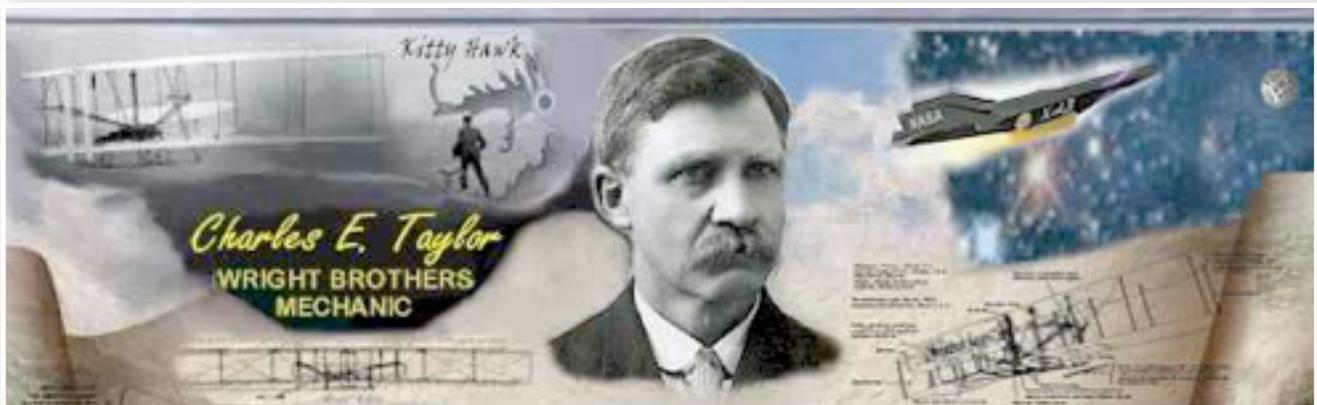


Aviation Human Factors Industry News

Volume X. Issue 21, October 19, 2014



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

Hello all,

To subscribe send an email to: rhughes@humanfactorsedu.com

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

★AF Celebrates 'Best' Year in Aviation Safety

★Pilots, others can learn to increase attention span, says safety expert

★Legacy of American Eagle Flight 4184 endures

★FAA and flight attendants square off in DC court over small electronics on takeoff and landing

★NTSB Offers Safety Seminar On Technically Advanced Aircraft

★American BASE Jumper Fatally Injured In Switzerland

★FAA's \$425,000 Civil Penalty against Gulfstream: Message to Mechanics by John Goglia

★And Much More

AF Celebrates 'Best' Year in Aviation Safety

In most jobs, breaking or losing a piece of equipment doesn't cost American taxpayers millions of dollars; however, in the Air Force, operating aviation assets safely not only saves money, time and resources but also the lives of Airmen.



"Our commitment to safety has been part of the Air Force fabric from Day One," said Air Force Chief of Staff Gen. Mark A. Welsh, III. "Our goal is always to keep getting better at it." In fiscal year 2014, the Air Force saw a 32 percent reduction in overall Class A aviation mishaps, which are categorized as flight, flight-related, aircraft ground operations and remotely piloted aircraft. According to the Air Force Safety Center, Class A mishaps are classified by loss of life, an injury resulting in permanent or total disability, destruction of an Air Force aircraft, or more than \$2 million in property damage or loss.

"Risk management and safe operations are part of our ethos," said Maj. Gen. Kurt Neubauer, the Air Force chief of safety and the AFSEC commander. "This is truly a good news story ... commander involvement at all levels resulted in (fiscal year) 2014 being the safest aviation year in the history of the Air Force."

There was a 64 percent drop in Class A flight mishaps, from 19 to seven, which contributed to two destroyed aircraft. When compared to fiscal year 2013, with 14 aircraft, it's an 86 percent decrease. Flight mishaps pertain only to manned aircraft, and the primary factor in those mishaps is human error.

"Flying is a 'by the book' or 'buy the farm' type of business," Neubauer said. "Our flyers showed great discipline while executing the mission. Aviator attention to detail and proper risk management enabled these historic lows."

Another factor in the decreased mishap numbers was AFSEC's facilitation of more than 57,000 Airmen providing safety feedback directly to commanders. AFSEC provided one-on-one interviews with 427 commanders around the world, analyzing and reviewing the feedback.

