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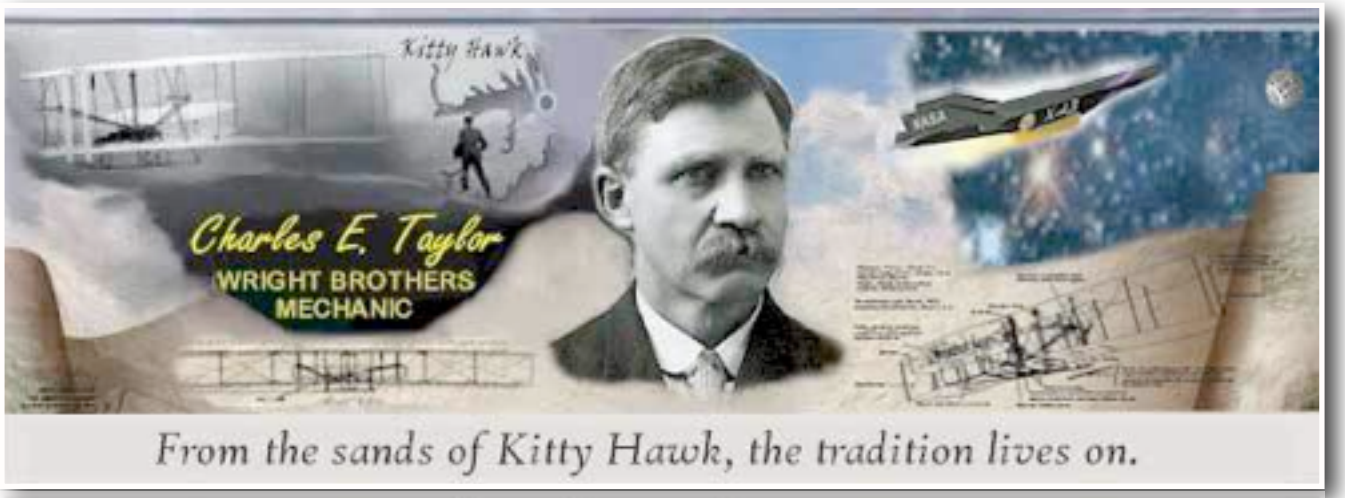

Hello all,

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

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★And Much More

OSHA launches inquiry into American Airlines mechanic's death at D/FW Airport

The Occupational Safety and Health Administration has launched an inquiry into the death of an American Airlines mechanic at Dallas/ Fort Worth International Airport.

The longtime mechanic, identified by his union as Dave Ostang, died Monday morning in an accident on a jet bridge, though American officials have not released many details about how he died.An OSHA spokeswoman said there is no time frame on how long the investigation will take.

Ostang had been a mechanic for American Airlines for 34 years, said Gary Peterson, president of the Transport Workers Union Local 591.

"Dave was one of the guys that everybody, so to speak, looked up to and liked working with," Peterson said. "He always had a smile on his face."

Peterson, who knew Ostang personally and professionally, said Ostang family has asked for privacy.

Peterson said union officials are focusing on helping the family right now. Later, they hope to figure out what led to Ostang's death and if anything could have been done to prevent it, he said.

"It's been an unfortunate situation that all of us have been dealing with, trying to figure out what happened and why," Peterson said.

Vectors For Safety

by Gene Benson

I am very tired of reruns. No, I am not talking about TV shows. I spend plenty of time reading accident reports and I have not seen any really new programming in a very long time. In one accident report after another, pilots follow the same old tired scripts with only slight variations in the details. I could understand this if the pilots involved were new and inexperienced, not having the benefit of what is well-known about accident prevention. But that is usually not the case.

We very frequently see highly experienced, knowledgeable, respected pilots showing up in the wrong column of statistics.

The easy explanation is to blame overconfidence and complacency or an attitude of invulnerability. But doing some hard examination of a significant number of accidents, including accidents in which I have had personal friends killed, I am convinced that there is more going on. I a deeper look into our humanness might reveal some explanations.

