pilot-flying.” The pilot-in-command had 15,000 hr. in total, and 7,000 hr. in the 737.

The VOR/DME approach provides lateral guidance to a point approximately 1.5 naut. mi. from the threshold at an altitude of 454 ft. above ground level (AGL), also known as the “missed approach point” (MAP), after which the crew is required to have visual contact with the runway environment (the runway itself or the runway lights) to continue descending.

If pilots do not have visual contact with the runway at the MAP or at any time below the MAP, procedures typically call for the approach to be aborted immediately.

According to video cameras and other aircraft on the ground, rain was falling at the approach end of the airport at the time of the accident, and another plane waiting to take off could not see the Lion Air aircraft at 3 naut. mi. from the threshold, where its altitude would have been about 1,000 ft. The tower reported the wind to be blowing from 120 deg. at 5 kt., representing a slight headwind and right crosswind.

Based on flight data recorder and cockpit voice recorder information, the NTSC says the second-in-command pilot stated at approximately 900 ft. AGL that he did not see the runway, but there is no mention of whether either pilot had the required visual sighting at the minimum descent altitude (MDA) of 454 ft. AGL.

From the flight data recorder however, the NTSC notes that “upon reaching the MDA the flight profile indicated a constant path,” [suggesting that one or both pilots presumably had the runway in sight.](#)

The approach continued, with the second-in-command pilot flying until 150 ft. AGL when the pilot-in-command (PIC) “took over the controls” according to the NTSC. “The [second-in-command] handed the controls to the PIC and [stated that he could not see the runway,](#)” the preliminary report states.

The PIC continued flying the approach until the aircraft was at 20 ft. AGL, at which point [he called for a go-around.](#) The aircraft impacted the water one second later.

## Two Pilots Fired After Brazilian Pop Star Takes Captain's Seat Mid-Flight

A Brazilian pop star who calls himself Latino has put TAM Airlines in the hot seat after he was allegedly invited to sit in the captain's chair during a cross-country flight from Recife to Rio de Janeiro. Pictures of the singer in the cockpit of an Airbus A320-200 were circulated on Instagram and posted to the musician's website the day after the incident, but were later removed. According to an incident report on The Aviation Herald, autopilot was on and the first officer was in his seat when Latino [climbed into the captain's chair.](#)



After a few pictures were snapped, the captain took back his seat and the aircraft continued for a safe landing in Rio.

The news outlet reports the airline [initially claimed the photos were taken while the plane](#) was on the ground, but later admitted the aircraft was in-flight, evidenced by engine instruments and navigation displays in the background of the photos. Both pilots have been fired as a result of the occurrence, and Brazil's Agência Nacional de Aviação Civil - the country's equivalent to the Federal Aviation Administration in the United States - has opened an investigation.

<http://avherald.com/h?article=46250b07>

## **Workarounds and AD Compliance Don't Mix By John Goglia**

The FAA has zero tolerance for workarounds when an Airworthiness Directive is involved.

As mechanics, we are all aware of how often [incorrect paperwork](#) – including maintenance manuals and work cards – force us to resort to workarounds to accomplish the job at hand. While the FAA recognizes that workarounds exist, it has never officially sanctioned them nor has it done much to correct the problems occasioned by [incorrect procedures](#). Other than establish some well-meaning industry-government study groups that are long on study and short on action, the FAA has done very little to address these problems. [I should know](#); I have sat on a number of these committees and currently sit on one. The closest the FAA has come to any action was a [FAA Team alert sent out in January 2011](#) to mechanics stating that incorrect maintenance manual procedures should be brought to the attention of manufacturers. Unfortunately, the bulletin failed to tell mechanics whom or where to send these reports. Clearly, most manufacturers have thousands — if not tens of thousands of employees — and hundreds of offices and probably a dozen or more addresses around the world.



So the idea of mechanics writing up these reports and sending them out blindly seems, to put it bluntly, ridiculous.

