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Leadership, Excellence and Professionalism (LEaP)

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Leadership, Excellence and Professionalism

Captain Mike McCasky
Managing Director - Flight Training
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August 2017

Objectives

- Proactively prepare for known and unknown operations threats
 - Seat movement – retirements, hiring, growth
 - Generational upheaval
 - NextGen, technology
 - Upcoming mandate on professionalism and mentorship
- Immediate and lasting improvement in safety
- Positively define future United Flight Operations culture



Genesis

- Industry search for new ideas
- Collaborative effort between
 - United Airlines
 - ALPA
 - Convergent Performance
 - Industry leader in advanced human performance



Content

- Reinforce / re-commit to existing tools and concepts
 - CRM/TEM
 - SOP Compliance
 - Leadership
 - Professionalism
 - Teamwork
 - Mentorship
- Introduce new human factor knowledge, skills and attitudes
 - Personal error control
 - Cognitive biases
 - Deliberate practice



Moving forward

- Larger program
 - 3-5 year effort to reinforce and expand message
 - Integrated into Basic Indoc, Captain Upgrade and Continuing Qualification courses
- Reach
 - Exploiting internal mediums to entice and educate
 - Requests from other UA divisions, FAA, CAA, airlines, academia to attend
 - WSJ and Bloomberg interview and articles
 - Help drive/define FAA Professionalism and Mentorship requirements



Example – Operational Challenge



**Energy Management
THE HUMAN SIDE**

TOP OF DESCENT

Thorough *Arrival Briefing*

Mode management and cross verification

Sterile cockpit discipline <10,000

Active monitoring

Standard and timely callouts

Assertive response to deviations

CRM/TEM decisions

Flawless execution

Remember, you are flying the aircraft, not the other way around.

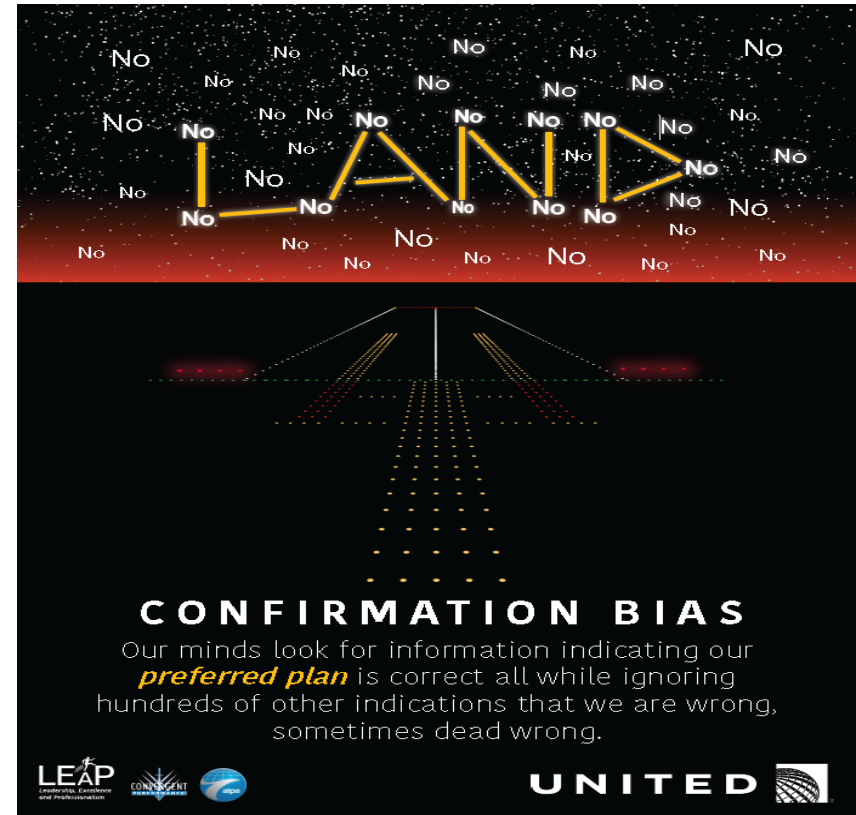
- Aircraft have to dissipate a lot of energy from top of descent through rollout.
- Pilots, on the other hand, must ramp up their energy following relatively long periods of cruise.

Here are a few keys to manage energy on the flight deck:

FINAL APPROACH

UNITED

LEAP
Leadership, Excellence and Professionalism



CONFIRMATION BIAS

Our minds look for information indicating our *preferred plan* is correct all while ignoring hundreds of other indications that we are wrong, sometimes dead wrong.