So let's enroll in "Psychology 121.5." I could write a textbook or create a semester course on the psychology of being human as it relates to pilots. But that would be a bit much so let's just take a look at one concept taken from behavioral psychology, called "Choice Blindness." We have discussed in other issues the influence of the unconscious or subconscious mind on our decision making. We have seen how our various motivations can cause us to make flawed decisions. The concept of choice blindness addresses the next progression, after the decision has been made. Our brains work very hard to support our decisions, even the flawed ones. Facts that confirm our decision are allowed through while facts that should raise concern about the validity of the decision are filtered out. This phenomenon is probably related to the various mechanisms that work hard to protect our "self," otherwise known as our ego. This is not a personality flaw. Well, I suppose it is, but we are all afflicted by it. It is simply part of our humanness.

So by hypothetical example, a pilot knows that additional fuel is needed for a flight, but a substantial delay in obtaining the fuel prompts the pilot to take off with the existing, insufficient fuel quantity. That was the flawed decision perhaps resulting from external factors such as a meeting to attend. But now, as the flight progresses, the pilot's brain works hard to validate the decision to depart. Minor facts such as a few extra knots of tailwind are taken as validation. In extreme cases, the pilot's perception of the fuel gauges may even be altered. At the same time, hard facts such as how long the engine has been running, or that there may be a need to deviate around weather, or that there may be traffic delays at the destination, are not brought into the conscious mind.

The pilot is jolted back into the real world at the first engine sputter, but it is too late. The laws of physics have triumphed over the principles of psychology.

We can come up with many scenarios that illustrate the concept of choice blindness. Perhaps the most common is the pilot who makes a flawed decision about the weather, departs, and fails to recognize the severity of the situation until aircraft control is lost. But the situation is not hopeless. There are positive steps that we can take to help us avoid the traps set by choice blindness.

A good, thorough personal minimums checklist can not only help us avoid the flawed decision, but can help us to counter choice blindness and recognize that a different course of action is indicated. The personal minimums checklist can be referenced in flight if appropriate limitations have been included. For example, if a fuel reserve of 45 minutes is specified, that need not only be applied to flight planning, but can be considered a hard line not to be crossed while flying. As soon as we realize that we will have less than 45 minutes of fuel remaining at our destination, then we must take action to land at the nearest suitable airport. Or if our personal VFR minimums cannot be met during flight, then we must make an appropriate diversion.

The many workings of our humanness that get us into trouble are not easy to overcome. But by having an awareness of their existence and by taking measures such as strict adherence to personal minimums, we can mount a robust defense.

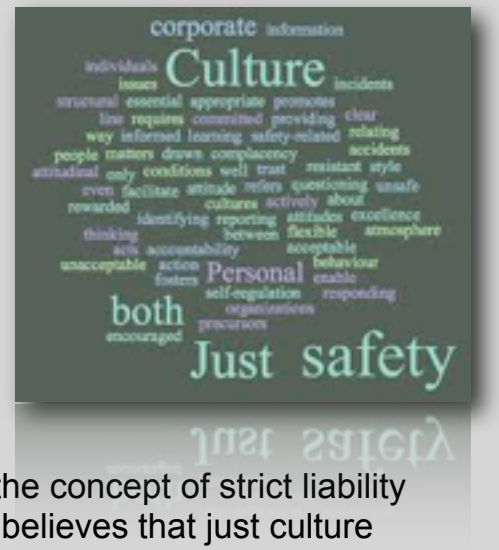
Please visit my website, genebenson.com for more safety information including free online courses, many are valid for FAA Wings credit.

Just Culture needs Industry Co-operation: Skidmore

CASA Director of Aviation Safety Mark Skidmore has made it clear that a just culture approach to regulation will need co-operation from the aviation community.

Adopting a just culture was one of the key recommendations coming out of the Aviation Safety Regulation Review (Forsyth Report), which Skidmore announced this week that CASA would implement.

Speaking with *Australian Flying* last Wednesday, Skidmore said that he needed input to make the initiative work properly.



"I want people to report things," he said. "They should be able to do that without thinking that we're going to slap them with an enforcement every time. A good safety system means I need to have the information to look at how we need to adjust regulations, how we need to change things to make it better for everyone out there."Although the regulator has always encouraged self-reporting, the lack of just culture within CASA and the concept of strict liability has made the industry wary of doing so. Skidmore believes that just culture needs open dialogue with the aviation community.