And I don't mean to minimize the problem of correcting the incorrect manuals or ensuring that new manuals are correct.

But leaving the problem solely in the hands of mechanics is not only unfair but dangerous — to the public at risk when maintenance procedures are incorrect and, quite frankly, to mechanics whose certificates and livelihoods are at risk when the FAA decides to take enforcement action for resorting to workarounds.

That last issue was brought home to me very recently in two enforcement cases I was involved with as an expert witness. Without going into a lot of details because the cases are still on appeal, suffice it to say [that the FAA has zero tolerance for workarounds when an Airworthiness Directive is involved](#). Even though the service bulletin incorporated by reference into the AD and resulting job cards were clearly incorrect, the FAA revoked the mechanics' certificates for not following the job cards to the letter.

#### [Report incorrect procedures to FAA Safety Hotline](#)

My suggestion to all working mechanics based on this experience is to review, at a minimum, any AD-related procedures that you believe are incorrect and filing a report with the FAA's Aviation Safety Hotline: [www.faa.gov/contact/safety\\_hotline/](http://www.faa.gov/contact/safety_hotline/). According to the FAA's web site, every report is forwarded for review — what the outcome of that review will be or how long it will take is, of course, unknown. A report can be filed anonymously. (However, if you want feedback on your report or if the FAA needs additional information to act on your report that will not be possible if you file anonymously.)

In the meanwhile, if the maintenance manual procedures you are given to work with are incorrect [you need to raise that problem to your supervisor](#) (if you are lucky enough to have a union, raise the problem through your union rep). In the end, workarounds — especially when related to AD compliance — [put your license on the line](#).

## **Youngest pilot to fly solo round the world makes his UK stop at London Southend Airport**

A Malaysian pilot who is attempting to set the [Guinness World Record](#) as youngest pilot to fly solo around the world in a single engine aircraft made his UK stop at London Southend Airport last Saturday, 27 April.

Captain James Tan is currently in the middle of his 1 Malaysia Around The World expedition. The 21-year old started his 21,900 nautical mile, 50-day journey in Langkawi, Malaysia on March 26 and will finish in Malaysia's capital, Kuala Lumpur on 12 May 2013.



James touched down at London Southend Airport just after 6pm after flying in from Iceland capital Reykjavik. On his arrival in Essex he was greeted by the Malaysian High Commissioner to the UK. His trip in a Cessna 210P single engine aircraft is part of a scheme to inspire others to overcome their personal issues - James suffers from dyslexia - and try new challenges. James says "It's been an awesome journey so far and today I reach the 25,000 kilometre mark and so I have fifteen left then I have made a complete circle. It's been amazing and everyone has been so great." He added, "My feelings right now can be summed by in my favorite quote from Mark Twain who said 'The two most important days in your life are the day you are born and the day you find out why. That's why I am telling everyone it is so important to find out your dream and pursue - just like I am.'"

More on James and his journey at [www.1rtw.com.my](http://www.1rtw.com.my)

## **FAA report raises questions about the oversight of maintenance repair stations**

On 1 May 2013, the FAA Office of Inspector General office released a report (AV-2013-073) that detailed ongoing difficulties that the FAA has in overseeing the repair stations that provide airline maintenance services in the US and overseas. Like the airlines, organizations that provide FAA-approved repairs to airliner aircraft have to meet FAA regulatory standards.



While these organizations can be owned and controlled by an airline, increasingly these kinds of services, which could range from basic maintenance checks to complete aircraft overhauls, are being performed by contractors hired by the airliner rather than by an airline's own employees.

Based on a detailed study of a sample of certified repair stations in the US and elsewhere, Some of the key findings of the report was that while the FAA has invested significant efforts to create risk-based inspection procedures, those procedures are often ineffective, and in many cases inspectors don't even use the procedures when evaluating repair stations.

