WEBVTT

1
00:00:00.035 --> 00:00:00.885
Well, thank you again.

2
00:00:01.715 --> 00:00:04.175
And, uh, I want to introduce our next speaker now, uh,

3
00:00:04.175 --> 00:00:07.455
Taylor Oxford, uh, from Honda Research Institute.

4
00:00:07.555 --> 00:00:10.855
Uh, Taylor is a flight test evaluation manager

5
00:00:11.195 --> 00:00:14.255
who started his career in Wichita at Cessna,

6
00:00:14.435 --> 00:00:16.535
and, uh, was a flight controls engineers

7
00:00:16.635 --> 00:00:17.895
and a loads engineer,

8
00:00:18.225 --> 00:00:20.175
while also earning a master's degree at

9
00:00:20.175 --> 00:00:21.415
Wichita State University.

10
00:00:21.875 --> 00:00:24.015
Uh, from there he went to Gulfstream Aerospace

11
00:00:24.035 --> 00:00:26.095
and it appears worked on just about every aircraft

12
00:00:26.095 --> 00:00:27.695
that they've got, uh, going right now.

13
00:00:27.835 --> 00:00:29.405
So, uh, that's, uh,

14
00:00:29.505 --> 00:00:32.485
and working for a really, um, what a, what a strong, uh,

15
00:00:32.485 --> 00:00:34.125
background strong company to work for.

16
00:00:34.505 --> 00:00:37.045
Uh, he's here to, uh, share with us, uh, some

17
00:00:37.045 --> 00:00:39.925
of the safety culture and the fruit salad as he puts it, uh,

18
00:00:40.035 --> 00:00:42.445
that he's seen across the, uh, across the spectrum.

19
00:00:42.585 --> 00:00:44.905
So, without further ado, Taylor Oxford.

20
00:00:55.465 --> 00:00:58.675
Alright, so, uh, it's good to be here and talk to you.

21
00:00:58.775 --> 00:01:03.275
Uh, so these presentations are actually much more

22
00:01:03.305 --> 00:01:05.355
difficult to get approved

23
00:01:05.535 --> 00:01:07.995
and to do than you, you know, may expect.

24
00:01:08.375 --> 00:01:09.715
Um, as you can see here,

25
00:01:09.715 --> 00:01:11.675
this should be a presentation of two.

26
00:01:12.015 --> 00:01:13.635
Uh, but I'm the only one here.

27
00:01:14.055 --> 00:01:17.075

Uh, unfortunately, Ana, uh, had critical testing

28
00:01:17.175 --> 00:01:20.115
and followed by a critical report she had to write,

29
00:01:20.175 --> 00:01:21.595
so she wasn't able to make it.

30
00:01:22.255 --> 00:01:24.795
And that's all kind of my fault

31
00:01:24.795 --> 00:01:29.475
because this presentation was supposed to be, uh, last year,

32
00:01:29.815 --> 00:01:31.355
um, at the safety workshop

33
00:01:31.355 --> 00:01:33.475
and we had to drop off, um, mainly

34
00:01:33.715 --> 00:01:36.355
'cause I, uh, kind of chose to change jobs

35
00:01:36.885 --> 00:01:40.355
right at the exact moment that, uh, we were gonna present

36
00:01:40.355 --> 00:01:42.475
during the, uh, conference.

37
00:01:43.155 --> 00:01:45.095
So this year we were like, all right, well,

38
00:01:45.345 --> 00:01:47.375
let's try to do it again.

39
00:01:47.715 --> 00:01:50.615
Um, make sure everything's all right. I'll be here.

40
00:01:50.685 --> 00:01:53.175
Then lo and behold, testing comes up for Anna.

41
00:01:53.595 --> 00:01:58.315
Um, then, you know, it just, it's never easy

42
00:01:59.135 --> 00:02:00.755
and Ana's like, Hey,

43
00:02:00.785 --> 00:02:02.875
this year I'm gonna make sure everything gets approved.