UNITED

LEAP
Leadership, Excellence and Professionalism

CONFIDENT

UNITED

Example – Captain Upgrade Course



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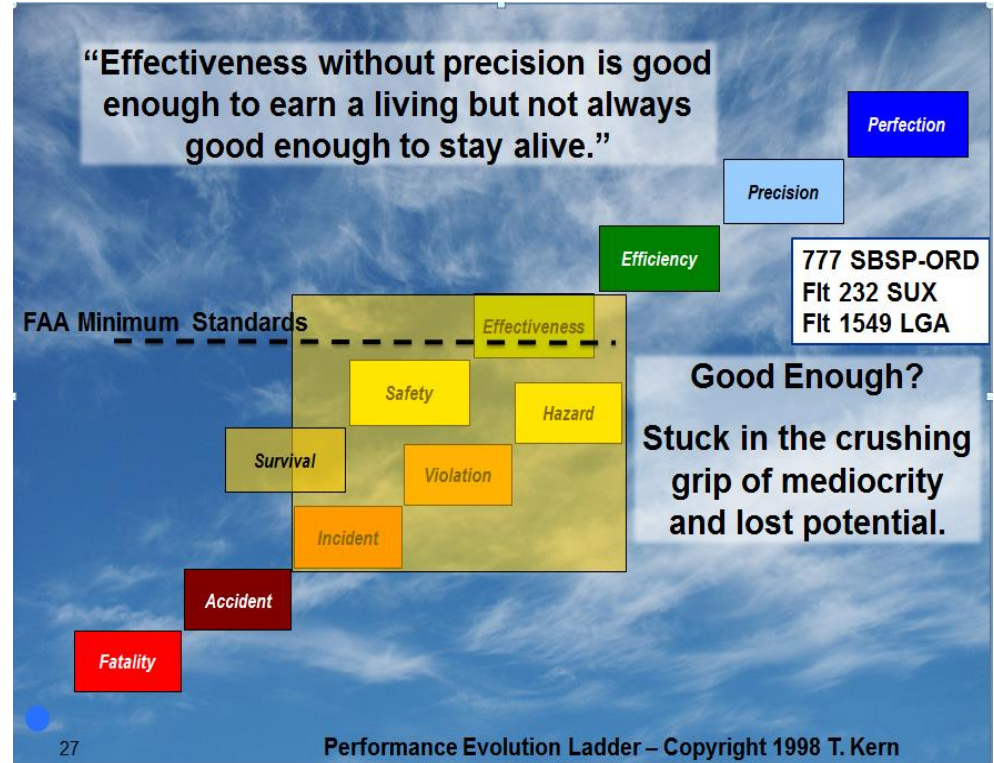
The Debrief

Address the following topics at the conclusion of a specific phase of flight or post flight (FOM 3.70).

- 1. Safety/UAS**
Were safety margins eroded?
- 2. Threats and Errors**
Did we prepare? Did we repair?
- 3. Standards**
Did we violate SOPs? If so, why?
- 4. Unanswered Questions/ Unresolved Issues**
What happened that we didn't fully understand?
- 5. Improvement Opportunities**
What can I learn from this flight to be better on the next flight?

It's About Respect Between Peers!

Its About Respect Between Peers!



Public Law 111-216 Aug 1, 2010

Airline Safety And Federal Aviation Act Of 2010

Sec. 206. Flight Crewmember Mentoring, Professional Development, and Leadership

- Establish programs to address
 - Mentorship
 - Professionalism
 - Accommodate different levels and types of flight experience
 - Leadership and command programs for First Officers
 - Recurrent training for pilots in command includes leadership and command training



Public Law 111-216 Aug 1, 2010 cont.

Airline Safety And Federal Aviation Act Of 2010

Sec. 206. Flight Crewmember Mentoring, Professional Development, and Leadership

- Little guidance to date from FAA Advisory and Rulemaking Committee (ARC) to date. Expected in Q1/Q2 2016
- Safe to assume that FAA ARC guidance will conform to the requirements of PL 111-216
- UA ahead of requirements with LEaP and corresponding efforts



Leadership Effectiveness (from UA FOM)