[\(AV-2013-073\)](#)

Read the rest of the article:

<http://clicks.aweber.com/y/ct/?l=DGreZ&m=lx15akzAj6v4kH&b=7DE27IOUwCux5QsoJNrSgg>

## **Make DUI limit 0.05% blood-alcohol level, NTSB says**

States should reduce the blood-alcohol level that qualifies as drunken driving to 0.05% to reduce fatal crashes, the National Transportation Safety Board recommended Tuesday.

The risk of a crash at 0.05% is about half as much as at 0.08%, the limit in all states, according to a safety board report released Tuesday.

"This is critical because impaired driving remains one of the biggest killers in the United States," said Deborah Hersman, the NTSB chairman. "To make a bold difference will require bold action. But it can be done." But the board makes only recommendations to states and the federal government, and can't make laws or regulations.

The Governors Highway Safety Association supports the current alcohol threshold, while commending the board for a comprehensive strategy to address drunken driving. The group favors ignition locks for first-time offenders.

"When the limit was .10, it was very difficult to get it lowered to .08," said Jonathan Adkins, a spokesman for the governors group. "We don't expect any state to go to .05."



The advocacy group Mothers Against Drunk Driving welcomed the board's recommendation, but rather than push for a lower blood-alcohol content level, the group is fighting to eliminate drunken-driving entirely.

MADD is pushing for better technology to prevent convicted drunken drivers from operating a vehicle after drinking and to make law enforcement more visible.

"As a mother whose child was killed by a drunk driver, the most important thing to me is preventing as many families as possible from suffering similar tragedies," said MADD National President Jan Withers. "MADD is focused on eliminating this completely preventable tragedy from our roadways."

The American Beverage Institute, a trade group representing 8,000 restaurants, [blasted the report](#) for focusing on moderate drinkers rather than more dangerous drunken drivers.

The average woman reaches 0.05% blood-alcohol content after one drink, according to the institute. But more than 70% of drunken-driving fatalities are caused by drivers with at least 0.15%, representing six or seven drinks, it said.

"This recommendation is ludicrous," said Sarah Longwell, the institute's managing director. "Further restricting the moderate consumption of alcohol by responsible adults prior to driving does nothing to stop hard-core drunk drivers from getting behind the wheel."

- Administratively suspending a driver's license immediately when a driver is arrested for being drunk.
- Suggesting states require steering locks on vehicles driven by convicted drunken drivers that would test the driver's breath before returning to the road. The group also recommended incentives through the National Highway Traffic Safety Administration to encourage states to adopt the locks.
- Creating special courts to handle drunken-driving cases.
- Documenting the last place drunken drivers had a drink before their crashes.

[More than 100 countries set drunken-driving levels at 0.05%](#), leaving the U.S. as one of few developed countries with a higher level, according to board staffers.

The board's recommendation follows an effort in the European Union, which set a goal of cutting alcohol-related fatalities in half by 2010 and succeeded. Europe is now trying to cut the crashes in half again over the next decade.

The NTSB meeting came on the 25th anniversary of a fiery crash in Carrollton, Ky., that killed 25 people and injured 34 others when a pickup driven by a drunken driver hit a school bus returning from a church trip to an amusement park.

In 1982, the safety board previously recommended that states reduce drunken-driving limit from 0.10% to 0.08%. Utah became the first state to lower its limit in 1983, [but all states hadn't followed suit until 2004](#).

In 1982, about half of all highway deaths involved alcohol-impaired driving and [killed 21,113 people](#). The number of deaths has been cut in half since then, but [about 10,000 deaths a year](#) still represent about one-third of traffic fatalities. The numbers have held steady since 1995.

"We have made progress since that deadly night in Kentucky, but not nearly enough," Hersman said.