"I think we can attribute this success to a great proactive safety team, to commanders paying attention across the Air Force, and to aircrews who know how to do the job right," Welsh said.

Pilots, others can learn to increase attention span, says safety expert

About 450 pilots and other aviation professionals were in Wichita recently for Bombardier's 18th annual Safety Standdown, which focuses on attention control techniques for pilots. [Distractions increase risks to aviation safety](#), and techniques to help focus attention help reduce that risk, said Andy Nureddin, vice president for customer support and training at Bombardier Business Aircraft.

"This week, competition fades to the background as we look to learn and share for a common goal in making our skies safer," Nureddin said.

The free event brings pilots and others from flight departments around the country that operate planes built by all manufacturers, not only Bombardier planes.

Pat Daily, president and managing partner of Convergent Performance, said that attention is both a capacity and a capability.

The average adult has an attention span [of about 30 minutes at most](#). It's actually closer to 20 minutes, Daily said in a presentation called "Attention Control Techniques."

["I blame Facebook," Daily said. And cellphones.](#)

The ability to focus and concentrate is important.



The National Transportation Safety Board found that “[inadequate monitoring](#)” was a factor in 31 of every 37 major airplane accidents.

It was a factor in 63 percent of approach and landing accidents and in 50 percent of all runway incursion accidents, studies have shown, Daily said.

People have a limited amount of attention, Daily said, and they also can get distracted by “shiny objects” [that clutter thinking](#).

To a certain degree, however, “your ability to pay attention to something can be strengthened and controlled,” he said.

In general, “the greater the person’s intelligence, the greater the ability to focus attention and limit distractions,” Daily said.

Those who can focus attention are perceived to be smarter as well, he said.

In English, we say “pay attention,” Daily said. [Not paying attention can come with a price](#).

“The price of that can sometimes mean death,” he said.

[Fatigue, age and anxiety](#) also can affect a person’s attention span.

A little anxiety is good, he said, but too much diminishes the ability to focus.

So can one’s “busy-ness,” Daily said. “It’s a huge enemy of attention. ... [Are you busy or are you thoughtful?](#) Are you busy because you have a habit of being busy because you’re used to pulling out your phone every two minutes?”

Instead, “choose to focus,” he said. “Choose to ignore. Choose to set distractions aside. Put your phone away. ... [Pick some time to be thoughtful.](#)”

Mindfulness training can also help.

“It’s not just hot-tub psychobabble,” Daily said.

And exercise can help.

For 10 minutes, sit upright in a comfortable chair with eyes closed. Concentrate only on breathing.

When your mind wanders, bring your attention back to your breathing, he said.

Pilots also can benefit from frequent breaks, even if it’s to stand up long enough to stretch.

Get physical exercise.

And “check out this mindfulness stuff,” Daily said.

Legacy of American Eagle Flight 4184 endures

Almost 20 years ago, American Eagle Flight 4184 slammed into a rural Roselawn field, killing 64 passengers and four crew members on board.

Family members and friends of the victims were forced to cope with their losses and deal with an industry ill-prepared to deal with the disaster on Oct. 31, 1994.

For Jennifer Stansberry Miller, Terri Severin and others, that night grew into a crusade to successfully see the [Aviation Disaster Family Assistance Act](#) of 1996 put into law. Stansberry Miller's brother had died, along with Terri Severin's sister and nephew.

The Legacy of American Eagle Flight 4184 will be discussed during a forum at 6:30 p.m. Oct. 30 at the Radisson in Merrillville.

The guest speakers include Newton County emergency management director Ray Chambers, who was a first responder that night, and Charley Pereira, a former National Traffic Safety Board investigator, now consultant, who co-authored the NTSB final report.

Also speaking will be Greg Feith, an aviation safety and security expert who was in charge of the Flight 4184 investigation, and Paul Sledzik, director of the Transportation Disaster Assistance Division of the NTSB.

"The goal of the public forum is to provide the families and community a chance [to hear about the positive changes](#) the Flight 4184 disaster has had within the aviation industry," Stansberry Miller said.



"It will also provide a platform for the families, especially those who may be visiting for the first time, to ask questions of the individuals charged with either the local response, investigation or transportation disaster assistance," she said.

While the program is free, reservations are required. Those planning to attend can reserve a seat by going online to www.flight4184.eventbrite.com.

