

WEBVTT

1

00:00:01.105 --> 00:00:05.525

Before we start this off, uh, one thing that has, uh,

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00:00:06.125 --> 00:00:09.645

occurred to me in conversations last night today,

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00:00:10.025 --> 00:00:14.165

and in some of the questions today, the idea of culture

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00:00:16.485 --> 00:00:20.585

is a, it's a problem right now in, in terms

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00:00:20.605 --> 00:00:21.745

of production.

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00:00:21.885 --> 00:00:23.745

As we, as we look towards the future,

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00:00:24.365 --> 00:00:29.265

and I'm interested, one of the things that I believe is

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00:00:29.265 --> 00:00:32.225

that it is very difficult to get people

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00:00:32.285 --> 00:00:34.185

to attach their personal reputation

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00:00:34.805 --> 00:00:36.105

to the product that they're building.

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00:00:36.565 --> 00:00:37.945

It didn't use to be that way.

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00:00:38.525 --> 00:00:42.625

Um, but it seems as though, uh,

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00:00:42.755 --> 00:00:46.665

folks building planes, uh, now, um,

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00:00:47.245 --> 00:00:49.945

it doesn't mean something to them that's special,

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00:00:50.315 --> 00:00:51.905

where it used to mean that in the past

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00:00:52.805 --> 00:00:57.345

and, um, somebody could build a plane, they could build

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00:00:57.865 --> 00:01:00.825

a tractor or a bicycle, um,

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00:01:01.205 --> 00:01:03.425

or a shelving unit is, um,

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00:01:04.485 --> 00:01:09.145

and I'm curious what you think as it relates to that,

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00:01:09.325 --> 00:01:14.305

and if your organizations have found a way to help, uh,

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00:01:14.395 --> 00:01:19.125

their employees care about the product

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00:01:19.125 --> 00:01:21.885

because it is a reflection on them personally.

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00:01:22.545 --> 00:01:27.325

Um, I don't, um, I have some ideas of myself,

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00:01:27.465 --> 00:01:30.325

but it's something that I would really to kind of,

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00:01:30.385 --> 00:01:32.365

if anybody has any ideas right now to kind

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00:01:32.365 --> 00:01:35.045

of kick things off, that is a, a question

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00:01:35.045 --> 00:01:37.965

that I would present to you as a Go ahead, Dave.

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00:01:38.115 --> 00:01:39.805

Something I like to share. Go ahead.

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00:01:44.905 --> 00:01:46.885

Oh, okay. Well, I'll let you go right after this, Dave.

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00:01:46.945 --> 00:01:50.245

So, um, so you're aware of this, um, you know, to,

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00:01:50.345 --> 00:01:52.125

to build a cabinet, I guess you can do

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00:01:52.125 --> 00:01:55.525

that in a garage at home to work on your car or whatnot,

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00:01:55.625 --> 00:01:58.615

but the, uh, you're aware Textron Aviation has

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00:01:58.655 --> 00:01:59.695

a flying club, right?

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00:02:00.005 --> 00:02:04.915

It's, it's a way that, uh, a very cost effective way to,

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00:02:05.095 --> 00:02:07.915

uh, allow individuals to, to get pilot training.

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00:02:07.915 --> 00:02:09.715

We've got a fleet of, what, 25?

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00:02:11.115 --> 00:02:14.355

Anywhere from chicken or skyhawks to, uh, sorry,

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00:02:14.395 --> 00:02:17.115

I went chicken hawks on you, uh, from, you know,

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00:02:17.115 --> 00:02:20.435

one 70 twos, 180 twos, 2 0 6 s, the bonanzas.

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00:02:20.895 --> 00:02:25.795

It gives a, a, it, to me, it is built ownership in,

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00:02:26.295 --> 00:02:28.995

uh, the employees there, brand new employees that may

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00:02:28.995 --> 00:02:31.195

or may not have any aviation background.

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00:02:31.295 --> 00:02:33.995

So that, that's a way that I've seen

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00:02:34.625 --> 00:02:37.555

effective at energizing individuals

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00:02:37.575 --> 00:02:39.715

and making them, helping them take

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00:02:39.715 --> 00:02:41.035

ownership in the products.

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00:02:41.335 --> 00:02:42.875

And it's something that I hope Marco

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00:02:43.175 --> 00:02:45.075

and the, uh, pip, he's looking right at me.

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00:02:45.115 --> 00:02:46.995

I know we're trying to do this, uh, with, uh,

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00:02:47.045 --> 00:02:51.715

Pippa drill too, so I will be your advocate.

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00:02:51.935 --> 00:02:54.795

So that's, I I think that's a way to, to help, uh, just

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00:02:54.795 --> 00:02:56.115

to build that energy and build

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00:02:56.115 --> 00:02:57.155

that commitment to the product.

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00:02:59.050 --> 00:03:01.935

Steve. Yep. Um, I, I think it's an excellent topic

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00:03:02.115 --> 00:03:03.695

and production flight test is great.

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00:03:03.695 --> 00:03:05.535

And I mentioned culture when, um, I,

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00:03:05.695 --> 00:03:07.415

I asked Thomas my question this morning,

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00:03:07.415 --> 00:03:10.375

and the reason is, um, I think culture is central

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00:03:10.595 --> 00:03:11.935

to all of our organizations.

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00:03:12.075 --> 00:03:15.775

So, um, there's the, what we do, and,

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00:03:15.775 --> 00:03:18.335

and that's fairly patently obvious depending on

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00:03:18.335 --> 00:03:20.855

what OEM you are, there's how you do it.

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00:03:21.625 --> 00:03:23.965

But the most fundamental question that a lot

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00:03:23.965 --> 00:03:28.245

of people don't ask themselves is, why do you do it?

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00:03:29.565 --> 00:03:32.905

And if you can get everybody in your organization

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00:03:33.125 --> 00:03:35.795

to understand the why, why is

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00:03:35.865 --> 00:03:37.595
what they individually do within

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00:03:37.715 --> 00:03:38.955
their department's important?

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00:03:40.025 --> 00:03:43.875
Then you've got the culture that's going to give you a sense

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00:03:43.875 --> 00:03:45.195
of agency and ownership.

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00:03:45.775 --> 00:03:47.955
So if the people can own the quality

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00:03:48.015 --> 00:03:50.395
and the people understand why what they do is important

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00:03:50.415 --> 00:03:54.305
for the organization, you've got the culture sorted out.

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00:03:54.685 --> 00:03:59.305
Um, I think that's something that is, um, really central

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00:03:59.365 --> 00:04:01.545
to any leader's responsibilities.

