

**WELCOME to the NBAA HPN Regional
June 2018**

Why Do We ...

“Fail to Follow Procedures?”



***Bob Gould
Bravo Golf Aviation***

Question?

- How many of you have NOT followed a prescribed procedure in an operations or maintenance manual publication in your career?
- How many of you have NOT followed any prescribed procedure or rules such as putting together your kid's bicycle?
- And WHY NOT?????

Why should we be concerned?

“Failure to follow proper procedures is one of the most FAA issued violations.” FAA

Types of Human Errors

- There are three **basic errors** we make.

- **Execution Errors**

- **PiNC** - Procedural (intentional) Non-Compliance (known shortcuts)
- **MuNC** - Managerial (understanding) Non-Compliance (requested by management for expeditious needs)

- **Violation Errors**

- We purposely did not follow correct procedures (shortcuts, not following checklists or procedures). “Failure to follow procedures.”

Why Do Good Employees Violate Procedures?

Most Potential Producing Errors “The Famous Eight”

1. Excessive Reliance on Memory
2. Interruptions
3. Self-Induced Pressure
4. Tiredness / Fatigue
5. Inadequate Communication
6. Unfamiliar Jobs / Poor Training
7. Ambiguity
8. Highly Routine Procedures / Complacency

What Happens When We Don't Follow Procedures?

- **INDIVIDUAL** – Bad habits develop.

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**WE HAVE A
BREAKDOWN IN
DISCIPLINE!!**

- Accidents and mishaps with immediate result – “*immediate feedback*”.



Drifting from an Effective Performance System

When we violate a procedure and nothing bad happens, we perceive the action to be “acceptable”.

- Time saving
- Looks good to management
- Looks efficient
- Saves money

“Normalization Of Deviance”

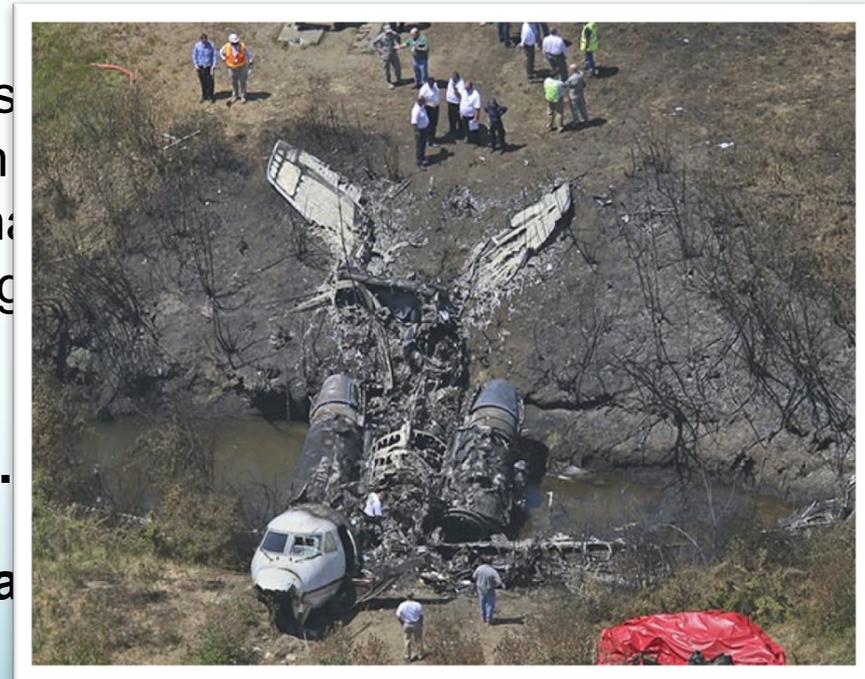


**FORMS BECOME ACCEPTED AND
THE NEGATIVE PRACTICES BECOME
NORMAL.**

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What Influences Our Behavior?