## **5S in Aviation Maintenance - Part I**

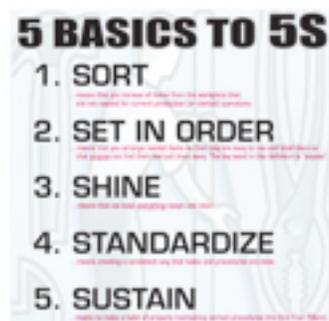
**5S provides the necessary organizational focus and method to reduce waste in the workplace.**

5S is a [cornerstone element](#) of Lean. It gets its name from five Japanese words; seiri (sort), seiton (set in place), seison (shine), seiketsu (standardize), and shitsuke (sustain).

5S can be applied almost anywhere in the organization. Administration, hangar, back shops, stockrooms, production booths; all can benefit from a dose of 5S. Assuming we want to get started, where do we start? Well, first, we need a plan and [every plan begins with a goal](#). The usual goal is reduction of waste. The plan sets rules for each of the 5S elements. In 5S, each element brings us closer to our goal of resource conservation and reduction of waste. Upon completion, it includes the anticipated benefit of the overall process as well as the organization's commitment to assure that changes are maintained. A post mortem process after execution of the plan will [provide lessons learned](#) for the next use of the process.

### **Sort**

By sorting we begin to analyze our environment and what it contains. We examine objects in our work spaces and begin to question their presence and purpose. Sorting is a decision process based on rules intended to satisfy plan goals. In sorting, the 5S team makes two piles: ["what stays"](#) and ["what goes."](#)



We eliminate the waste of space. People have installed 5S as part of a growth plan and discovered upon execution that they could defer the purchase of additional square footage. They were able to create new spaces from existing facilities. Execution of the sort process will require discipline and, to be honest, some ruthlessness.

Some examples of sort activity includes:

- Equipment that is broken or has been in disuse for significant periods of time — discard or remove from the area for storage.

**Note:** Always ask “why?” “Why” challenges group think and “not invented here” attitudes. When will it be used and for what purpose? If no clear answer then it’s likely that it should go.

- Broken or obsolete equipment that has become the place for accumulated trash, people’s hats, and coats needs to be removed. (Kind of like that treadmill we all buy for hanging all our workout clothes on!)
- Obsolete hardware or parts must go — surplus them out or discard in the dumpster — metal scrap or hardware should be sold off for salvage.
- Record archives: Are the records needed for any purpose or can they be disposed by shredding? Reduce paper and records storage only to the minimum needed to meet liability and compliance requirements. If they are needed, look at scanning or some version of electronic storage.

In sorting we must have the input of personnel who work in that space. Don’t be shy about communicating the goal of the plan. Most people feel more comfortable working in an organized workplace and will generally embrace the initial effort to make changes. It’s not unusual to discover that [personnel have been living in frustration with a situation for years](#).

Plan on doing this process regularly once 5S is institutionalized — it’s a continuous improvement exercise that, once it becomes a habit, sharpens an organization’s ability to see and eliminate waste.

## **Set in place**

What remains in the workplace must be organized and established as the new norm. Everything gets a place. Identify where each item goes and decide early on why it must be in the place assigned. The reason why must be communicated to the work force. It’s helpful [to have a map](#) of equipment and tooling locations to keep everything in its assigned location.

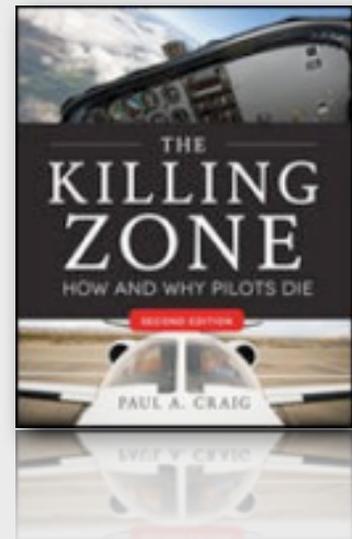
“Set in place” examples include:

- 5S teams draw equipment outlines on the floor and label the equipment location on that spot.