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00:04:01.685 --> 00:04:04.865
So just from our own company's perspective, um, you know,

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00:04:04.965 --> 00:04:06.665
we are obviously doing flight test training.

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00:04:06.965 --> 00:04:08.225
We also do tactical training.

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00:04:08.555 --> 00:04:11.145
We're getting, um, expanding heavily in UAS

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00:04:11.145 --> 00:04:13.185

and we're also developing a, a maintenance, repair

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00:04:13.185 --> 00:04:14.505

and overhaul division as a service.

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00:04:15.525 --> 00:04:17.665

So when you grow rapidly

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00:04:18.325 --> 00:04:21.145

and you are bringing in people to grow your organization,

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00:04:21.165 --> 00:04:24.545

to Thomas's point, um, can you always bring in the people

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00:04:24.545 --> 00:04:25.785

with the experience that you need?

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00:04:25.785 --> 00:04:28.145

Well, maybe not. You're also bringing in people

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00:04:28.175 --> 00:04:30.185

that are culturally diverse by necessity,

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00:04:30.185 --> 00:04:31.305

because all of these people

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00:04:31.305 --> 00:04:33.785

with these unique qualifications, competencies,

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00:04:33.845 --> 00:04:36.065

and experience come from all over the world.

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00:04:36.125 --> 00:04:38.625

And if you're gonna grow at the pace that Airbus has grown

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00:04:38.625 --> 00:04:41.345

or, or any of us, you need to be open

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00:04:41.445 --> 00:04:43.265

to bringing in people from all around the world.

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00:04:43.685 --> 00:04:46.145

But those people have their own cultural biases.

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00:04:46.255 --> 00:04:47.465

They have their own background.

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00:04:47.885 --> 00:04:49.385

Um, you need to figure out how

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00:04:49.385 --> 00:04:50.905

to make them part of your organization.

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00:04:51.045 --> 00:04:53.145

And, and I think the question that you need

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00:04:53.145 --> 00:04:54.465

to ask is, is why?

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00:04:54.925 --> 00:04:58.345

And taking the time, uh, when you onboard new people

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00:04:58.685 --> 00:05:01.625

to sit down with them one-on-one for five to 10 minutes

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00:05:01.725 --> 00:05:03.825

as CEO, for a lot of people that come

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00:05:03.825 --> 00:05:06.665

and join ITPS, I might meet them for five or 10 minutes.

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00:05:06.825 --> 00:05:09.105

I might not see them for another six months on the shop

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00:05:09.105 --> 00:05:10.425

floor just because of the size

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00:05:10.425 --> 00:05:12.345

of the organization, the pace of what we're doing.

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00:05:12.565 --> 00:05:14.665

But that five to 10 minutes is invaluable

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00:05:15.005 --> 00:05:19.145

to set the standard from day one for a new recruit in.

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00:05:19.695 --> 00:05:21.305

What is it about your organization

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00:05:21.305 --> 00:05:22.665

that you want them to think about?

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00:05:23.005 --> 00:05:25.065

Um, what is it you, your clients want to think about?

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00:05:25.085 --> 00:05:26.505

So it it's getting to the why.

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00:05:33.395 --> 00:05:37.565

Yeah. Um, thought from me, um,

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00:05:37.945 --> 00:05:40.845

I'm pretty certain we, everybody in this room would agree

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00:05:41.155 --> 00:05:44.045

that flying machines are in inherently fun

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00:05:44.145 --> 00:05:45.405

and exciting and sexy.

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00:05:46.865 --> 00:05:51.525

Um, there has become a tendency in corporate culture to say,

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00:05:51.525 --> 00:05:54.165

we are not allowed to find our jobs fun

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00:05:54.165 --> 00:05:55.205

and exciting and sexy.

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00:05:56.495 --> 00:05:58.165

There are places who get it right.

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00:05:58.405 --> 00:06:01.085

I remember a few years ago I was in Nin chirping

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00:06:01.465 --> 00:06:04.165

and the, um,

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00:06:04.355 --> 00:06:07.285

Swedish Heritage flight were doing a display of,

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00:06:07.605 --> 00:06:09.365

I think it was a D dragon and a vig.

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00:06:10.705 --> 00:06:12.925

And I happened to be over near the flight line,

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00:06:13.105 --> 00:06:15.165

and halfway through the display, I turned around

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00:06:15.545 --> 00:06:19.245

and I realized the factory had emptied the land.

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00:06:19.385 --> 00:06:24.165

The, the horizon was full of Swedes come to watch

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00:06:25.185 --> 00:06:28.165

the, the airplanes that were part

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00:06:28.165 --> 00:06:29.845

of their culture, doing that display.

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00:06:29.845 --> 00:06:31.645

And I'm sure no work was done for 20 minutes,

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00:06:32.385 --> 00:06:35.765

but it was so motivating for those people.

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00:06:36.985 --> 00:06:40.805

Um, those of us who have done first flights, what was the,

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00:06:40.805 --> 00:06:44.365

what was going on on the horizon when you did the first

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00:06:44.365 --> 00:06:46.925

flight was it all kept very, very quiet.

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00:06:46.925 --> 00:06:49.645

Nobody there or did the factory empty

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00:06:49.645 --> 00:06:50.725

for everybody to come and watch?

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00:06:51.685 --> 00:06:54.405

'cause if it's the second, you've got a motivated workforce.

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00:06:55.755 --> 00:07:00.295

Uh, and I think we need to be afraid of entering a world

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00:07:00.315 --> 00:07:03.095

or staying in a world that's all about management,

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00:07:03.155 --> 00:07:06.335

wiring diagrams and processes and safety management systems.

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00:07:06.335 --> 00:07:07.415

Yeah, we need that stuff.

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00:07:08.515 --> 00:07:09.695

But fundamentally,

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00:07:09.695 --> 00:07:12.575

what we do is all about the flying machine.

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00:07:12.915 --> 00:07:14.655

And the flying machine is exciting.

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00:07:14.835 --> 00:07:16.735

And the flying machine is

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00:07:16.735 --> 00:07:20.775

what motivates everybody at every level of the organization.

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00:07:21.755 --> 00:07:24.295

And if you are running an organization where the cleaner

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00:07:24.845 --> 00:07:26.255

doesn't want to come out

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00:07:26.255 --> 00:07:29.735

and watch the first flight, you've got, you've gone wrong.