For Stansberry Miller, of Fishers, Ind., and her family, the heartbreak of the loss of her brother was compounded when [they received misidentified remains -- one of many missteps](#) made following the investigation.

"It is humbling to know those of us who were able to advocate during the '90s on behalf of all victims of aviation disasters have seen such meaningful change within this country. To observe the evolution of transportation disaster assistance from 1996 until today is indescribable," she said.

As a lasting tribute to those who lost their lives, the Families of 4184 have commissioned the construction of a memorial.

Designed to stand about 3 feet high over a 15 feet length, it will include 68 bricks engraved with the passengers' and crew members' names. It's being built by a mason from DeMotte, Larry Albanese, and his son, Nate.

The current memorial will be reconstructed. For the past 20 years, it been made up of rows of white wooden crosses. It has stood out starkly against the rural Roselawn field into which the plane crashed.

The Families of 4184 welcome donations to help offset the cost of the brick memorial. An artist's rendering can be seen at www.americaneagle4184.com. Donations may be made there online or by sending a check made payable to "Families of 4184". It should be mailed to Families of 4184, 309 East Rand Road, Suite 192, Arlington Heights, Ill., 60004.

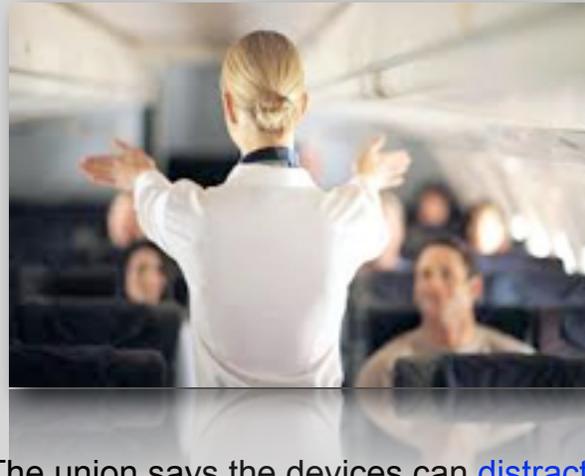
Severin -- of suburban Chicago -- [has written a book about the tragedy](#) that killed her sister, Patty Henry, and her nephew, Patrick Henry. The book, "In the Wake of the Storm, Living Beyond the Tragedy of Flight 4184," is available in an expanded eBook at www.northcrosspress.com.

FAA and flight attendants square off in DC court over small electronics on takeoff and landing

The nation's largest flight attendants union says it wants airline passengers to return to stowing cellphones and other electronics [during takeoffs and landings](#), but the group's arguments didn't seem to fly recently in court.

A lawyer for the union argued before a three-judge panel of the U.S. Court of Appeals for the D.C. Circuit that aviation officials acted improperly last year in clearing passengers to use small electronics during takeoffs and landings. The union says the devices can [distract passengers from safety announcements](#) and become dangerous projectiles. The union also says that in letting passengers keep the devices out, the Federal Aviation Administration changed an agency regulation without steps required by law.

But the judges hearing the case suggested they won't be prying portable electronics out of passengers' hands.



NTSB Offers Safety Seminar On Technically Advanced Aircraft

Fifth In A Series Focused On GA Accidents

The NTSB will present a seminar highlighting the [lessons learned from NTSB's accident investigations](#) involving technically advanced aircraft. The seminar will be held on Saturday, November 8, 2014 at the NTSB's Training Center in Ashburn, Virginia.

This is the fifth in a series of safety seminars presented by the NTSB focused on general aviation accidents. The 4-hour event will explore some of the causes of these accidents, the current government and industry efforts to prevent them, and the resources available to the pilot community. It is designed for pilots, mechanics and other members of the GA community **and is free of charge**. Pilots participating in



the FAA's WINGS program will receive credit for attendance. NTSB Board Member Earl Weener will be a featured presenter, and attendees will also hear from NTSB staff who have investigated these types of accidents.

In recent years, the cockpits of many general aviation aircraft have undergone a transition from conventional analog flight instruments to digital-based electronic displays, or "glass cockpits." While these "glass cockpits" represent a significant change and potential improvement, they also represent challenges for pilots in the GA community.