44
00:02:03.335 --> 00:02:05.955
It goes through the process, everything's ready to go.

45
00:02:06.505 --> 00:02:10.635
Then like, probably last week, mill of the week, she's like,

46
00:02:10.635 --> 00:02:14.515
Hey, uh, the presentation doesn't get, didn't get approved

47
00:02:14.515 --> 00:02:17.985
because fruit salad isn't on brand.

48
00:02:18.775 --> 00:02:23.415
So, uh, alright, so let's, uh,

49
00:02:23.425 --> 00:02:27.055
strip out a lot of references to, uh,

50
00:02:27.345 --> 00:02:28.775
maybe specific companies.

51
00:02:28.875 --> 00:02:29.975
So we're just gonna go,

52
00:02:30.265 --> 00:02:32.535
we're not gonna talk about companies here, uh,

53
00:02:32.595 --> 00:02:34.055
but keeping the fruit salad,

54
00:02:02:34.055 --> 00:02:36.095

because that's, you know, it's the name of the presentation.

55
00:02:36.295 --> 00:02:38.055
You got it. You gotta keep talking about that.

56
00:02:40.375 --> 00:02:42.395
All right, so just a little introduction here.

57
00:02:42.815 --> 00:02:45.635
So, Ana is the lead flight test engineer.

58
00:02:45.855 --> 00:02:47.435
Um, she's at Gulfstream.

59
00:02:47.775 --> 00:02:51.075
I'm now at, uh, Honda Research Institute.

60
00:02:51.175 --> 00:02:56.115
So different from Honda Jet, uh, same big, you know, Honda,

61
00:02:56.465 --> 00:02:57.635
different coasts.

62
00:02:57.935 --> 00:02:58.995
Uh, we still interact,

63
00:02:59.065 --> 00:03:01.165
but we have different organizational structures

64
00:03:01.165 --> 00:03:02.245
doing different things.

65
00:03:03.715 --> 00:03:06.295
And then always important when we come

66
00:03:06.295 --> 00:03:07.375
into these discussions.

67
00:03:07.955 --> 00:03:09.695
Um, we wanna define terms.

68
00:03:10.545 --> 00:03:13.405
So what's the definition of a salad?

69
00:03:13.585 --> 00:03:16.285
You know, most of us think of, it's a cold dish,

70
00:03:16.675 --> 00:03:18.965
it's raw greens, um,

71
00:03:19.185 --> 00:03:22.845
but it's a usually incongruous mixture.

72
00:03:23.345 --> 00:03:26.085
So where you take a bunch of different things

73
00:03:26.505 --> 00:03:29.285
and you put them together and then they happen to work

74
00:03:29.465 --> 00:03:31.245
and it actually turns out pretty well.

75
00:03:31.305 --> 00:03:34.745
Mm-Hmm. So that's what this presentation starts to go into.

76
00:03:35.205 --> 00:03:37.665
Uh, we take a lot of different things

77
00:03:37.935 --> 00:03:39.585
regarding safety culture,

78
00:03:39.965 --> 00:03:43.985
and we try to mix them together to form, uh, the culture

79
00:03:44.055 --> 00:03:46.705
that we want within our, or within our organization.

80
00:03:46.965 --> 00:03:48.505
And we're gonna give some suggestions

81
00:03:48.565 --> 00:03:50.785

and things here that work for us that may

82
00:03:50.785 --> 00:03:53.425
or may not work for you, but just kind get your brain

83
00:03:53.785 --> 00:03:55.945
stimulated about different things that you could do.

84
00:03:57.845 --> 00:04:00.505
So the people make the process.

85
00:04:01.285 --> 00:04:05.955
Um, we're going through a lot of different times.

86
00:04:06.095 --> 00:04:09.075
Things are changing. Things are rapidly inner innovating.

87
00:04:09.335 --> 00:04:11.915
Um, our safety processes are innovating.