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00:07:30.395 --> 00:07:34.335

But if you, if, if we encourage people to be close

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00:07:34.355 --> 00:07:38.095

to the flight line, if we encourage people to think in terms

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00:07:38.155 --> 00:07:39.295

of, yeah, I'm the cleaner,

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00:07:39.395 --> 00:07:42.375

but actually I'm helping build cutting edge aircraft,

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00:07:42.845 --> 00:07:44.455

then I think you've got a place that works

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00:07:47.005 --> 00:07:48.005

Jump in.

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00:07:49.355 --> 00:07:50.695

So that's an excellent point

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00:07:50.695 --> 00:07:53.655

because I think that's at the core, but it's only the start

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00:07:54.085 --> 00:07:55.855

because you have to keep it like that.

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00:07:55.995 --> 00:07:59.135

And when we do first flights, when we do some, uh, uh,

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00:07:59.135 --> 00:08:00.895

formation flights for photo shows,

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00:08:01.435 --> 00:08:03.615

we have not a complete empty factory,

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00:08:03.715 --> 00:08:05.175

but we have plenty of people watching

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00:08:05.625 --> 00:08:07.095

everywhere on social media.

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00:08:07.595 --> 00:08:09.855

But the point is, it's not only flight test.

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00:08:10.115 --> 00:08:12.535

The people, the workers, or even the middle managers,

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00:08:13.245 --> 00:08:17.545

they have to, they have to keep this motivation.

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00:08:17.685 --> 00:08:19.425

And this is part of leadership model.

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00:08:19.565 --> 00:08:21.945

And when you look at Airbus, you have all the right things,

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00:08:21.965 --> 00:08:23.625

big leadership, model empowerment,

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00:08:23.625 --> 00:08:25.505

solve the problem at the source and all this stuff.

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00:08:25.515 --> 00:08:28.665

Everything is written, but you can see differences.

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00:08:28.765 --> 00:08:32.065

You have a leader who encourage every step down there.

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00:08:32.485 --> 00:08:35.025

You empower your people, you trust them,

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00:08:35.165 --> 00:08:37.105

you make them responsible, take ownership.

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00:08:37.105 --> 00:08:39.425

And you have the other ones who are micromanaging

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00:08:40.005 --> 00:08:42.945

and they kill can every, they kill really everything down

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00:08:42.945 --> 00:08:43.945

to the last level

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00:08:43.945 --> 00:08:46.745

because people coming with solutions, they come motivated,

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00:08:46.975 --> 00:08:49.745

they get canceled once, twice, third time,

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00:08:49.965 --> 00:08:51.985

and they just don't come up with solutions anymore

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00:08:51.985 --> 00:08:53.705

because the boss, even two

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00:08:53.705 --> 00:08:56.005

or three levels above is challenging every

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00:08:56.505 --> 00:08:57.645

single point they bring.

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00:08:58.025 --> 00:09:00.085

And you do that uber one or two, two years,

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00:09:00.265 --> 00:09:02.485

and you kill the motivation, the complete team.

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00:09:02.545 --> 00:09:04.885

We have seen it one team five years ago

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00:09:04.885 --> 00:09:08.045

before the pandemic, my guys told me, don't change anything.

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00:09:08.045 --> 00:09:09.725

Great team. We have a super relationship.

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00:09:10.185 --> 00:09:13.805

And the other one was, ah, s**t. They do whatever they want.

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00:09:13.905 --> 00:09:15.845

And it has completely swapped around

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00:09:15.845 --> 00:09:18.725

because a leadership somewhere, not top management,

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00:09:18.725 --> 00:09:21.605

but somewhere in between, focuses on to take people,

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00:09:22.415 --> 00:09:24.565

makes them responsible, feel them empowered,

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00:09:24.565 --> 00:09:26.525

feels them valued, make the right decisions

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00:09:26.525 --> 00:09:28.605

to do the training, where the other one went down

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00:09:28.605 --> 00:09:30.365

to micromanagement, challenging.

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00:09:30.365 --> 00:09:31.805

Everything goes in every detail.

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00:09:31.905 --> 00:09:34.325

He even tells me, he sits there in the evening, goes

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00:09:34.325 --> 00:09:35.485

through the technical lock book.

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00:09:36.185 --> 00:09:39.005

And, and this is something where I think that's not my job.

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00:09:39.065 --> 00:09:40.805

If I would do that, I would be in the wrong place.

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00:09:41.105 --> 00:09:42.605

And to change something like that,

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00:09:42.835 --> 00:09:44.005

this is really challenging.

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00:09:44.025 --> 00:09:45.845

And that's, I, I fully agree what you say,

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00:09:46.105 --> 00:09:47.445

why motivated people,

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00:09:47.955 --> 00:09:50.205

keep the funds somewhere, but trust your people.

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00:09:50.265 --> 00:09:51.525

And this is very difficult.

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00:09:51.545 --> 00:09:54.245

The bigger the company, the more difficult it gets.

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00:09:57.145 --> 00:09:59.125

Uh, Jeff, great.

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00:09:59.125 --> 00:10:00.645

Uh, topic, uh, you chose, uh,

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00:10:01.145 --> 00:10:03.485

and I would like to link this, uh, moment

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00:10:03.665 --> 00:10:05.605

to the production, directly to production.

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00:10:05.745 --> 00:10:09.525

So we, that we fly with the customers, uh, we get

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00:10:09.525 --> 00:10:11.125

that feedback, we get that impression.

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00:10:11.545 --> 00:10:15.005

Uh, we get the joy, we get the good moments of good vibes.

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00:10:15.625 --> 00:10:18.045

And this is something that lifts, lifts you up.

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00:10:18.065 --> 00:10:19.965

It gives you that motivation that, uh,

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00:10:20.255 --> 00:10:23.445

keeps you in the company, um, makes you proud on yourself.

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00:10:23.985 --> 00:10:26.165

Uh, on the other hand, you have the production guys

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00:10:26.865 --> 00:10:29.325

behind the doors building stuff for you.

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00:10:29.955 --> 00:10:33.565

They, they don't have that luxury to be in the contact

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00:10:33.875 --> 00:10:36.525

with these customers that are like, you saw it before.

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00:10:37.225 --> 00:10:39.605

And this is a challenge.

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00:10:40.205 --> 00:10:43.405

'cause I often see how these guys, the the guys in the line

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00:10:44.225 --> 00:10:46.725

are sometimes looking behind what's going on.

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00:10:46.745 --> 00:10:50.725

And this is where needs to be more.