An NTSB safety study completed in 2010 concluded that "glass cockpit" aircraft experience a lower total accident rate, **but a higher fatal accident rate**, than the same type of aircraft equipped with conventional analog instrumentation. With "glass cockpit" aircraft comprising a high percentage of the general aviation fleet, the NTSB remains committed to reducing the number of accidents.

The NTSB welcomes participation in this event from representatives from the Aircraft Owners and Pilots Association and the Federal Aviation Administration.

The seminar is open to the public. Space is limited, therefore, early registration is highly recommended.

FMI: www.nts.gov/news/events/2014/taa_seminar/index.html, [Register](#)

American BASE Jumper Fatally Injured In Switzerland

Misjudged Wingsuit Launch From 9,500-Foot Sex Rouge Peak

An American BASE jumper was fatally injured Friday after reportedly **misjudging his launch from a mountain** in Switzerland, impacting a cliff, and falling several hundred feet into a gorge. The jumper has not been identified, but the Associated Press reports he was 44 years old and from Dallas, TX. He had jumped from the 9,514-foot Sex Rouge peak in the Les Diablerets range near Lake Geneva in the western canton of Vaud.



Vaud police spokesman Jean-Christophe Sauterel said the man was an experienced jumper using a wingsuit.

Sauterel said that the jumper's body has not yet been recovered due to poor weather conditions in the Alps. (File photo)

FMI: www.basejumper.com

FAA's \$425,000 Civil Penalty against Gulfstream: Message to Mechanics by John Goglia

On September 16 the FAA issued a press release announcing a proposed \$425,000 civil penalty against Gulfstream Aerospace Corp. The FAA's civil penalty letter to Gulfstream (which was actually issued in August) alleges that its repair station had failed to comply with Federal Aviation Regulations related to training of aircraft mechanics.

The FAA also alleged that numerous mechanics performed maintenance when they were not qualified to do so because they were not properly trained. According to the FAA, training record discrepancies uncovered in 2009 and identified to Gulfstream officials were not corrected sufficiently to “address systemic training and record keeping deficiencies.” Gulfstream, in a media statement in response to the FAA’s civil penalty, claimed that safety was never compromised and that the problems occurred years ago and were largely administrative. It has 30 days to formally respond to the FAA’s enforcement case. While the specific violations addressed in this enforcement case do relate to events that occurred four and five years ago – yes, cases can move very slowly through the FAA which is a concern as you know from my previous articles – the problems identified at Gulfstream highlight [an issue that should be important to every mechanic: the status of his or her training records](#). These records are used to determine the qualifications of mechanics to do work that they’re assigned. While this specific case is only against the company, I have seen numerous FAA cases over the years against mechanics for performing maintenance and signing off on tasks when they had not been properly trained and qualified for the work they performed or their records did not properly reflect their training and qualifications to do the work.



In this particular case, the FAA’s civil penalty letter alleges that 132 employees had expired [Human Factors Training](#) and yet were kept on the active roster. Did any of these mechanics ever check their records? Did any of them know that their training was out-of-date or that their company’s training records indicated that their training was out of date, even if it did so erroneously? According to the FAA, Human Factors training [is required to perform any maintenance](#) function at Gulfstream.

In addition, the FAA asserts that it pulled the training records of 17 repair station employees at random for a more detailed review. All these individuals had records which indicated expired training events. The FAA then reviewed records of work performed by these individuals and determined that a number of them had signed off on tasks when they were not qualified in accordance with the FARs to sign off those tasks by virtue of not having required training. This raises troubling issues not just about the company’s attention to their training records but also their employees’ attention to the accuracy of their own training records.

While a repair station is clearly responsible for providing appropriate training and maintaining accurate records, individual mechanics **are also responsible for knowing the status** of their qualifications to perform tasks they're assigned. I don't know how they can do that without keeping track of their own training and regularly reviewing their company's personnel training records to ensure their accuracy.