88
00:04:11.915 --> 00:04:15.035
We've now got, uh, STPA and stamp

89
00:04:15.055 --> 00:04:19.115
and those things going on so that we can move beyond, uh,

90
00:04:19.465 --> 00:04:22.915
some of our 2D risk matrices for these really complex

91
00:04:23.015 --> 00:04:24.595
and hard to do situations.

92
00:04:25.135 --> 00:04:28.635
But it's important that we recognize that most of the people

93
00:04:29.235 --> 00:04:32.195
probably working on these aren't necessarily the ones who

94
00:04:32.785 --> 00:04:34.795
want to come to the safety conferences.

95
00:04:35.095 --> 00:04:37.795
Um, I think they're, you know, the people who are here,

96
00:04:38.095 --> 00:04:41.475
you kind of dream and hazards and mitigations

97
00:04:41.695 --> 00:04:43.755
and, uh, emergency procedures

98
00:04:43.755 --> 00:04:45.955
and how, how I'm gonna make these all fit together.

99
00:04:46.055 --> 00:04:47.275
But a lot of the, you know,

100
00:04:47.475 --> 00:04:49.235
standard engineers may not think that way.

101
00:04:49.255 --> 00:04:53.845
So we need to, um, really be concerned about them

102
00:04:54.225 --> 00:04:56.565
and how we're gonna make and develop those people

103
00:04:56.985 --> 00:05:00.445
and to be able to think these, uh, in these complex manners.

104
00:05:03.125 --> 00:05:06.025
So we start a little bit about test planning, you know,

105
00:05:06.405 --> 00:05:08.665
and how we start working towards test planning.

106
00:05:08.665 --> 00:05:11.105
Initially test planning, you do it for someone else.

107
00:05:11.215 --> 00:05:15.585
This is your stereotypical entry level flight test engineer

108
00:05:15.845 --> 00:05:17.385

who doesn't really know anything.

109
00:05:17.775 --> 00:05:19.465
They're really just given a project

110
00:05:19.965 --> 00:05:23.025
and say, Hey, you're gonna create this test plan.

111
00:05:23.025 --> 00:05:24.465
You're gonna do these test cards,

112
00:05:24.965 --> 00:05:27.705
but you're not gonna really participate in the test.

113
00:05:28.135 --> 00:05:30.345
This can happen often with bigger organizations,

114
00:05:30.365 --> 00:05:33.825
and you say, Hey, it's all about, you know, training you so

115
00:05:33.825 --> 00:05:34.985
that you can do this later,

116
00:05:35.485 --> 00:05:39.225
but they lose investment in the product they're creating.

117
00:05:39.525 --> 00:05:43.865
So you need to provide some sort of incentive for them.

118
00:05:44.325 --> 00:05:47.305
So you don't wanna do the test planning for someone else.

119
00:05:48.085 --> 00:05:49.425
So we move on, um,

120
00:05:49.525 --> 00:05:51.865
and we start saying, where do we go from here?

121
00:05:51.975 --> 00:05:55.705
Well, we, oh, sorry, that's, uh, need to, I need to replace

122
00:05:55.705 --> 00:05:57.985
that picture with, uh, something

123
00:05:57.985 --> 00:05:59.465
with somebody a little more arrogant.

124
00:05:59.515 --> 00:06:03.505
There you go. Um, so you do test planning

125
00:06:03.925 --> 00:06:05.585
for me.

126
00:06:06.205 --> 00:06:08.625
So if I am doing a test plan

127
00:06:08.965 --> 00:06:12.105
and writing test cards for myself, I'm going to write

128
00:06:12.645 --> 00:06:14.265
and do them slightly differently.

129
00:06:14.445 --> 00:06:17.105
I'm definitely gonna be way more concerned about myself

130
00:06:17.165 --> 00:06:18.505
and making sure that I'm safe

131
00:06:18.505 --> 00:06:19.865
and I'm doing things correctly,

132
00:06:20.525 --> 00:06:24.985
but I also have all of this knowledge within my head that

133
00:06:26.005 --> 00:06:27.785
I'm just assuming I know.