"I think industry is part of it, the whole community is part of it. I can't operate in a vacuum. If I'm not getting the information then I can't work on it, I can't do anything with it. I need the help of the community out there when we're going through a post-implementation review to give us feedback, to tell us what we've done wrong, if that's the case, or where we can improve.

"I think the ideal of a safety system is where people are reporting themselves and saying 'hey, we saw this, we did this, we've learnt from it, we've adjusted this.' And I'm going to say 'well done, thank you very much.' That's exactly what I want from a safety management system!"

Skidmore feels he has the support of the CASA board and the minister Warren Truss to make such an important reform to aviation safety regulation, and that there is little resistance within CASA itself to make the changes.

Without the co-operation of the aviation community, however, it will be hard for him to make just culture work.

http://www.australianflying.com.au/news/casa-to-adopt-just-culture-approach-to-regulation

United Issues Warning To Pilots After Cockpit Errors

A dramatic call to pay attention in the cockpit.

Mistakes In The Cockpit Found During Review Of Flight Operations Data.

United Airlines pilots have gotten what is described as a "stern warning" from the airline after a review of flight operations data revealed mistakes in the cockpit which could have jeopardized the safety of passengers.

The safety memo was sent to pilots January 9, according to a report in the Wall Street Journal. It said there were four specific "safety events and near misses" in the weeks leading up to the memo, including one in which a pilot had to execute an emergency pull-up maneuver to avoid impacting terrain. Another incident showed a flight that landed with fuel below the minimum required reserve.The two-page memo reportedly did not provide specific flight information, but contained blunt language that said there was strong evidence of lapses in discipline, poor cockpit communication, and lack of coordination among flight crews.

A United spokesman told the paper that it is normal for the airline to pass along results of its safety reviews to its pilots. He said that the policy allows the airline "to adjust our actions when we see some of these potential issues," but would not offer any specifics.

The memo, however, said that the common thread of all of the incidents mentioned was that they were "preventable." It called for pilots return to well-established management principles that give every pilot the obligation to "speak up if safety is in question" and said that pilots "must also accept the input of their fellow crew members."

United's pilot union said that while the points in the memo are valid, there is also a "shorter and less robust training" period, as well as diminished respect for "captain's authority" and pressure for pilots to skirt rules.

One pilot told the paper that there had been growing concern about veteran pilots being paired with relatively new hires or those recently returning from furlough who may feel less free to make their concerns known.

SHOCKING; A U.S. Navy Flight Line Mishap.

As soon as I touched the ratchet to the contactor and gave it one turn, I experienced a jolt of pain in my thumb and saw a surprising flash of light.

The flight schedule had ended for the night, and the AE shop had a few discrepancies to work on. An AE3 and I went down to the hangar bay to begin work on Canyon 403. He climbed into the cockpit to work on corrosion prevention and some light-intrusion problems on the cockpit panels.

The AE3 asked me to grab a power cable so he could apply power for cockpit panel lighting. Only reset power was applied, which is quiet and not obnoxiously loud like full power. Reset power means that the aircraft has the power load applied, but the power is held at the contactors waiting to be distributed throughout the various systems. Many AEs use reset power for a multitude of reasons: charging the battery, testing lights and reading voltage.

While the AE3 was in the cockpit working, I had a few discrepancies of my own to work on. A contactor in the left avionics-bay door and another in the right door needed to be sealed. I started on the one in the left door. I could seal all the terminals without removing anything.

After sealing the first contactor, I moved to the other side of the aircraft to seal the other one. There were many harnesses in the way, so I decided to disconnect them to have more room to work. I also had to take off the contactor cover because this contactor was in a much smaller area than the first one. I removed the top cover with a flathead screwdriver. To reach the bottom terminals, I had to take off a second cover. I grabbed a ratchet, extension, and 3/8-inch socket to remove the second cover.

As soon as I touched the ratchet to the contactor and gave it one turn, I experienced a jolt of pain in my thumb and saw a surprising flash of light. The bottom of the ratchet had grounded out on a door latch, which allowed electricity to flow from the contactor through my tools and me.

I was escorted to medical, where I received an EKG test of my heart and provided a urine sample for testing. The medical doctor gave me thumbs up to return to work after reviewing the results of my tests.