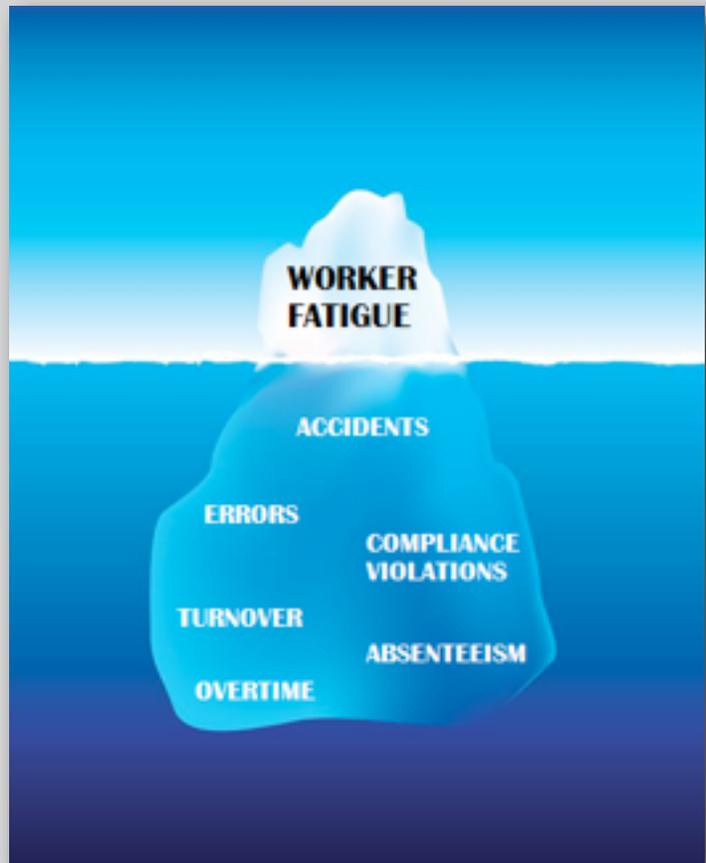
Worker Fatigue: Excess Costs & the Iceberg Effect

Worker fatigue may be an issue in your operation – whether you're aware of it or not.

One-third (33%) of workforce managers believe that fatigue is a moderate or severe problem among their workers.

However, managing the risks associated with fatigue can be challenging. Serious concerns arise when workers don't obtain sufficient rest between shifts, which can be due to worker's behavioral choices, underlying sleep disorders and also due to management decisions (e.g. work schedules and staffing levels). To some, fatigue might seem like a minor concern, yet it costs companies millions of dollars each year **in excess costs, accidents and errors**.

Fatigued workers cost employers \$136.4 billion annually in health-related lost productive time (absenteeism and presenteeism), almost 4x more than their non-fatigued counterparts.



Below are six types of excess costs to an operation that are often inflated by the repercussions of worker fatigue. If you are struggling to reduce these operational costs, you may be experiencing the “Iceberg Effect” of fatigue.

1. Absenteeism

Absenteeism alone accounts for as much as \$2,660 in additional costs per year for shift workers as compared to day workers.¹ According to 2014 Shiftwork Practices data, only 50% of absences are due to personal illness and family issues, and almost 25% of absences are due to stress and feelings of entitlement.

2. Compliance-related violations

Sleep deprived individuals have been shown to have trouble with maintaining focus, keeping track of events, maintaining interest in outcomes and attending to activities judged to be non-essential.

In fact, research suggests that there is a interaction between sleep deprivation and attention-deficit hyperactivity disorder (ADHD) in which sleep deprivation exacerbates the symptoms of ADHD.

This means that workers are at a much greater risk of having an oversight that could result in a compliance violation.

3. Lost Productivity

When sleep deprived, individuals experience performance degradations such as: increased exerted effort to complete tasks, decreased vigilance and slower response time. The average functional level of any sleep deprived individual is comparable to the 9th percentile of non-sleep deprived individuals.

What is the cost of this lowered productivity? The total annual cost of lost productive time attributed to fatigue in the U.S. workforce has been estimated at \$330 million, with 84% of this lost productive time due to reduced performance at work, as opposed to absenteeism.

4. Increased Errors

When sleep deprived or fatigued, cognitive declines increase concurrently with a worker’s time on a given task, resulting in an increased number of errors. These errors include mistakes of both commission (i.e. performing an act that leads to harm) and omission (i.e. not performing an expected task), which can be disaster for any operation.

Because of the cognitive slowing that occurs when tired, errors are especially likely in individual-paced and time-sensitive tasks.

5. Overtime

When absenteeism rates are high, relief coverage is necessary to cover shifts. This means that other workers are required to work substantial amounts of overtime to cover the vacant positions.

Also, there is a vicious cycle between overtime and fatigue. As overtime increases, the fatigue levels rise among workers and the likelihood of a fatigue-related accident increases dramatically.