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00:10:51.195 --> 00:10:52.245

That has,

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00:10:54.355 --> 00:10:57.405
that gives these guys additional motivation, you know,

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00:10:57.405 --> 00:11:00.605
if they are and what are they getting, they are getting

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00:11:00.915 --> 00:11:02.245
what we are not happy with.

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00:11:02.585 --> 00:11:03.885
So we are constantly putting

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00:11:04.585 --> 00:11:06.205
to them something that is not good.

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00:11:06.235 --> 00:11:07.965
This is not working, this is not okay.

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00:11:08.185 --> 00:11:10.405
You have to change this, you fix that wrong.

237
00:11:10.755 --> 00:11:14.365
They are getting the negative aspect of producting,

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00:11:14.705 --> 00:11:16.005
the, the, the aircraft.

239
00:11:16.345 --> 00:11:17.565
We get the cherry.

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00:11:17.905 --> 00:11:20.405
So this needs to get a proper balance

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00:11:20.405 --> 00:11:23.885
because with that, you keep, uh, the guys motivated.

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00:11:24.345 --> 00:11:27.685
And I, I'm now already in a third, uh,

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00:11:28.005 --> 00:11:31.605

I was in a military airline now in a production facility.

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00:11:32.605 --> 00:11:35.125

I, I dare to say that you need like three,

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00:11:35.375 --> 00:11:39.245

maybe even four years that you correlate with the company,

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00:11:39.275 --> 00:11:41.045

that you get the vibe of it,

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00:11:41.745 --> 00:11:45.165

and only then you see what's going behind the walls.

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00:11:45.585 --> 00:11:49.245

So it's not that you, that you just get a good person

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00:11:49.245 --> 00:11:51.525

that has a great character, it's a good fit.

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00:11:51.905 --> 00:11:56.005

It takes time. And once you get there, you really need

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00:11:56.005 --> 00:11:59.885

to be sure that you provide the motivation on both sides,

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00:11:59.945 --> 00:12:01.445

the ones that are on the line

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00:12:01.465 --> 00:12:03.525

and the ones that are providing for you.

254

00:12:06.495 --> 00:12:08.605

Sorry, go ahead. Sorry.

255

00:12:09.555 --> 00:12:14.165

Just, just a another point. The importance of feedback.

256

00:12:15.465 --> 00:12:17.405

Um, the importance of example,

257

00:12:18.155 --> 00:12:20.125
because only the motivation,

258

00:12:21.895 --> 00:12:24.685
especially young people entering the organization, are

259

00:12:25.225 --> 00:12:28.715
very proud to be part of a long history, to be part

260

00:12:28.715 --> 00:12:30.675
of an technological company.

261

00:12:30.975 --> 00:12:35.275
And so, but after few years, they go down.

262

00:12:36.135 --> 00:12:38.955
So, uh, if you don't

263

00:12:39.485 --> 00:12:43.235
steer their motivation, if you don't feedback

264

00:12:44.025 --> 00:12:48.795
your reporting, if you don't give real example of accepting,

265

00:12:50.625 --> 00:12:52.685
uh, good relationship,

266

00:12:53.815 --> 00:12:56.225
this is a bad learning.

267

00:12:56.845 --> 00:13:00.985
So we measure also the, this type of,

268

00:13:01.285 --> 00:13:02.505
uh, activity.

269

00:13:03.125 --> 00:13:06.225
We measured the number of courses, number of hours of

270

00:13:06.745 --> 00:13:09.425

training our, we, we deliver.

271

00:13:09.735 --> 00:13:12.505

It's a long increasing by each year.

272

00:13:12.885 --> 00:13:16.345

The problem is to measure what we give to the people.

273

00:13:16.765 --> 00:13:18.905

The feedback we had was not so positive.

274

00:13:19.005 --> 00:13:21.265

So we are changing the way we deliver

275

00:13:21.545 --> 00:13:22.745

training to the people.

276

00:13:23.255 --> 00:13:27.105

It's not the frontal, uh, uh, information like a school.

277

00:13:27.285 --> 00:13:31.385

We want them to participate to give example to us.

278

00:13:31.485 --> 00:13:35.105

And so not the, the, the why is important,

279

00:13:35.325 --> 00:13:39.905

but also the, the, the, the way you work with them

280

00:13:40.365 --> 00:13:43.105

and also express the quality.

281

00:13:43.285 --> 00:13:47.105

And we say the quality is important for the safety is top

282

00:13:47.205 --> 00:13:48.825

of, but what means quality?

283

00:13:50.055 --> 00:13:54.065

Many times quality is intended the best I can, no, you have

284

00:13:54.065 --> 00:13:56.225

to follow the, the right, the right, the right way.

285

00:13:56.685 --> 00:13:59.445

That's important. Thanks Phil. Go ahead.

286

00:13:59.855 --> 00:14:01.445

Hello, Derek Wilson from the

287

00:14:01.755 --> 00:14:03.285

UK's Military Aviation Authority.

288

00:14:03.465 --> 00:14:05.725

Uh, thank you to all the speakers, uh, this morning.

289

00:14:05.725 --> 00:14:07.125

It's been, it's been absolutely fascinating.

290

00:14:07.585 --> 00:14:10.125

Um, so continuing the theme on, um, culture,

291

00:14:10.685 --> 00:14:11.845

I think notwithstanding the,

292

00:14:11.845 --> 00:14:14.885

the earlier points about the strive to maintain pride

293

00:14:15.105 --> 00:14:16.525

and uh, high levels of professionalism,

294

00:14:17.005 --> 00:14:18.405

I think we all come from organizations

295

00:14:18.405 --> 00:14:20.845

that have gotten mature and well-developed safety cultures.

296

00:14:21.385 --> 00:14:24.725

And, and my question is about the, uh, rapid proliferation

297

00:14:24.725 --> 00:14:26.805

of, uh, unmanned aerial systems or drones.

298

00:14:27.265 --> 00:14:30.965

Um, and the both the regulation, the technical requirements

299

00:14:30.965 --> 00:14:33.245

and so on about drones has really lowered the bar

300

00:14:33.505 --> 00:14:35.445

to entry into the aviation world.

301

00:14:35.825 --> 00:14:38.565

And do we have a responsibility to try

302

00:14:38.565 --> 00:14:41.845

and ensure that some of the hard learned lessons

303

00:14:41.845 --> 00:14:45.685

through aviation safety culture spreads into the UAS world?

304

00:14:46.225 --> 00:14:49.045

If so, how? And so this is a multi-part question, I suppose.

305

00:14:49.305 --> 00:14:51.565

Um, and, but equally, I think we need

306

00:14:51.565 --> 00:14:52.845

to make sure that we do it appropriately.