The Navy has instructions, manuals, and publications in place to prevent mishaps like this. I had read the proper publications before starting the job but lost focus of what I was working on. Even the simplest task can turn into a mishap if you fail to remain aware of your surroundings.

Wrong fuel may be factor in plane crash

A plane piloted by a Canadian man may have been doomed before he attempted to takeoff last weekend as it may have been fueled up with the wrong type of gas at Felts Field, causing the plane to lose power and crash.

The Piper Malibu, piloted by Michael Clements, went down near the Hamilton Street overpass Sunday afternoon within moments of takeoff from Felts Field.Numerous pilots and mechanics have confirmed the Piper Malibu that crashed runs on aviation gas, which is essentially a high octane version of automotive gasoline.

At Felts Field you can purchase either AV gas or jet fuel; in fact the fuel pumps are side-by-side on the tarmac.

The sign on the gas pumps at Felts Field clearly say 'Self Serve' but it's not known if he filled his own tank with fuel.

While the Piper Malibu should have been filled with AV gas at Felts Field, a report from the Washington Department of Ecology, which responded to the crash scene because of the fuel leaking from the wreckage, said that one of the first FAA inspectors at the scene was concerned "about maybe having Jet 'A' when the plane runs on aviation fuel."

According to instructors at Spokane Community College's aviation maintenance school, if you put jet fuel in a piston-powered plane, like the one that crashed, it won't run very long because it doesn't have any octane and will actually start tearing up the engine.

Last summer in Las Cruces, N,M. four people were killed when the twin engine Cessna 421C air ambulance they were flying crashed shortly after takeoff. The NTSB's preliminary report into that crash said the aircraft took on 40 gallons of the wrong type of fuel and crashed shortly after takeoff.

Clements, who had been in critical condition since the crash Sunday, succumbed to his injuries Tuesday afternoon.

The National Transportation Safety Board's investigation into the crash is ongoing. Typically it can take up to a year for their final report on a mishap to be published.

NTSB: Failure To Transfer Fuel Caused Fatal Accident

Probable Cause Report Released From Parkers Prairie, MN Maule Accident

Sometimes it just gets back to the basics. Such is the case in a probable cause report released by the NTSB from an accident in February, 2013 in Parkers Prairie, MN, that resulted in the fatal injury of the pilot of a Maule MXT-7-180.

According to the report. the pilot was returning home from a cross-country business trip when the accident occurred. A witness reported hearing a “loud pop” that sounded like an “engine backfiring” followed by the sound of impact. Another witness reported seeing the airplane flying low and hearing the engine just before the airplane impacted terrain. The airplane impacted a snow-covered field and traveled about 300 ft before it came to rest. First responders reported smelling fuel near the main wreckage. A post,accident examination of the airplane and engine did not reveal any mechanical anomalies that would have resulted in the accident.

The airplane’s fuel tanks were filled before departure. Each main fuel tank held 20 gallons of usable fuel, and each auxiliary fuel tank held 15 gallons of fuel. The main fuel tanks supplied fuel to the engine. The fuel selector was found in the “both” position. The auxiliary fuel tanks replenished the main fuel tanks via transfer pumps that were turned on by switches in the cockpit when needed; the fuel transfer pump switches were not located in the wreckage. The airplane’s estimated fuel consumption rate was about 9 gallons per hour. According to the tachometer, the flight was 4.1 hours long, which would have used about 37 gallons of fuel plus additional fuel for taxi and climb. Thus, it is likely that the pilot did not transfer fuel from the auxiliary fuel tanks to the main fuel tanks in a timely manner, which resulted in the engine being starved of available fuel.

The National Transportation Safety Board determines the probable cause(s) of this accident to be the pilot’s failure to transfer fuel from the auxiliary fuel tanks to the main fuel tanks in a timely manner, which resulted in fuel starvation to the engine.

FMI: **Full Narrative**

Bahamas Cites Poor Decisions by Crew as Cause of Plane Crash

Investigators looking into a small plane crash that killed a prominent Christian minister and eight others last year have found it was likely caused by bad decisions by the crew during stormy weather, the islands' civil aviation department said Sunday.