6. Accidents

Compared to day workers, night workers make five times more serious mistakes and are 20% more likely to suffer a severe work-related accident.

<http://circadian.send24web.com/track/click/Njlx:29841:5876AD0A-329E-421D-8575-829ECDF64409/11476>

Struck-by Vehicle Incidents Cause 15 Percent of Workplace Fatalities in Kansas, Missouri, Iowa, and Nebraska

According to a news release from OSHA, 15 percent of all workplace fatalities in the last five years investigated by the Kansas City Regional Office of OSHA have involved [moving equipment that struck employees](#) in the workplace.

Struck-by injuries and fatalities are caused by conventional vehicles,



forklifts, semi-trucks, and other moving industrial equipment, such as cranes and yard trucks.

OSHA is continuing its Regional Emphasis Program (REP) in Missouri, Iowa, Kansas, and Nebraska, with the goal of educating employers and workers about the hazards associated with these vehicles and preventing tragic incidents. The REP is intended to address hazards associated with the operation of motorized equipment in construction, general and maritime industries. "Fatalities occurring from vehicles striking workers [are senseless and preventable](#)," said Marcia Drumm, acting regional administrator for OSHA in Kansas City. "This REP allows OSHA inspectors to evaluate compliance with associated standards when conducting all inspections and focus on these real dangers."

More than one-third of the incidents involved either forklifts or semi-trucks, and fatalities occurred across industries and company sizes. Seventy percent of the fatal incidents occurred at general industry work sites, while 24 percent happened in construction. Nineteen percent of the struck-by-vehicle fatalities were at employers with 10 or few employees; 46 percent were at midsize companies with 11-100 employees; and the remaining 35 percent were at larger employers with more than 100 employees.

https://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=NEWS_RELEASES&p_id=26820

FAA Feedback: The Most Important Rule

by [Bill O'Brien](#)

Since last year I've been traveling around the country giving FAA maintenance safety seminars on the regulations.

It was surprising to find that I [learn more about regulations from the questions technicians ask me](#) than the knowledge they gain from me.



At a recent seminar, a student asked, “Since you are with the FAA, out of all the rules we went over today, what do you think is the most important rule?”

I wish that I’d kept count of the number of people who have asked that question. So many, in fact, that I had a conditioned reflex reply: “[They all are.](#)”

That answer may have satisfied the student, but for some reason it didn’t satisfy me any more. On the plane ride home I wondered: Is there a “golden rule” for aviation technicians? One rule that explains all the rest?

Suddenly it came to me – the most important rule is Federal Aviation Regulation (FAR) 43.12, [which covers falsification or alteration of maintenance entries](#). This is one rule which, if broken often enough, could cause the complete failure of the aviation maintenance industry. Rules such as FAR 43.13, Performance Rules; FAR 91.409, Inspections; or FAR 39, Airworthiness Directives, are heavy-duty maintenance safety rules but don’t compare to 43.12 on a scale of importance.

[Why?](#) Because this entire aviation maintenance industry is built on our own personal honor and trust. This characteristic of personal integrity and professionalism forms the very core of the aviation maintenance profession.

We depend on the single idea that each of the 100,000-plus men and women who maintain and inspect aircraft will do it to the highest industry and personal standards.

Think about this. When you make a maintenance entry, and you must each time you exercise the privileges of your certificate, you sign your name and certificate number. By these actions, you not only satisfy a FAR, [you give the rest of us in this industry your word of honor](#). You certify that your work has been done right. Not 50 percent right, not 90 percent right, but 100 percent right.

In return, if this was a perfect world, when you read some other technician’s entry, his word of honor, his written statement should be accepted with a high level of respect. Sadly, this is not a perfect world, so you don’t accept every entry at face value.

You have learned, or will learn, that there are those among us who deliberately falsify records. The important word here to focus on is [“deliberately.”](#) That’s why FAR 43.12 was written. It tells that any perversion of this mutual trust among technicians, any selling of one’s honor that would compromise our record system will not be tolerated by the U.S. government.

Why does the government consider the maintaining of maintenance records integrity so important? **Records ensure safety.** Industry and government recognize that even a total of 5 percent maintenance records falsification in all of the 210,000 aircraft in the fleet would cause the system to collapse.