307

00:14:53.205 --> 00:14:54.845

'cause some of the rules and regulations, uh,

308

00:14:55.165 --> 00:14:57.445

surrounding crude aircraft would be over the top

309

00:14:57.545 --> 00:15:01.285

for smaller drones and finding that balance between safety

310

00:15:01.465 --> 00:15:03.205

and, and and enabling activity.

311
00:15:03.585 --> 00:15:04.965
Um, so I'd be, I'd be really interested

312
00:15:04.965 --> 00:15:06.045
to hear the panel's thoughts.

313
00:15:06.165 --> 00:15:08.165
'cause I personally think we should care.

314
00:15:08.485 --> 00:15:10.685
'cause we're sharing the skies with these guys already.

315
00:15:10.785 --> 00:15:12.685
And, and very soon we're gonna be sharing it, uh,

316
00:15:12.685 --> 00:15:14.085
even more so thank you.

317
00:15:17.145 --> 00:15:20.605
On the UAV side. Um, yeah, Thomas Powell,

318
00:15:21.195 --> 00:15:22.445
I'll start if I may.

319
00:15:23.165 --> 00:15:26.445
'cause, uh, I'm the, one of the pilots in, uh, our company

320
00:15:26.445 --> 00:15:28.925
that we fly, uh, the veron

321
00:15:29.985 --> 00:15:33.845
and the safety that is linked to this product, uh,

322
00:15:34.705 --> 00:15:36.725
on my personal, uh, feelings.

323
00:15:37.855 --> 00:15:39.305
It's on a higher level

324
00:15:40.095 --> 00:15:43.945

that we have on the other, uh, fleet right now.

325

00:15:44.095 --> 00:15:46.865

Because, uh, you will, if you are joining the, uh,

326

00:15:47.015 --> 00:15:49.945

trip later on, you'll be able to see the telemetry room,

327

00:15:50.515 --> 00:15:52.825

which is like, almost like a Houston, uh,

328

00:15:53.815 --> 00:15:55.385

Houston approach, I would say.

329

00:15:55.925 --> 00:15:57.545

And being in there

330

00:15:57.645 --> 00:16:00.185

and seeing all those stations working their job,

331

00:16:00.615 --> 00:16:04.985

it's like super clear who has to do when it has to do it.

332

00:16:05.245 --> 00:16:08.525

The checklists are there, we are going like, really?

333

00:16:09.805 --> 00:16:11.765

I I never experienced something like that.

334

00:16:11.865 --> 00:16:16.365

So the safety from that aspect is we,

335

00:16:16.425 --> 00:16:18.205

we are putting that on a super high level.

336

00:16:18.685 --> 00:16:21.445

I believe we have a test director here as well.

337

00:16:21.545 --> 00:16:25.405

He will be speaking here tomorrow at Nicolo, so maybe he can

338

00:16:26.375 --> 00:16:28.205
point some more stuff about that.

339

00:16:28.305 --> 00:16:32.565
Uh, even Marco. So the safety on the UIS stuff, uh,

340

00:16:33.135 --> 00:16:36.325
apart from building like super confined space, uh,

341

00:16:36.325 --> 00:16:38.125
getting the clearances from the local

342

00:16:38.185 --> 00:16:42.205
and national authorities, uh, it's a really complex stuff.

343

00:16:42.275 --> 00:16:44.525
That drone we have, it's like very big.

344

00:16:44.525 --> 00:16:45.685
It's not like two kilos.

345

00:16:46.185 --> 00:16:49.005
Uh, so it really does require a lot

346

00:16:49.005 --> 00:16:50.365
of attention on, on that.

347

00:16:51.325 --> 00:16:53.945
Um, if I can say a few things about this

348

00:16:54.635 --> 00:16:56.105
great question or comment.

349

00:16:56.605 --> 00:16:59.265
Uh, something that I was also thinking about bringing up in

350

00:16:59.265 --> 00:17:03.305
some form, uh, in this event, uh, we took safety, right?

351

00:17:03.365 --> 00:17:05.625

We we're, uh, an organization with, uh,

352

00:17:05.685 --> 00:17:08.705

our tradition in manda flight ops and testing.

353

00:17:09.005 --> 00:17:13.465

So we know what safety means for, uh, uh,

354

00:17:13.645 --> 00:17:15.345

normal mand operations.

355

00:17:15.965 --> 00:17:20.465

And now we have, uh, started, uh, operating drones complex,

356

00:17:20.875 --> 00:17:22.385

relatively large drones.

357

00:17:23.045 --> 00:17:27.865

And suddenly the organizational, um, the organization's,

358

00:17:28.545 --> 00:17:31.605

um, understanding, I would say of the word safety

359

00:17:32.685 --> 00:17:36.105

is suddenly not necessarily the same that we were used to

360

00:17:37.005 --> 00:17:39.425

due to simply due to the fact that there's no one inside.

361

00:17:40.105 --> 00:17:43.555

Okay? There are some people down there that could be hit,

362

00:17:44.455 --> 00:17:47.195

uh, but it's, uh, but let's say you can contain that.

363

00:17:47.335 --> 00:17:49.525

So I'm not gonna go any further into this.

364

00:17:49.625 --> 00:17:51.565

We can talk for a very long time about this.

365
00:17:51.705 --> 00:17:54.885
And, but, uh, just, I wanna just would like

366
00:17:54.885 --> 00:17:56.805
to highlight the fact that, uh,

367
00:17:56.875 --> 00:18:00.805
what we thought we understood commonly also with all levels

368
00:18:00.985 --> 00:18:05.085
of the, uh, of the organization, uh, as safeties,

369
00:18:06.495 --> 00:18:09.685
let's say it's, it's not necessarily the same anymore

370
00:18:09.785 --> 00:18:12.885
and it needs, uh, uh, some, the culture is very fresh.

371
00:18:13.105 --> 00:18:15.685
At least that's our experience, right into understanding.

372
00:18:15.875 --> 00:18:18.995
Okay. Um, how do we deal

373
00:18:18.995 --> 00:18:21.275
with safety in manned vehicles?

374
00:18:21.775 --> 00:18:24.195
Uh, if I, if I continue here, so how,

375
00:18:24.375 --> 00:18:28.195
how far this safety goes, basically, uh, just a quick

376
00:18:28.805 --> 00:18:29.835
short explanation.

377
00:18:29.905 --> 00:18:31.075
This known, this drone

378
00:18:31.075 --> 00:18:33.675

that we have is not having like a joystick.