- Cabinets are relocated and their content is clearly labeled. Mechanic toolboxes may be required to be maintained in a set location.
- In Department of Defense (DoD) programs a set location from where mechanics will carry the tools is maintained as a FOD control measure.
- Toolboxes are arranged in one place, test equipment another and are designated by painted lines on the floor.
- HAZMAT cleanup materials are clearly labeled and located close to the work areas.
- Ground power units are stationed convenient to the aircraft and parked so they are not in the way of work.
- Technical data stations are located at set locations. They have enough space for the equipment, but not so much that they accumulate discarded paper.
- HAZMAT waste containers will have their location near waste generating areas with their contents clearly marked.

## The Killing Zone Edition II

This literal survival guide for new pilots identifies "the killing zone," the 40-250 flight hours during which **unseasoned aviators are likely to commit lethal mistakes**. Presents the statistics of how many pilots will die in the zone within a year; calls attention to **the eight top pilot killers** (such as "VFR into IFR," "Takeoff and Climb"); and maps strategies for avoiding, diverting, correcting, and the dangers. Includes a Pilot Personality Self-Assessment Exercise that identifies pilot "types" and how each type can best react to survive the killing zone.



Click to **LOOK INSIDE!**



### *Second Edition Just Released*

The standard reference for existing and prospective business aviation operators has been substantially updated and revised.

#### **The first edition:**

- Used as a text book by colleges and universities
- A principal reference for NBAA Corporate Aviation Manager (CAM) certification
- Hundreds of practical tips on flight department management
- Sold more than 7000 copies --1000 internationally

## **The best resource for establishing and running a business aviation operation**

#### **What's New:**

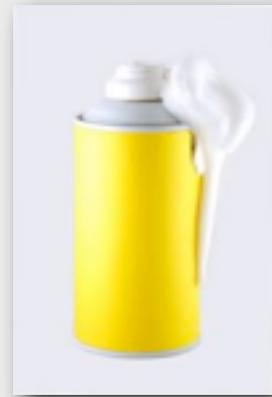
- Completely revised Operations and Safety chapters
- Several new segments on running the business and managing the operation
- New articles on marketing the department and customer relationship management
- Tables and charts brought up-to-date to reflect current values
- Emphasis on working with the company and the people who run it
- Universal relevance – Small and large departments, start ups or well-established

Available online from major booksellers in print and eBook format

[Business and Corporate Aviation Management in Amazon](#)

## Don't let this guy near your aircraft

A Florida man ended up in the hospital after his plan for a **hot shave blew up in his face**. Emergency workers rushed to the scene of a reported explosion and found a 50-year-old standing in the street with a gash under one eye and white foam on his shirt. The man told them that he'd wanted a hot shave, **so he heated a can of shaving foam on his stove**. The can exploded into shards of aluminum. "Not a good idea, in my estimation," said fire Chief Dave Mixson.



## Solvent Vapors: What Are the Risks?

**Inhalation is a common risk** of working with solvents. Once inhaled, solvent vapors can quickly move into the bloodstream. Inhalation of solvent vapors will often start with symptoms such as headache or dizziness.

- Workers who inhale vapors in high enough concentrations might also feel nausea and might vomit.
- After being exposed to solvent vapors, employees might feel tired and drowsy for a while.
- Many people will also experience a sore throat along with respiratory irritation and trouble breathing.
- Blurred vision may also occur after breathing a heavy concentration of solvent vapor.
- And, if workers are exposed to high concentrations of solvent vapors for too long, **they could become unconscious**.



Fortunately, in cases of inhalation of low concentrations of solvent vapors, symptoms often pass relatively quickly without causing permanent damage. Workers who are exposed to solvent liquids and vapors **for many years, however, can suffer more serious health problems**.

The long-term effect of solvent exposure depends on the type of solvent as well as the length of exposure. Examples of long-term health hazards include:

- Throat and lung damage
- Liver and kidney damage
- Central nervous system damage
- Cancer, which can occur in the liver, kidneys, and lungs.

### **First Aid for Solvent Exposures**

The first-aid procedures discussed below are appropriate for most solvents. However, you should train employees to **always consult the label and SDS** for specific first-aid procedures for the particular solvent.