Who would trust a record system that was only 95 percent accurate? Who among us would trust an aircraft that was only 95 percent inspected, only 95 percent maintained? What passengers would buy a ticket or pilots fly if they could only be assured of a 95 percent chance of getting to their destination in one piece?

Those who falsify records know it's wrong. They try to rationalize their actions to soften the guilt. They claim they do it **for good reasons like meeting a gate time or to keep their job.** Or they make promises to themselves to fix it later when they have the parts available, etc., etc., etc.

There is **NO EXCUSE** that justifies the falsification of aircraft records. Record falsification is a lie! And every lie is like a cancer that eats away at our honor as technicians and at the trust the rest of the industry has in our profession.

Pilot waves goodbye ... with the whole plane! Captain dramatically dips wings from side to side just seconds after take-off in highly skilled stunt

At a cost of £222.5million each, damaging a Boeing 747-8 freight plane is certainly not advised.

So it perhaps understandable that the crowds who gathered to watch this particular plane take off **were a little shocked to see** it rock dramatically from side to side as it left the runway.



But rather than losing control of the aircraft, the pilot was actually performing a [highly skilled maneuver](#) known as a 'wing wave'.

The 'wing-wave', a gentle dip of the plane from one side to another, is generally done by cargo planes to say 'goodbye' as the aircraft will never again see the home airport where it was made.

The move is also performed as a 'thank you' gesture to staff at the airbase.

The footage, which has been uploaded to the ViralVideoUK website, shows the brand new Boeing jet performing the move as it takes off on its maiden voyage.

The plane was departing from Paine Field airport in Washington, US – the airfield which is home to the Boeing Everett Factory where the company's jets are assembled and made.

Cargo planes generally only dip each wing when they have reached 2,000ft or higher and traveling at a sufficient speed.

However, the captain of this plane, made by Boeing for Cargolux Airlines, [decided to show off](#) what the aircraft was capable of.

Dubbed 'Queen of the Skies', it performed the 'wing-wave' straight after take-off and just yards away from the tarmac.

Paine Field is home to the Boeing Everett Factory, one of the world's largest buildings and the primary assembly location for Boeing's wide-body 747, 767, 777 and 787 aircraft.

Cargolux and Nippon Cargo Airlines were the first customers for the 747-8, placing orders for the freighter in November 2005.

Assembly first began in 2008, and the first 747-8F was delivered to Cargolux in 2011.

http://www.dailymail.co.uk/travel/travel_news/article-2783901/Captain-dramatically-dips-wings-just-seconds-highly-skilled-stunt.html#socialLinks

10 Reasons Why Superstar Employees Make Lousy Managers

In sports, we know the best players don't always make the best coaches, and average players often become great coaches.

The same is true in just about any occupation. Yet, organizations keep making the same mistake over and over by promoting their top performing salespeople, their smartest engineers, [or their best mechanics](#) to managers and then are surprised when they struggle or fail. Then, they do it all over again. You can't blame them for trying. After all, a proven track record of success in previous roles *should* be a prerequisite to be promoted to the next level. According to research conducted by the Corporate Leadership Council in 2005, only 7% of high-potential employees are not currently high performers. Performance *is* a prerequisite for potential.



However, the same research revealed that only 29% of high performers are also high-potential employees. That may help to explain why 40% of internal job moves made by people identified by their companies as “high potentials” [end in failure](#). For more on high potentials, see [What is a Hight Potential](#).

So why do top performing employees or players often fail as managers? Here are 10 of the most common reasons:

1. **Being a manager or coach is a completely different job and requires different skills.** The traits and skills required to be successful in sales are not the same traits and skills required to be a successful sales manager. In fact, one assessment company I used to work with told me the success profiles were completely *the opposite of each other!*
2. **Top performers often get frustrated and have no tolerance with average or poor performers.** They set very high standards for themselves, and usually meet them, so it's hard for them to understand why others can't just do what they do, or have the same drive and motivation that they do.

3. They are “unconsciously competent” and can’t teach others. I recently heard ex-football player Bob Golic tell the story of how Hall of Fame defensive lineman Reggie White was trying to show him one of his moves for rushing the passer. After several attempts, he finally just threw up his arms in frustration and said, “Damn it Golic, I can’t *explain* how I do it, I just *do it!*”

That’s often the case with top performers. They’re great, but they’re not often sure why, and if they do, can’t explain it to others in a way that’s learnable.