379

00:18:33.695 --> 00:18:37.155

You're not flying it like usual drones with, uh, left

380

00:18:37.155 --> 00:18:38.675

and right, uh, sticks.

381

00:18:39.255 --> 00:18:42.875

You have a mouse and you're pushing the buttons.

382

00:18:43.415 --> 00:18:45.955

And when I'm going back to the safety,

383

00:18:46.105 --> 00:18:48.075

this mouse is not wifi mouse.

384

00:18:48.575 --> 00:18:50.235

It is the old one with the cable

385

00:18:50.705 --> 00:18:53.075

because it can happen that the wifi signal

386

00:18:53.135 --> 00:18:55.475

or the battery is dead.

387

00:18:56.015 --> 00:18:59.155

So this is the level of safety we are trying to get into.

388

00:19:04.335 --> 00:19:05.625

Yeah. I have a microphone.

389

00:19:05.765 --> 00:19:08.785

Uh, my question is again to Joseph, uh, from,

390

00:19:08.885 --> 00:19:10.385

uh, the Epi Israel.

391

00:19:10.965 --> 00:19:12.705

Uh, first it was, uh, memorable

392

00:19:12.885 --> 00:19:15.745

and uh, also very impactful, uh, presentation.

393

00:19:15.745 --> 00:19:17.145

Thank you for your presentation.

394

00:19:17.805 --> 00:19:21.545

Uh, do you believe, uh, the behavioral consistency

395

00:19:21.645 --> 00:19:25.025

or, uh, adaptability, uh,

396

00:19:26.485 --> 00:19:30.385

is, has stronger in the customer satisfaction

397

00:19:30.645 --> 00:19:32.225

for the acceptance flight test?

398

00:19:33.445 --> 00:19:35.785

Uh, thank you very much, uh, for the compliments, uh,

399

00:19:36.245 --> 00:19:38.585

I'm not sure if I understood the question correctly.

400

00:19:38.685 --> 00:19:40.225

So you are asking if the customer

401

00:19:40.355 --> 00:19:42.625

About, about, uh, your site, uh,

402

00:19:42.765 --> 00:19:44.385

the behavioral consistency

403

00:19:44.805 --> 00:19:48.985

or adaptability, which is affecting the customer, uh, most,

404

00:19:49.155 --> 00:19:51.425

which is a more stronger, uh, impact.

405

00:19:51.605 --> 00:19:55.505

Ah, okay, I get it. So first of all, you need to know, uh,

406

00:19:56.465 --> 00:19:57.745

I mentioned that you need

407

00:19:57.745 --> 00:19:59.705

to find the correlation with the customer.

408

00:19:59.965 --> 00:20:04.345

So you need to find the harmony between you with vtv,

409

00:20:04.375 --> 00:20:07.065

between yourself and the customer.

410

00:20:07.685 --> 00:20:10.665

So this is then defining exactly the

411

00:20:10.675 --> 00:20:11.825

thing you are questioning.

412

00:20:11.885 --> 00:20:14.985

So either you follow your consistency

413

00:20:15.365 --> 00:20:17.945

and you basically, uh, put yourself a trap

414

00:20:18.375 --> 00:20:22.145

that this consistency will not be, uh, well accepted

415

00:20:22.255 --> 00:20:26.285

with the customer because he just, I want it that way.

416

00:20:27.025 --> 00:20:30.645

Or you open yourself up, you get that empathy

417

00:20:31.025 --> 00:20:34.685

and you go into the customer vicious

418

00:20:34.785 --> 00:20:37.965

and you try to support his idea and his approach

419

00:20:37.995 --> 00:20:41.005
because this is what makes him happy.

420

00:20:41.345 --> 00:20:43.445
If you're trying to impose your way,

421

00:20:43.945 --> 00:20:44.965
yes, you should do that.

422

00:20:44.965 --> 00:20:47.360
When you are talking about the safety that that is, is clear

423

00:20:47.360 --> 00:20:49.325
as a day, but when you are trying

424

00:20:49.325 --> 00:20:52.405
to get like a customer happy, it's you that you need

425

00:20:52.405 --> 00:20:55.405
to adjust because only then you will get one happy.

426

00:20:55.515 --> 00:20:58.125
Otherwise, it's a tough job.

427

00:21:00.335 --> 00:21:04.145
I'll add to that, that, um, your demeanor as

428

00:21:04.805 --> 00:21:07.865
the acceptance pilots with the customer has consequences

429

00:21:07.965 --> 00:21:10.425
for the customer's interpretation of the experience.

430

00:21:10.685 --> 00:21:14.145
And, uh, there will be times where, um,

431

00:21:16.095 --> 00:21:20.685
the, from a, a flexibility versus rigidity standpoint,

432

00:21:21.725 --> 00:21:25.345

a certain, um, adherence to

433

00:21:25.905 --> 00:21:30.385

a standard best practice can be viewed

434

00:21:30.485 --> 00:21:33.065

by the customer as just being professional, right?

435

00:21:33.445 --> 00:21:37.145

Um, and then the, they,

436

00:21:37.415 --> 00:21:41.545

they may be willing to adjust slightly to

437

00:21:42.285 --> 00:21:47.265

if the, if the demand that they have isn't, isn't safe, um,

438

00:21:47.805 --> 00:21:51.385

is particularly unreasonable if they see sort of a serious,

439

00:21:51.625 --> 00:21:55.105

a seriousness as it relates to, um, your professionalism,

440

00:21:55.935 --> 00:21:57.385

that has some positive consequences.

441

00:21:57.545 --> 00:22:00.305

I think as well. It's one of the things in terms

442

00:22:00.305 --> 00:22:02.665

of a posture that you begin with,

443

00:22:02.665 --> 00:22:04.625

especially in the light aircraft side of things.

444

00:22:05.085 --> 00:22:08.945

So Textron Aviation makes, uh, part 23 jets

445

00:22:08.945 --> 00:22:10.065

that could be flown, single pilot.

446

00:22:11.005 --> 00:22:15.465

And, um, they're the high performing planes

447

00:22:15.885 --> 00:22:20.265

and the pilots that the owners that buy them sometimes want

448

00:22:20.265 --> 00:22:22.145

to fly them by their self.

449

00:22:24.315 --> 00:22:27.205

In most cases, the pilot,

450

00:22:27.385 --> 00:22:30.285

the customer pilot flying isn't their day job.

451

00:22:31.305 --> 00:22:36.295

Um, something else is their day job that allows them to buy,

452

00:22:36.525 --> 00:22:41.335

whether it's a 150,000 Euro plane or a 15 million Euro plane

453

00:22:41.715 --> 00:22:43.095

and operate it by themselves.