- **If symptoms associated with breathing solvent vapors**—such as dizziness or upset stomach—develop, move away from the work area and get some fresh air. If that doesn't help, seek medical attention.
- **If solvent splashes into the eyes**, go immediately to an eyewash station, hold eyelids open, and flush the eye with water for at least 15 minutes. If the eye still burns or you have difficulty seeing, seek medical attention.
- **If solvent gets on the skin**, wash the area immediately with soap and water. Remove any clothing that was splashed. If skin irritation or a rash develops later, see a doctor.
- **If solvents are accidentally swallowed**, immediate medical attention is necessary. First aid for ingestion of solvents varies depending on the substance involved. Check the label and SDS and/or call the poison center. Even with first aid, get to a doctor right away.

## **Do I dare say something? How to be assertive at work**

Do you freeze up every time you have to communicate your ideas to **people in positions of power**? Do you clam up at meetings because you're afraid of saying the wrong thing? We all have times when we'd prefer to be low key. But if this is a pattern **is getting in the way of** upward mobility, you need to take corrective action. You can shift your thinking from problem to opportunity if you follow these three steps.



## Surface your fears

If you have self-doubts about your own personal style or impact, your **subconscious self-talk** is getting in the way of your executive presence and directly affecting your success. To move ahead, you need to be seen and heard by people at all levels of the organization. Your fears will come through in your voice and your power will disappear.

Use this handy tool to **flip those feelings from negative to positive**. Make a two-column table and list all your fears and negative feelings in the left column. Then turn each of those into a positive I-statement.

Negative and fearful	Positive and confident
I am afraid he/she will be disappointed in me.	I can speak confidently about the results I have produced.
I am afraid I have over-promised what I am capable of.	I have a track record of success that I can build on.
I am not doing as good a job as Joe-Sally-Jim-Nicole.	I don't have to compete with others; I just have to be my best self.

Once you have the evidence, act like a lawyer who has to prove his case to a jury. Just like a lawyer, spend time proving to yourself that all the stuff in the left-hand column isn't true. Instead, **make an even stronger argument** for why the right-hand side is more true than the left.

Most people are experts on negativity and fear, having spent most of their lives perfecting the left-hand column. When you can convince yourself that the right-hand side is true, things will start to change. But beware — when it does, the left-hand side will get even louder. **Don't let it back in**. Stay focused on the right-hand side. Give it all the energy it deserves.

## Be prepared

Meetings with those in power have tremendous impact on how people perceive you. So, **you must prepare for every meeting**. When you're not prepared, you don't own it, and this directly affects your performance. **Before the meeting, do two things:**

1. Write down the key points you want to make.
2. Ask a trusted friend or colleague for feedback. "Here's my game plan. Is this high-level enough? Am I giving them what they need to know?"

After the meeting, evaluate your own performance. Take note of how you were perceived. Ask others who attended the meeting for feedback if that's appropriate and available.

## Act like an owner

Break out of the pack by acting like a top executive — not with bragging or arrogance **but with confidence**. Your ideas have value. Your results contribute to the company's success. You belong.

Writing in the July/August 2011 issue of Industrial Management, D. Keith Denton said:

“Building a good reputation as a competent, capable professional who is primarily interested in the good of the organization rather than gaining personal power **helps create a solid base**. Successful leaders use this power to focus on the welfare of the organization and to promote their own reputation. Don't squander power and trust by doing the wrong thing.”

Your communication should come from a strategic, big picture level. Don't get lost in the details. Switch roles in your mind — what does the high-level executive need or want to know? What's important to them and to the company?

## How to be More Productive Under Stress

### Got stress?

If you're like 75% of other Americans, you've experienced moderate to high levels of stress in the past month, and often lie awake at night because of it.