4. They expect others to do it the same way they did. There are many ways to achieve success, and everybody brings a different set of skills and experiences to the job. When coaching an average or poor performer, a top performer’s solution is often “do it the way I used to do it!”

5. They are poor delegators. Because they are so good at what they used to do, instead of investing the time to coach someone, they find it easier and quicker to just jump in and do it themselves. They often become micromanagers. Take the micromanager quiz to find out if you are.

6. They are often poor administrators. When they were a superstar delivering great results, their boss may have given them a lot of leeway when it came to filling out reports. However, in a management role, those reports and other administrative details are a much bigger part of the job. Neglecting them will eventually be seen as poor management performance.

7. They are hard to replace. Top performers often contribute way more than their share – some would say as high as 50% more – than the average employee. So when that top employee is promoted, the team’s performance and productivity often drops dramatically, putting the newly promoted manager in a hole to start with. Digging out of that hole often leads to frustration (see #1-6) and brings out the worst from the beleaguered manager, who hasn’t even learned how to manage yet.

8. A lack of preparation. Top performers often get promoted and are not given training, coaching, mentoring, or any other form of formal support. Because of their consistent track record of high performance, it’s expected that they will just pick it up and learn it just like they have with other new assignments. Organizations underestimate how difficult it is to become a first time manager – some would say it’s the most difficulty management transition of all.

9. They burn out their teams. Former “A player” managers didn’t achieve their success based on luck – they did it through hard work and long hours. When those same work habits carry over to a manager role, they set an unspoken

standard that not all team members are able to (or want to) keep up with. This can lead to burnout, resentment, and turnover.

10. They alienate their peers. As an individual contributor, they may not have had to depend on collaborating with others to achieve results. They were rewarded for their individual results, not for helping others achieve their results. In a management role, a function's success is usually highly interdependent with other functions – siloed organizations can't be successful. The ability to collaborate with peers becomes more important the higher a manager moves up in the organization, and is a predictor of promotability to the next level.

Given all of this, should organizations exclude top performers from being considered for management roles? Of course not. With the right preparation, selection criteria, expectations, and support, it's very likely that a high performing employee will be a *great* manager.

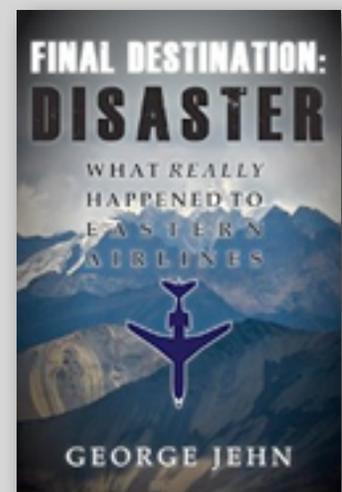
<http://management.about.com/od/managementcareers/fl/What-is-a-ldquoHigh-Potentialrdquo.htm>

<http://management.about.com/od/managementskills/fl/20-Clues-That-You-Might-be-a-Micromanager-take-the-quiz-to-find-out-if-you-are.htm>

Final Destination: Disaster: What Really Happened to Eastern Airlines

Final Destination: Disaster informs the public, for the very first time, what actually precipitated the controversial sale of Eastern Air Lines, at one time the second largest airline in the free world, to Frank Lorenzo's Texas Air Corporation, which led to its certain demise.

It is written from an eighteen-year veteran Eastern pilot insider's perspective, as the author was intimately involved in many aspects of the tumultuous events that culminated in the sale.



TED: Ideas Worth Spreading

What I learned from going blind in space

There's an astronaut saying: In space, "there is no problem so bad that you can't make it worse." So how do you deal with the complexity, the sheer pressure, of dealing with dangerous and scary situations? Retired colonel Chris Hadfield paints a vivid portrait of how to be prepared for the worst in space (and life) — and it starts with walking into a spider's web. Watch for a special space-y performance.



http://www.ted.com/talks/chris_hadfield_what_i_learned_from_going_blind_in_space?utm_campaign=ios-share&utm_medium=social&source=email&utm_source=email

www.amazon.com/Astronauts-Guide-Life-Earth-Determination/dp/0316253014/ref=as_li_tf_tl?ie=UTF8&camp=1789&creative=9325&creativeASIN=0520271440&linkCode=as2&tag=teco06-20