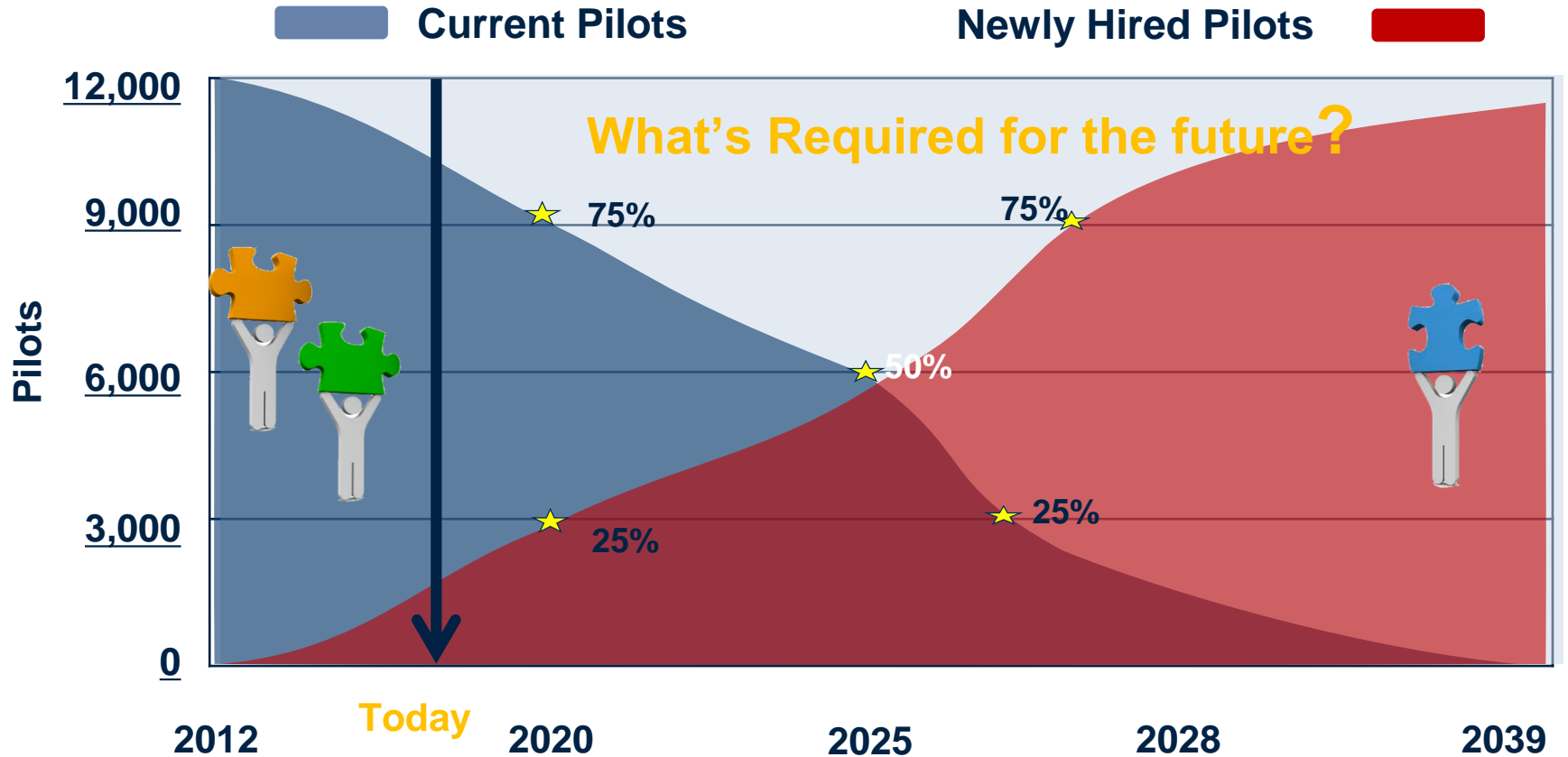
Effectively exercises responsibilities in a manner that promotes **teamwork**, **mentoring** and **professionalism**.

“My true best effort every time in full compliance.”