Trying to balance the demands of your work and family life **can stretch even the strongest among us to the breaking point**. But there is a way to be successful and productive even when under stress, says Sharon Melnick, PhD and author of “**Success Under Stress: Powerful Tools for Staying Calm, Confident, and Productive When the Pressure's On**.” In her book she writes that stress is not necessarily the result of too much work or continual interruptions, but rather when the demands of your situation exceed your perceived ability to control them. Every challenge, she writes, **can be divided into the 50% you can control and the 50% you cannot**.



<http://sharonmelnick.com/>

## 10 Reasons your team hates you (they just won't say it to your face)

Your team hates you. Really. They do. They hate their boss (you) but they just won't say so because they like getting paid. But when they go home at night, they spill their bile about their taskmaster of a boss who does nothing but drive them crazy (isn't that what you do too?). It's been a while since I've been controversial (okay, maybe the post on trust not being the most important aspect business partnerships was provocative but I'm talking controversial at the level of the I don't care about your degree post). For this post, I've been sure to drink a glass of vinegar before typing.



If you don't start fixing some of these behaviors, you might end up with a mutiny on your hands. In today's world though, that doesn't involve them tossing you in a dinghy – instead they'll all just quit their jobs.

Before you go all "Mike has lost it again. This post doesn't apply to me so I won't read any more of it." I'd ask you to spend the 2-3 minutes it will take to spin through the below list and see if any of the points resonate. If you make it through all ten and can honestly say none apply to you, bravo (related: are you hiring?).

If some of the points do resonate, I'm asking you to commit to rectifying some of these behaviors. We'll all be happier that way. To assist with that, I've offered some suggested behavior modifications for each of the ten.

Full disclosure – I've been plenty guilty of some of the below behaviors. Fortunately I've had talented folks around me help me work on many of them. I'm not perfect by a long shot yet. I guess what I'm saying is all of these things apply to all of us even in some small measure.

So here goes... **10 Reasons Your Team Hates You:**

**10. You don't prioritize.** Everything is important. When you do this, you remove your team's ability to say no to less important work and focus their efforts on critical tasks.

**The fix:** write down all the tasks you have folks working on and FORCE yourself to assign a H, M, or L to each task (and treat it as such). Thou shalt only have 33% of all tasks in each of those three categories – you can't assign everything a "High" importance.

**9. You treat them like employees.** You don't know a darn thing about them as a person (which makes them feel like nothing more than a number). **The fix:** [read this post about 7Up](#) (and if you want the full version of the story, grab a copy of my book *One Piece of Paper* – [CLICK HERE](#) to get it).

**8. You don't fight for them.** When is the last time you went to bat for a team member? And I mean went to bat where you had something to lose if it didn't work out? When you don't stand up for them, you lose their trust. **The fix:** identify something you should have gone to the mat for recently and get out there and fight. Get someone that raise they deserve. Go fight for them to get that cool new project.

**7. You tell them to "have a balanced life" then set a bad example.** You tell them weekends are precious and they should spend them with their family then you go and send them emails or voicemails on Sunday afternoon. **The fix:** either curb your bad habit of not being in balance or learn how to do delayed send in Outlook so your messages won't go out until Monday morning.

**6. You never relax.** You walk around like you have a potato chip wedged between your butt cheeks and you're trying not to break it. When you're uptight all the time, it makes them uptight. Negative or stressful energy transfers to others. **The fix:** laugh, get a remote controlled car or tricycle to drive around the office, or [put on a Burger King crown](#). When you relax, your team knows it's okay for them to relax too.

**5. You micromanage.** You know every detail of what they're working on and you've become a [control freak](#). They have no room to make decisions on their own (which means yes, they'll make a mistake or two). **The fix:** back off. Pick a few low risk projects and commit to not doing ANYTHING on them unless your team member asks you for assistance. It'll be uncomfortable for you. Give it a try you micromanaging control freak.