Taking Responsibility

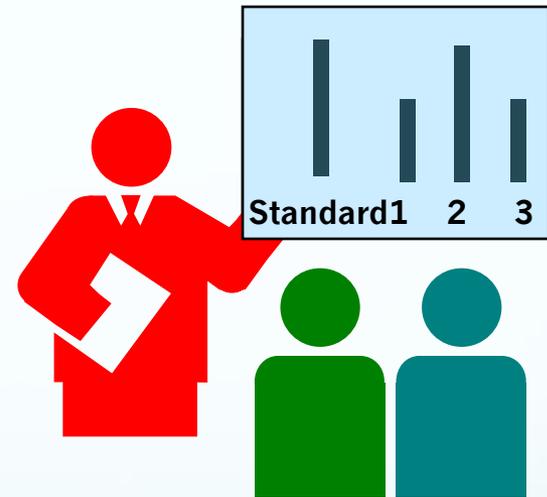
Social Influence

- How behavior is influenced by the social environment and the presence of other people.
 - **Obedience to authority**
 - **Team Conformity**

Two Classic Studies in Taking Responsibility



Dr. Milgram - Obedience to Authority Experiments



Dr. Asch - Conformance to Group Experiments

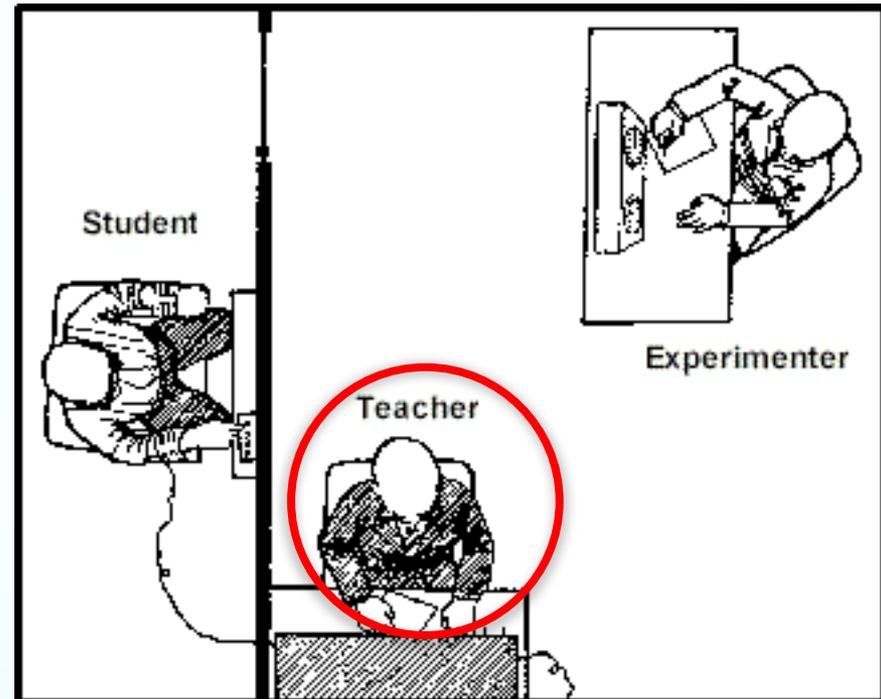
Milgram - Obedience to Authority

- **Obedience**
 - **Compliance of person is due to perceived authority of the requester.**
 - **A request from an authority is seen as a command.**
- **Milgram did his first experiment in 1961.**
- **He was interested in unquestioning obedience to orders, because “I was just following orders” was the defense used by Nazi war criminals.**
- **Wanted to see if the average U. S. citizen would refuse to do something where they felt that they were hurting another person.**
- **Recruited 40 men for a “study of memory” through a newspaper advertisement. Each person was paid \$4.00 to participate.**

Milgram Study

Basic study procedure:

- **Experimenter** (Dr. Milgram), **Student** (working with Dr. Milgram), and **Teacher**.
- **Teacher** helps **Experimenter** strap **Student** into chair and attach electrode to arm.
- **Student** expresses concern over his “heart condition.”
- **Experimenter** gives **Teacher** a 15 volt shock.
- **Dr. Milgram** had a colleague play the role of “**Student**”
- The **Student**, working with **Dr. Milgram**, acted like he was receiving the electrical shocks.



Intimidating shock generator

- ✓ 15-60 volts “Slight”
- ✓ 75-150 volts “Moderate”
- ✓ Up to
- ✓ 435-450 volts “XXX”

Milgram Study

- Student actually set up a tape recorder integrated with the electro-shock generator.
- Tape recorder plays pre-recorded sounds for each shock level in which the Student protests more and more as the shock level increases.
- At 150 volts, the Student starts banging on the wall as the tape recorder plays his protests.

120v “Ugh! Hey this really hurts.”

**150v “Ugh! Experimenter! That’s all. Get me out of here. I told you I had heart trouble. My heart’s starting to bother me now.”
(Banging on wall.)**

**300v (agonized scream) “I absolutely refuse to answer any more. Get me out of here. You can’t hold me here. Get me out.”
(Banging on wall.)**

315v No longer any noise coming from Student, as if he died from a heart attack.