A Learjet carrying the Rev. Myles Munroe and members of his Bahamas Faith Ministries crashed Nov. 9 after striking a shipping crane as it attempted to land in Grand Bahama. The crash killed everyone on board, including Munroe's wife.

On Sunday, the islands' civil aviation department said its accident investigation unit had concluded its probe into the crash. In a final report, investigators determined that poor decision-making by the crew as they attempted to descend below the authorized altitude without being able to see the runway area was the probable cause.The jet was trying to land during heavy rain and reduced visibility as a storm front passed over the area. During a second attempt at landing at the Grand Bahama International Airport, the crew struck a crane at a shipyard during a "go-around procedure," according to the Sunday statement from the civil aviation department.

The right outboard wing, landing gear and right wing fuel tank separated from the plane on impact, according to the department. The aircraft spun out of control for roughly 1,578 feet (526 yards) before slamming into a recycling facility. Nobody on the ground was hurt.

Munroe was a best-selling author, motivational speaker and influential Christian pastor who frequently spoke on television and gave sermons around the world. At the time of the crash, he and the others were flying to a global leadership forum that he had organized in the Bahamas.

FAA Feedback: The Most Important Rule

by the late 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.

$13 Million Judgment Against Mechanic For Crash

A California jury has awarded $13,360,000 to the family of a Napa doctor who died in the crash of his Cessna 182 in 2009, citing negligence and false representation on the part of the mechanic who had signed out the aircraft's annual inspection days before the crash. The jury found that mechanic Faride Khalaf had earlier made improper repairs to the pilot seat track mechanism and lied about it to Dr. Kenneth Gottlieb, who was 67 at the time of his death. It was also alleged at the trial that the annual consisted only of an oil change and that no inspections were carried out.

Although the NTSB ruled that pilot error caused the crash, Mike Danko, the lawyer for the family, said he was able to show the jury that Dr. Gottlieb lost control of the plane moments after takeoff when the seat slid to the fully aft position and jammed as a result of an earlier "jury rigged"repair by Khalaf. "The faulty repair held up for a while, but failed just as Gottlieb took off, causing the seat to slide back and jam in place," Danko said in a summary of the case on his website Aviation Law Monitor. Danko said he told the jury that if Khalaf had done a proper annual inspection, he might have discovered his earlier repair was about to fail. AVweb attempted to contact Khalaf through his website but he did not respond immediately.

Gottlieb, a current and experienced IFR pilot, took off in IMC (600 foot ceiling, visibility 10 miles) in darkness on Aug. 5, 2009. He'd had an IFR proficiency check a few days prior and had done the same flight many times in the past. Rather than follow the runway heading for six miles as cleared, the aircraft immediately turned left to an easterly heading before hitting terrain about a mile south of the airport. The NTSB determined that "loss of situational awareness" and "failure to follow the prescribed instrument departure clearance/procedure" caused the accident. But Danko said his firm's examination of the wreckage found the fully retracted seat and unclipped seatbelt and theorized that Gottlieb spent his final moments trying to crawl forward to take back the control yoke. Khalaf represented himself at the trial after his lawyer quit and there's no word yet on whether there will be an appeal. Danko said the award is the largest ever in California for the death of someone older than 65 years.

http://alpha.ntsb.gov/_layouts/NTSB.Aviation/brief.aspx?ev_id=20090805X02032&key=1

http://www.aviationlawmonitor.com/2015/02/articles/general-aviation/record-jury-award-against-airplane-mechanic-faride-khalaf/

Soaring demand for skilled aviation techs expected

Boeing has predicted that the number of aviation maintenance technicians in demand will increase to 600,000 by 2031. CCTV America's Nitza Soledad Perez visited an aviation school in Miami that has plans to help meet airline industry demand.

Two and a half year of hands on training combined with theory education is what it takes to become an airline technician.

“I’ve always been passionate about how things work whether it be cars, airplanes. And here I get the best of both worlds, because I am very interested and there is job security because anywhere there is planes you can have a job,” student, Joshua Romo said.Boeing forecasts the world will need more than half a million new commercial airline pilots and nearly 600,000 airline maintenance technicians over the next 20 years.

What’s bad for the industry is good for young people looking for a stable career. The median salary for airline maintenance technicians is $55,000.