**4. You're a suck-up.** If your boss stopped short while walking down the hall, you'd break your neck. Your team hates seeing you do this because it demonstrates lack of spine and willingness to fight for them. It can also signal to them that you expect them to be a sycophant just like you. **The fix:** try [kicking up and kissing down](#) instead.

**3. You treat them like mushrooms.** Translation: they're kept in the dark and fed a bunch of crap. Do you ration information? Do you withhold "important" things from them because it's "need to know" only? All you're doing is creating gossip and fear. **The fix:** [stop acting like 007 and spill some beans](#).

**2. You're above getting your hands dirty.** You're great at assigning work. Doing work? Not so much. They hate watching you preside (and they hate it even more when you take credit for what they slaved over). **The fix:** get dirty. [Climb under the proverbial tank and turn a wrench](#). Roll up your sleeves and pick a smaller project you can handle in addition to your other responsibilities and DO THE PROJECT YOURSELF.

**1. You're indecisive. Maybe. Or not. But possibly. Yeah. No. I don't know.** OH MY GOSH MAKE A DECISION ALREADY! That's what you get paid to do as the leader. You drive them crazy with your incessant flip-flopping or waffling (mmmm waffles... oh. Sorry... still writing). **The fix:** [DO SOMETHING!](#) Acknowledge you might make a mistake but do something. A team is much more likely to follow a leader who makes decisions (even some bad ones) than a leader who makes no decisions at all.

There they are: 10 reasons your team hates you. Do any of them fit? I'll tell you what: I DARE you to email this post to your team members and ask them to anonymously circle any of the above behaviors that apply to you. I then further challenge you to fix the one or two that have the most votes. Trust me – all of you will be happier if you do. How's THAT for provocative?

## [Sports Films That Will Inspire You](#)



### [Not-to-miss uplifting classics](#)

Some sports films are for everyone. From men to women to kids of all ages, there is something inspiring to be found in many sports movies. Whether it is a story of an underdog or the true-life story of a favorite team, sports films are often not about athletics — they are often joyful and positive parables about life. Enjoy this list of classic sports movies that the whole family is sure to love.

### Hoosiers (1986)

Starring Gene Hackman, Barbara Hershey and Dennis Hopper and a bunch of unknown yet believable actual basketball players from the Midwest, Hoosiers is a film that sits at the top of the list of inspirational sports movies. Set in rural Indiana, this movie follows a basketball team that rises in status from being an unknown group of mediocre players to champions. This movie has a real sense of place, and Hopper's performance as a struggling alcoholic won him much praise.

### Rudy (1993)

With more "heart" than any other football-themed movie, Rudy can bring the whole family to tears. Your family will cheer as Rudy, played by actor Sean Astin, tries against all odds to pursue his lifelong dream of playing ball for Notre Dame. Another film set in Indiana, it contains a positive message for people of all ages and backgrounds.

### Miracle (2004)

Another movie that is beloved by kids and adults alike is Miracle. Starring Kurt Russell and Patricia Clarkson, this true-to-life movie traces the victory of the 1980 U.S. Olympic hockey team. It centers on the story of Herb Brooks, played by Russell, and features dramatic footage that will make any viewer crave athletic success.

### Invincible (2006)

When an athlete grows older than the norm for his or her sport, chances of being signed to a professional team grow dim. In this movie, the solid acting of Mark Wahlberg convinces us that it need not necessarily be so. In Invincible, Wahlberg portrays Vince Papale, a football player believed to be past his prime. However, you will delight as you watch Papale continue on despite the odds and eventually become a Philadelphia Eagle.

### Rocky (1976)

No classic sports list would be complete without mentioning Rocky, perhaps the most well-known inspirational sports film in the entire world. If you have never watched Rocky Balboa (Sylvester Stallone) overcome the odds as a boxer, now is the time to take in this film, which is an important part of Hollywood history. Heck ... this movie is also an important part of American culture.

This is just the tip of the iceberg, but it is a list that will get you in the mood to pursue your own dreams. Or, at least, get up off the couch after watching and run a few decent laps.