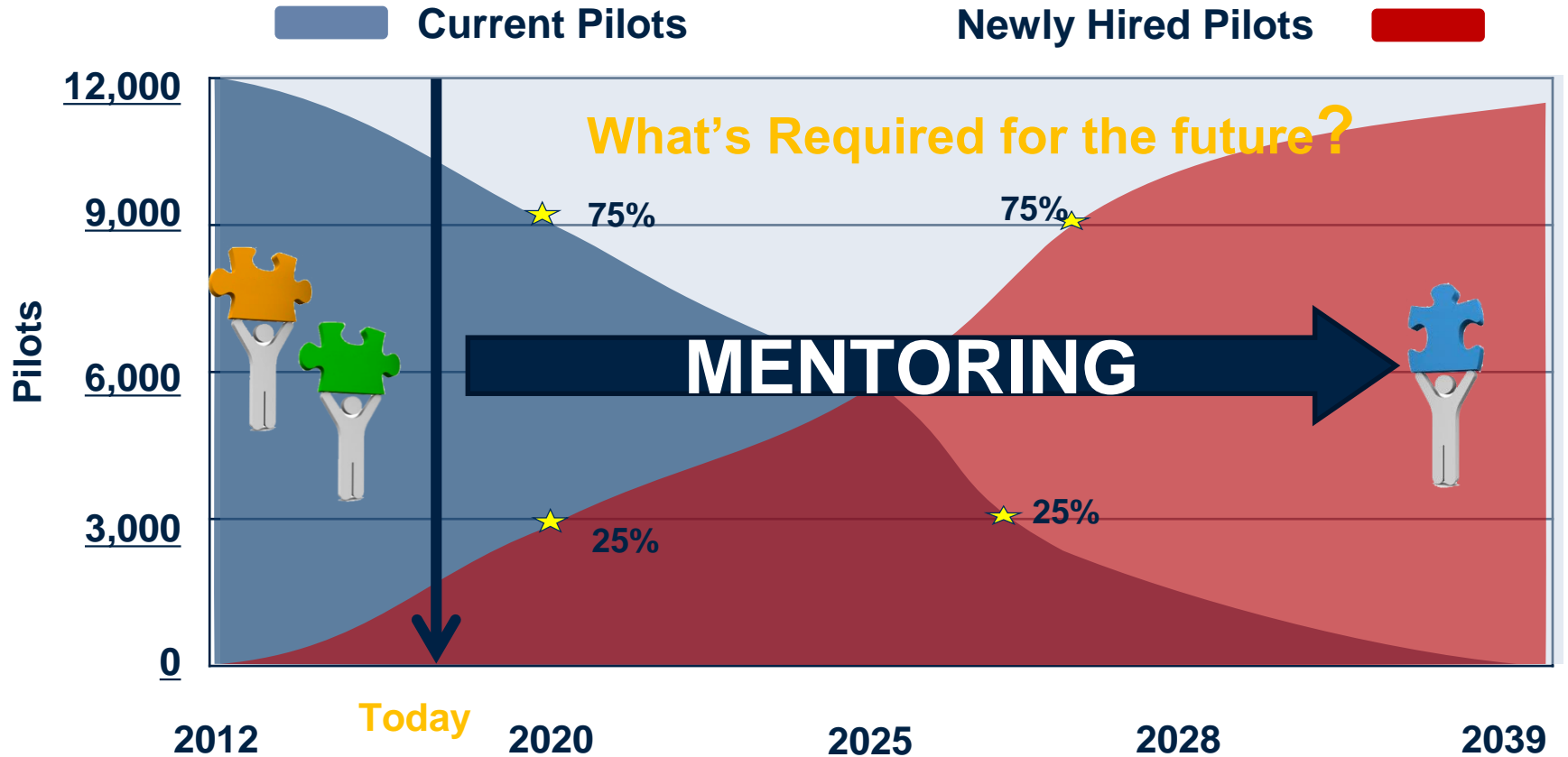
Dr. Tony Kern, Convergent Performance



United's Generational Handoff



United's Generational Handoff

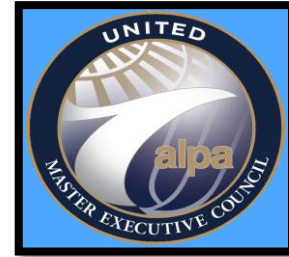


Mentoring

ALPA Code of Ethics

“He will regard himself as a debtor to his profession and ALPA, and will dedicate himself to their advancement.”

“He will cooperate in the upholding of the profession by exchanging information and experience with his fellow pilots.”



Mentoring

- From the FOM...

3.10.2 Operating Information Authority & Responsibility

9 MAY 14



The Captain is the final decision-making authority as to the operation of the aircraft, but it is the responsibility of all crewmembers to contribute to the decision-making process to help ensure that the best decisions are made. The Captain is the onsite leader responsible for the safety of the flight, the crew, and passengers, while the Pilot-Not-Flying is responsible for the safety of the aircraft and passengers, while the Cabin Crew is responsible for the safety of the passengers and the cabin environment.

The Captain is directly responsible to his Chief Pilot for the following:

- Exercising sound judgment in the safe and efficient operation of the flight.
- Optimizing operation of the aircraft in accordance with the FOM, Flight Manual,

FLIGHT DEBRIEF

An informal, interactive debriefing of the crew's effectiveness in managing threats and/or errors that may have impacted safe operations shall be conducted for each flight. This assessment may occur during an appropriate phase of flight, at the conclusion of the flight, or deferred to take place in a setting that encourages an open discussion. This assessment should address the following points:

- Effectiveness employing CRM/TEM skills
- Clarification of any unresolved issues or conflict
- Capture lessons learned
- **Accomplish appropriate mentoring and training**

Discussion

Thank you!