454

00:22:43.325 --> 00:22:45.415

They need to be exceptional at something.

455

00:22:46.125 --> 00:22:49.425

Um, and so having a posture of recognizing

456

00:22:49.425 --> 00:22:52.385

and respecting whatever it is in that customer

457

00:22:52.615 --> 00:22:54.905

that allows them to be in this position to,

458

00:22:55.005 --> 00:22:59.865

to purchase this aircraft, I think helps to, to, um,

459

00:23:00.375 --> 00:23:02.985

meet them in a, in a level kind

460

00:23:02.985 --> 00:23:04.585
of position and playing field.

461

00:23:04.605 --> 00:23:07.905
And it, it's been, it works out generally well.

462

00:23:08.505 --> 00:23:12.985
'cause if, if we don't do that, they can usually spot,

463

00:23:13.925 --> 00:23:15.815
um, I,

464

00:23:16.215 --> 00:23:18.095
I think everybody in this room is probably

465

00:23:18.095 --> 00:23:19.295
pretty good at what they do.

466

00:23:20.375 --> 00:23:24.295
I don't know if we're as exceptional at what we do

467

00:23:24.795 --> 00:23:28.615
as they might be at what they do, as good as we are at it.

468

00:23:29.195 --> 00:23:32.175
And so if we are not taking what they do seriously

469

00:23:32.195 --> 00:23:34.735
and their, their, their skill and ability

470

00:23:34.755 --> 00:23:37.855
and their talents, that is something that leaves,

471

00:23:37.955 --> 00:23:41.055
it can leave a sour taste, uh, in their mouths when,

472

00:23:41.285 --> 00:23:42.415
when the day is over.

473

00:23:43.105 --> 00:23:47.085

So if I can add here, so following checklists,

474

00:23:47.085 --> 00:23:50.085

following the procedures, this in general,

475

00:23:50.685 --> 00:23:52.845

I got an impression that they were like, impressed.

476

00:23:53.035 --> 00:23:54.445

This is something that they've,

477

00:23:54.915 --> 00:23:57.205

they get from let's say our profession

478

00:23:57.785 --> 00:23:59.365

and this makes them, oh,

479

00:23:59.465 --> 00:24:01.605

I'm in some professional, uh, environment.

480

00:24:02.025 --> 00:24:03.605

And they are also learning from that.

481

00:24:03.745 --> 00:24:06.485

And this is also giving them like, Hmm, nice.

482

00:24:06.675 --> 00:24:10.485

This is good stuff. So yes, when I said when the,

483

00:24:10.515 --> 00:24:13.525

when the procedures, checklists are in the question, yeah,

484

00:24:13.525 --> 00:24:15.085

you go them by by the book.

485

00:24:15.105 --> 00:24:16.525

And this is making them happy as well

486

00:24:16.525 --> 00:24:17.645

because they know, aha.

487

00:24:17.925 --> 00:24:19.325
Somebody who's real at the stuff.

488

00:24:20.305 --> 00:24:22.125
I'm, I'm getting that extra trust.

489

00:24:22.645 --> 00:24:25.725
'cause if you are like there all around, who's that guy?

490

00:24:25.745 --> 00:24:28.605
You know? But if you're strictly at the points

491

00:24:28.635 --> 00:24:32.045
that the flight needs, this is contributing.

492

00:24:35.265 --> 00:24:38.685
So if I, if I may, I think it's interesting,

493

00:24:38.705 --> 00:24:40.405
and I'm not quite sure, you say you,

494

00:24:40.505 --> 00:24:42.965
you always talk about procedures or stuff like that.

495

00:24:43.545 --> 00:24:45.685
And coming from the big aircraft where you have process

496

00:24:45.825 --> 00:24:48.485
and documents for everything, do you have a kind

497

00:24:48.485 --> 00:24:52.205
of acceptance manual, meaning that, that you have an idea

498

00:24:52.555 --> 00:24:55.845
what kind of profile you want to show to your customer

499

00:24:55.995 --> 00:24:59.485
that he's confident the aircraft is as he expected?

500

00:24:59.745 --> 00:25:01.685

Do you have something like that to avoid

501

00:25:01.685 --> 00:25:04.445

that he's doing something for me, coming as a pilot,

502

00:25:04.645 --> 00:25:06.285

I would request some stalling, of course,

503

00:25:06.345 --> 00:25:08.645

but I think it's not, some customer will come like that,

504

00:25:08.825 --> 00:25:11.325

but we would exclude it because you, you don't

505

00:25:11.325 --> 00:25:12.325

Hold it. This, I, I got

506

00:25:12.325 --> 00:25:14.005

a very similar question during the, uh,

507

00:25:15.825 --> 00:25:18.045

the session we had before it was related

508

00:25:18.045 --> 00:25:19.045

to the demo flights.

509

00:25:19.275 --> 00:25:22.725

When I get the, the customer in front of me,

510

00:25:23.265 --> 00:25:25.405

my first question is, what do you want?

511

00:25:25.405 --> 00:25:28.725

What, what, what is your, uh, acceptance?

512

00:25:28.795 --> 00:25:31.725

What is acceptance for you? And we build on that.

513

00:25:32.025 --> 00:25:33.965

We do not have the manual, uh,

514

00:25:33.995 --> 00:25:36.885

because our planes don't have that kind of endurance.

515

00:25:36.985 --> 00:25:40.125

And yeah, we do basically the takeoff climb, uh,

516

00:25:40.135 --> 00:25:43.245

basic handling stall speeds, uh, normal stuff,

517

00:25:44.105 --> 00:25:45.405

not going anything beyond that.

518

00:25:45.405 --> 00:25:48.405

We don't, we don't have IFR stuff, so it's like very simple.

519

00:25:48.705 --> 00:25:50.565

So the manual will be really short.

520

00:25:50.985 --> 00:25:54.045

Uh, but the, the main point we are

521

00:25:54.815 --> 00:25:58.045

going out is when we have them in front

522

00:25:58.045 --> 00:26:00.885

of us, what do you want? We go out from that.

523

00:26:01.215 --> 00:26:02.445

Maybe one more,

524

00:26:02.745 --> 00:26:05.045

one addition here still the epi trail here.

525

00:26:05.505 --> 00:26:08.525

Um, the, the variety of stuff we do

526

00:26:08.625 --> 00:26:13.365

and products we deliver, uh, it it forces us on dealing

527

00:26:13.365 --> 00:26:15.685

with very different expectations from customers.