Experimenter Asks for Total Obedience

- If at any time the Teacher wanted to stop, the Experimenter gave him verbal responses in this order:
 1. **Please *continue*.**
 2. **The experiment *requires* that you *continue*.**
 3. **It is *absolutely essential* that you *continue*.**
 4. **You have *no other choice*, you *must go on*.**
- If the Teacher then still wished to stop, the experiment was halted. Otherwise, the experiment continued until the Teacher had given the maximum 450-volt shock three times in succession.

What Was the Predicted Behavior?

- Before the study, Milgram...
 - Asked 140 senior Psychology majors, who estimated **1.2%** on average would go to the highest shock level.
 - Informally polled his colleagues, who also **believed that very few subjects would go to the highest shock level.**
 - 40 Psychiatrists at the medical school believed that
 - By the tenth shock, when the Learner demands to be freed, **most Teachers would stop.**
 - By the 300 volt shock level, when the victim refuses to answer, **only 3.73% on average** would continue.
 - Only a little over **0.1% (1 in 1000)** would continue to 450 volts.

What Was Teacher's Actual Behavior?

- M
- E
- S
- T

What percentage of teachers went to the maximum voltage as commanded?

degrees of tension and stress.

- They were sweating, trembling, stuttering, biting their lips, groaning, digging their fingernails into their skin, and some had nervous laughing fits.

Results of the Study



A majority of people will probably do what their management tells them to do, even if they do not feel comfortable doing it.

“You want a paycheck?”

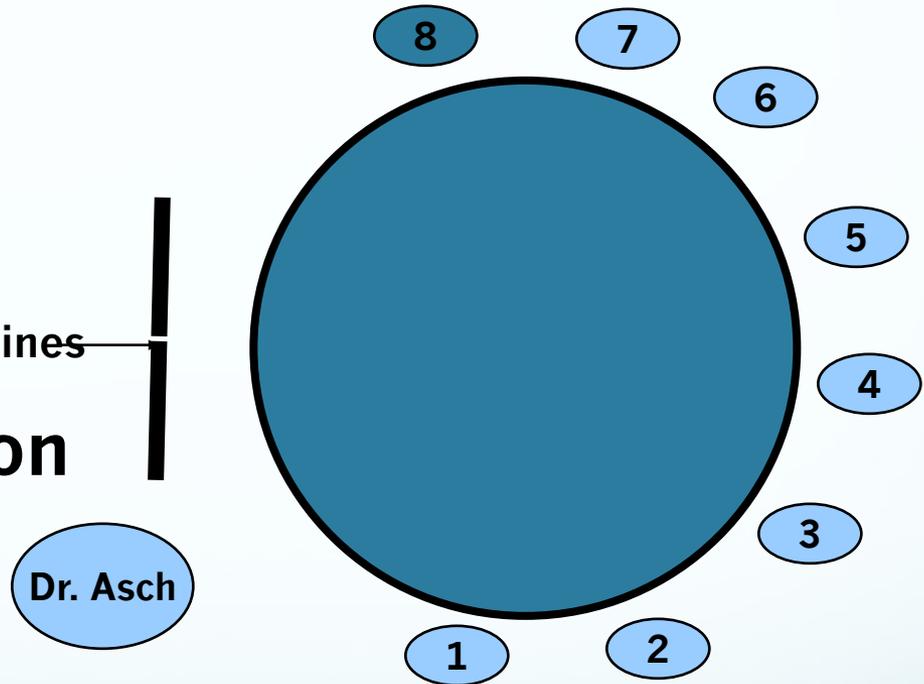
Group Conformity

- Dr. Asch was interested in whether a person would **conform to the beliefs of the group / team. “Go along with the crowd.”**
- Conformity = Adopting attitudes or behaviors of others because of group/team pressure to do so.
 - **The pressure can be real or imagined.**
- Main reason for conformity—to be **accepted** as part of the group/team.