Read more: http://www.cctv-america.com/2015/02/26/soaring-demand-for-skilled-aviation-techs-expected#ixzz3SyVxnykD

Frankfurt Airport deploys fuel-saving Taxibot for taxiing aircraft

"The development of the TaxiBot represents a milestone in environmentally friendly aircraft ground operations at airports."

Germany's Frankfurt Airport has started using a semi-robotic, pilot-controlled towing tractor developed by Israel Aerospace Industries (IAI), known as Taxibot, after the approval by the European Aviation Safety Agency (EASA).

The hybrid-electric aircraft tractor that can be controlled by a pilot is being used by Lufthansa Technik's subsidiary Lufthansa LEOS to tow aircraft between the gate and the runway.Using the Taxibot, aircraft can be taxied with their engines turned off, which reduces fuel costs and airport carbon emissions, as well as eliminate bottlenecks in the gate area.

According to IAI, a special nose wheel cradle in the TaxiBot registers the steering movements and transfers them to navigate the tractor's eight wheels.

This enables the pilot to steer the tractor from the cockpit using Pilot Control Mode after pushing back from the gate, to the runway. IAI said that the use of Taxibot could help Lufthansa's Frankfurt hub to save up to 2,700t of fuel a year on long-haul flights.

IAI executive vice-president Yehoshua Eldar said: "TaxiBot is the only certified and operational taxiing solution in the world.

"The TaxiBot family is expanding with the testing of the wide body (WB) model which will operate with all WB families of aircraft such as the Boeing 747 and Airbus A380. We look forward to the WB certification tests with a Lufthansa Boeing 747-400 and to continuing our long and fruitful cooperation with this leading flagship airline."

IAI has signed a memorandum of understanding with Lufthansa LEOS for wide body aircraft certification testing. Expected to be completed by the end of 2015, the test phase will be performed using a Boeing 747-400.

Lufthansa LEOS managing director Peter Unger said: "The development of the TaxiBot represents a milestone in environmentally friendly aircraft ground operations at airports.

"The use of the aircraft tractor in real-flight operations means that we are now taking the next step towards the long-term goal of environmentally friendly aircraft taxiing right up to 'green aircraft handling'."

The TaxiBot is part of Frankfurt airport's 'E-PORT AN' project.

Make a great first impression

“Because you never get a second chance to make a first impression.”

One rainy day during the Revolutionary War, George Washington rode up to a group of soldiers attempting to raise a wooden beam to a high position.

The corporal in charge was shouting encouragement, but the soldiers couldn't position it correctly. Washington asked the corporal why he didn't join in and help, to which the corporal replied, "Don't you realize that I am the corporal?" Very politely, Washington replied, "I beg your pardon, Mr. Corporal, I did." Washington dismounted his horse and went to work with the soldiers to get the oak beam in position. As they finished, Washington said "If you should need help again, call on Washington, your commander-in-chief, and I will come."[1]

Imagine the first impression that Washington made on those men. Any doubt whether these soldiers gave their all on the battlefield for their commander-in-chief?We all recognize the importance of first impressions. It is during the first few moments of interaction that we begin to size up others in our attempt to determine who that person is, the qualities that they possess, and how they operate. While this is the case for all people that we meet, it is particularly true for new leaders. Employees are often anxious to become acquainted with the new boss and determine how they will get along. Even bosses who have been promoted from within are being watched carefully for signs of leadership style and intentions.

While you can't stop people from making snap decisions about you, you can make those decisions work in your favor. One thing to keep in mind is that first impressions are more heavily influenced by nonverbal cues than by verbal ones. In fact, studies have found that nonverbal signals have much more impact on the impression you give than anything you might say. Research also teaches us that such impressions are made in just a handful of seconds, so the first interaction is really important.

Here are some ideas to help make a positive first impression:

1. Monitor your attitude. Attitude comes across right away. Before you get in front of people, think about the situation and make a conscious choice about the attitude you want to embody. Think of it as a great opportunity to quickly make a bunch of new fans.

2. Stand tall and straight. Maintaining a tall posture demonstrates confidence and competence. Just be sure not to come across as cocky and arrogant.