528

00:26:15.685 --> 00:26:17.565

So most of the customers, that would be the ones

529

00:26:17.565 --> 00:26:19.845

that you've seen in, uh, Jo's presentation today.

530

00:26:20.145 --> 00:26:23.405

But as we move, uh, towards delivering more complex machines

531

00:26:23.465 --> 00:26:27.605

to organizations that will use them for revenue, then we,

532

00:26:27.825 --> 00:26:30.845

we get more and more of, uh, of a question, okay.

533

00:26:31.385 --> 00:26:35.525

In advance, what is the acceptance flight, uh, uh, test card

534

00:26:35.585 --> 00:26:36.925

or just car flight card?

535

00:26:36.925 --> 00:26:39.685

Mm-hmm. So we do get also that.

536

00:26:39.785 --> 00:26:43.845

So we must be able to change the, our mindset, uh,

537

00:26:44.105 --> 00:26:48.205

pretty fast depending on what type of, uh, customer we're,

538

00:26:48.215 --> 00:26:50.685

we're, uh, dealing with, which I'm sure would be the same

539

00:26:50.685 --> 00:26:53.845

for you, Jeff, uh, as you deliver a 1 72 or a,

540

00:26:53.865 --> 00:26:55.965

or a high-end, uh, jet, right? Yeah.

541

00:26:56.225 --> 00:26:58.485

We, on the turbine side of things, we, uh,

542

00:26:58.875 --> 00:27:03.505

there's a customer, um, basically qualifications form

543

00:27:03.855 --> 00:27:06.265

that, uh, contracts sends to them

544

00:27:06.285 --> 00:27:08.985

before they come to take acceptance, uh, of the jet.

545

00:27:09.005 --> 00:27:11.585

And that includes, it includes their credentials,

546

00:27:11.585 --> 00:27:15.105

whether they're FAA or IA or, or wherever.

547

00:27:15.325 --> 00:27:18.905

And we have, uh, procedures that say, okay, if

548

00:27:19.445 --> 00:27:22.225

if the person isn't typed, they can't sit in the left seat,

549

00:27:22.405 --> 00:27:24.585

or if they're not FAA, uh, typed,

550

00:27:24.585 --> 00:27:25.625

they can't be in the left seat.

551

00:27:25.625 --> 00:27:28.865

So we, we have a process that relates to dealing with that,

552

00:27:29.125 --> 00:27:32.345

but it is still a huge challenge in, in,

553

00:27:32.485 --> 00:27:34.145

uh, our large cabin.

554

00:27:34.405 --> 00:27:35.425

So the, a mid-size

555

00:27:35.425 --> 00:27:40.145

and super midsize jets, um, when we're dealing with, um,

556

00:27:40.245 --> 00:27:42.265

and it's not even always in the jets, it's,

557

00:27:42.265 --> 00:27:43.665

we're having some issues even

558

00:27:43.665 --> 00:27:47.645

with turboprop acceptance things where, um, making sure

559

00:27:47.675 --> 00:27:49.165

that both crew members

560

00:27:49.795 --> 00:27:52.805

that are from different flight departments are on the same

561

00:27:52.955 --> 00:27:55.765

page, um, is a huge deal.

562

00:27:56.225 --> 00:28:00.445

And, uh, depending on, uh, how complex a delivery is,

563

00:28:00.705 --> 00:28:03.085

in some cases we have fleet deliveries, right?

564

00:28:03.085 --> 00:28:06.485

Just like you have. So you're, you're delivering dozens

565

00:28:06.485 --> 00:28:07.805

of planes to the same customer.

566

00:28:08.545 --> 00:28:12.165

And if the customer has found a,

567

00:28:12.475 --> 00:28:15.285

something about the planes, like a trend that they're not,

568

00:28:15.285 --> 00:28:20.115

they don't like, they might start into this delivery in a,

569

00:28:20.595 --> 00:28:22.515

a more of an adversarial situation.

570

00:28:22.615 --> 00:28:25.915

And so then it becomes a challenge to, to, um,

571

00:28:26.875 --> 00:28:28.115

advocate both for the customer.

572

00:28:28.505 --> 00:28:31.235

It's an opportunity actually where you say, okay, what is it

573

00:28:31.235 --> 00:28:34.115

that you, what is it that you care about?

574

00:28:35.095 --> 00:28:39.515

Um, this is what the plane is certified to do.

575

00:28:41.145 --> 00:28:46.115

Can we, uh, agree that as a flight crew, as, as

576

00:28:46.715 --> 00:28:48.355

specifically as we're, as we talk about this,

577

00:28:48.355 --> 00:28:49.675

we're talking about safety.

578

00:28:50.175 --> 00:28:54.175

So as for this flight, if you have,

579

00:28:55.625 --> 00:28:57.565

uh, two crew members from different departments

580

00:28:58.025 --> 00:29:00.125

and you ha you need to be on the same page.

581

00:29:00.265 --> 00:29:03.085

So that, and I'm thinking specifically of in instances

582

00:29:03.185 --> 00:29:07.685

of like an A RTO, um, needing to be on the same,

583

00:29:08.385 --> 00:29:11.445

the same page about what you do

584

00:29:11.665 --> 00:29:15.005

and when in a critical in, uh, situation in the flight.

585

00:29:15.345 --> 00:29:18.445

Um, but it's, it's a big, it's a big deal

586

00:29:18.445 --> 00:29:19.445

that pre-flight briefing.

587

00:29:19.665 --> 00:29:21.125

You have manual, you have a manual.

588

00:29:21.345 --> 00:29:24.085

Do you send that manual to the customer's pilots beforehand?

589

00:29:24.895 --> 00:29:25.895

Okay. Well,

590

00:29:27.035 --> 00:29:28.575

Uh, the manual should be available.

591

00:29:28.805 --> 00:29:30.655

It's transferred, but uh, nevertheless,

592

00:29:30.655 --> 00:29:33.175

we have customer showing up, never done a technical flight

593

00:29:33.175 --> 00:29:34.335

and never seen the profile.

594

00:29:34.635 --> 00:29:36.535

And then we are exactly in the same situation.

595

00:29:36.675 --> 00:29:37.975

Not all companies comes

596

00:29:38.395 --> 00:29:41.095

and you have very, very funny situations sometimes.

597

00:29:41.095 --> 00:29:42.415

Mm-hmm. Okay. Funny. And

598

00:29:42.845 --> 00:29:44.695

Yeah, uh, it's lunchtime.