Asch Study—Team Acceptance Study

- Eight people seated around a table
- All but the eighth person worked with Dr. Asch

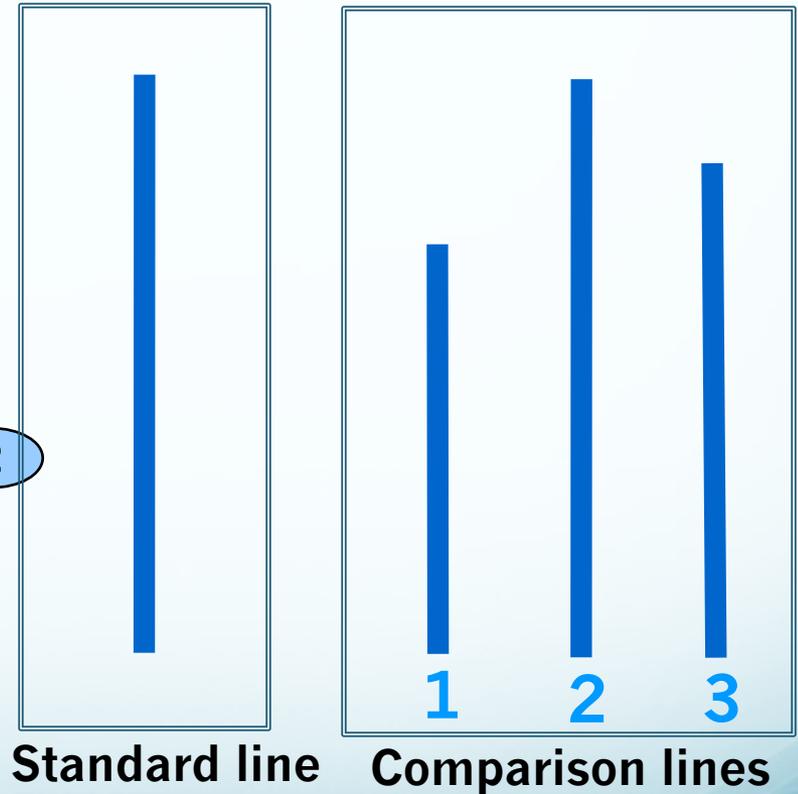
Cards with lines



- ①-⑦ Working with Dr. Asch
- ⑧ Not working with Dr. Asch—the subject of the experiment

Asch Study—Task

- The task was to pick the line that matched the “standard line.”
- First person ① told to pick the wrong line 12 out of 18 times (on the first two trials, he picked the correct answer, but on trial 3 he gave the wrong answer). Then people ② through ⑦ repeated the answer given by ①.
- Question: What would the last person ⑧ (subject) say?



Asch Study—Results

In a team, we tend to feel less responsible.

“Someone else will do it.”

“The whole team agreed.”

“Nobody saw me do it—it could be anyone.”

Why Subjects Did Conform

- All subjects were interviewed after the study.
- The 75% of the subjects who did conform on at least one trial:
 - **Distortion of perception**—conformed on almost every trial and **believed that the others' incorrect answers were actually correct** (small number of non conformers).
 - **Distortion of judgment**—got to the point where they **believed that they must be wrong and the others must be right, so gave the same answer. They lacked confidence and were very doubtful** (majority of conformers).
 - **Distortion of action**—knew what the correct answer was, **but conformed with the majority group simply because they did not want to seem inferior.**

What is the Message from the Asch Study?

Co-workers have a large influence over others' attitudes and behavior.

“PEER PRESSURE IS VERY STRONG!”

So, Why Do We See “Unprofessional” Behavior?

Supervisor displays negative punishment for carrying out the professional behavior.

“What do you mean you don’t feel qualified to do the job? You’re trained. You’re certified. Go out there and do that work. You want to keep your job, don’t you?”

“Hey, you don’t have time to go get the maintenance manual. You want to get that airplane out on time, don’t you? Time is my money!”

Then How Do We Move Back to Professional Individual Behaviors?

- What you should do...
 - Know the “Dirty Dozen” and how they affect your individual performance.
 - Maintain a strong personal discipline

**It's all about good
LEADERSHIP and
strong personal
DISCIPLINE!!!**

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Summary

Always ask yourself when considering not to follow a proper procedures

“What might happen if.....?”

Then ask yourself what a jury might decide if something went wrong.

unprofessional behaviors.

My Closing Statement to You

First you find yourself overlooking small infractions that you would have corrected on the spot in the past.

Soon, you are a participant in these infractions. “After all,” you say, “everyone is doing it.”

All too soon you find yourself trapped. You no longer can stand on a favorite principle because you have strayed from it.

Finding no way out, you begin to rationalize, and then you are hooked.

The important fact is, the men who travel the path outlined above have misused the very basic quality and characteristic expected of a professional ... **They have compromised their integrity.**

Admiral Arleigh Burke, USN

Thank You for your participation