3. Offer a firm handshake. Shaking hands helps establish quick rapport. Doing so firmly lets people know that you are confident, self-assured and excited to meet them.

4. See eye to eye. By making eye contact, you indicate interest in others and openness to working with them and getting to know them.

5. Smile warmly. A smile says, “I’m friendly, caring and approachable.” It also says that I like you and am glad to see you.

6. Ask for (and learn) their names. Dale Carnegie famously wrote in “How to Win Friends and Influence People” that names are “the sweetest and most important sound in any language.” People love when you use their name, and you can score serious points by learning others’ names quickly.

7. Be a good conversationalist. Be talkative and get to know people. Ask about their background and position and let them know that you look forward to working with them. And don’t forget to listen actively, with the posture that says, “I care about what you are telling me.” As Carnegie said, “You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you.”

Of course, these strategies should be front and center any time that you seek to impress. Carnegie wrote of a certain Robert Cryer, who was the manager of a computer department who needed a Ph.D. in computer science. The one that he hired had been recruited by bigger and brighter names in the industry, but chose Cryer’s company. Sometime after the young man accepted Cryer’s offer, he told his new boss that the energy and positivity that he used to recruit him had been the main difference maker in his decision. “Your voice sounded as if you were glad to hear from me … that you really wanted me to be part of your organization.”

By working to kick things off positively, new leaders greatly increase their likelihood of gaining their colleagues’ trust and support from the outset. This will hold them in good stead as they become better acquainted and encounter some inevitable turbulence in their relationship.

http://www.forbes.com/sites/jacquelynsmith/2013/03/11/10-nonverbal-cues-that-convey-confidence-at-work/

Side Matters in the Bedroom

Could something as simple as picking the right side of the bed or facing or not facing your partner actually make a difference in how Americans sleep? It may, according to a new “Pick Your Side” survey that looks at the bed side practices of Americans and their impact on sleep, relationships, and well-being today.

The survey, conducted by Saatva Mattress, found that 40% of adult Americans have always slept on the same side of the bed. However, more than half report they did not consciously pick their side. In fact, if they could make the same decision today, 30% say they would give it more consideration and one in five (20%) admit they would choose the opposite side of the bed.Other survey findings include:

- Overall, more Americans sleep on the right side of the bed than the left (while lying down), with more men than women preferring this side (58% vs 50%).
- Right side sleeping males feel relaxed instead of stressed most of the time when compared to men sleeping on the left (71% vs 60%).
- More Americans overall are happier with their mate facing away from them in bed as compared to sleeping toward them (64% vs 36%). Moreover, more women than men (72% vs 55%) need their space and prefer they face away from their partners.
- Technology is a leading factor when choosing the side of the bed. In fact, three in four (75%) Americans agree that being close to outlets would determine the side of the bed they choose, as compared to choosing to be near the bathroom (67%), window (58%), or door (48%).

“Americans need to be more conscious of every aspect of the sleep choices they make today,” says Ron Rudzin, CEO of Saatva Mattress, in a release. “Making a concerted effort to understand each factor of sleep wellness—even having open conversations about which side to sleep on—can make a difference in a good night’s sleep.”

Couples who do communicate and consciously choose their sleep sides report interesting ways that the topic can throw a wrench into relationships. Additional findings include:

- Almost half (46%) say that when they first got together as a couple, both partners preferred the same side of the bed and 79% of them had to concede their preferred side to their partner.
- Overall, 20% of Americans would find it challenging to change their side if a significant other wanted the same side.
- When they have switched sides, more men than women (75% vs 59%) have handed over their preferred side of the bed for their partner who wants the same side.
- In fact, having the same side of the bed is just as likely to be a deal-breaker with a potential partner as following different sports teams (6% vs 5%). Additionally, coupled Americans would be more willing to give up control of the TV remote than their preferred side of the bed (51% vs 37%).

About the Surveys

The Saatva “Pick Your Side” 2014 and 2015 surveys were conducted online by Kelton, a leading global insights firm, between October 6 and October 13, 2014, and January 2 and January 8, 2015, among 1,033 and 1,105 nationally representative Americans ages 18 and over, respectively. The margin of error for both surveys is +/- 3.1 percentage points at the 95% confidence level.

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