134
00:06:28.445 --> 00:06:31.505
Um, so I leave out critical details that may not

135
00:06:32.125 --> 00:06:33.625

be there for somebody else.

136
00:06:33.765 --> 00:06:35.905
If somebody else comes and picks up these, uh,

137
00:06:35.905 --> 00:06:38.105
test plan in 10 years, say, you know,

138
00:06:38.125 --> 00:06:40.505
for a follow on project, they're gonna miss some

139
00:06:40.505 --> 00:06:42.865
of the critical details that I just know.

140
00:06:43.285 --> 00:06:44.425
So you have to take this

141
00:06:44.565 --> 00:06:48.745
and turn it, um, into planning for us.

142
00:06:49.645 --> 00:06:52.705
So it's really critical that you're saying, oh,

143
00:06:53.295 --> 00:06:55.705
this guy next to me, he could be going out

144
00:06:55.705 --> 00:06:57.665
and flying this mission just like I could.

145
00:06:58.405 --> 00:07:00.145
And you include those additional details

146
00:07:00.245 --> 00:07:03.145
and make sure that you capture the things that he needs

147
00:07:03.145 --> 00:07:05.945
to know or she needs to know, um, so

148
00:07:05.945 --> 00:07:09.425
that they can execute it just as well as you can.

149
00:07:09.765 --> 00:07:12.185
Um, of course you have to be careful with this, um,

150
00:07:12.665 --> 00:07:14.145
'cause you don't want it to then go back at,

151
00:07:14.285 --> 00:07:15.825
I'm just test planning for somebody else.

152
00:07:16.005 --> 00:07:19.385
So it's very critical that you think about how we join

153
00:07:19.445 --> 00:07:21.705
and how we're doing this as a team.

154
00:07:22.125 --> 00:07:24.145
And we'll kind of cover a little bit later.

155
00:07:24.205 --> 00:07:25.905
You know, there's a group picture of us.

156
00:07:26.005 --> 00:07:28.585
We did a, um, special things to kind of form

157
00:07:29.095 --> 00:07:30.185
that team together.

158
00:07:30.325 --> 00:07:32.945
So we had this trust, uh, with each other,

159
00:07:34.865 --> 00:07:36.085
you know, and here we go.

160
00:07:36.105 --> 00:07:37.405
So how are we gonna form this team?

161
00:07:39.135 --> 00:07:41.905
It's really important that, um, it's not

162
00:07:41.905 --> 00:07:43.265

as easy as it once was.

163
00:07:43.525 --> 00:07:46.425
Uh, for you guys who've got this military background.

164
00:07:46.585 --> 00:07:48.305
I think, uh, military organizations,

165
00:07:48.365 --> 00:07:49.465
you kinda do this really well.

166
00:07:49.495 --> 00:07:51.225
It's just ingrained within the culture.

167
00:07:51.225 --> 00:07:53.145
You've been doing it for many, many, many years

168
00:07:53.525 --> 00:07:54.745
and how you form a team.

169
00:07:55.125 --> 00:07:58.305
Um, it's much more difficult for OEMs

170
00:07:58.305 --> 00:08:00.985
or people like I'm bringing in different groups from,

171
00:08:01.045 --> 00:08:02.425
or people from all over the place

172
00:08:02.485 --> 00:08:05.025
who don't necessarily share the same background.

173
00:08:05.365 --> 00:08:08.625
So how do I bring them all together, um,

174
00:08:08.725 --> 00:08:10.825
and make us all think the same way?

175
00:08:12.225 --> 00:08:15.205
So there's a couple things you can't really do

176
00:08:15.385 --> 00:08:16.845
or you should try to avoid.

177
00:08:17.475 --> 00:08:22.275
Um, one of them is all the HR kind of, no,

178
00:08:22.295 --> 00:08:23.915
no, you can't do this type of stuff.

179
00:08:23.975 --> 00:08:27.665
So this is like harassment, you know, bullying things

180
00:08:27.665 --> 00:08:30.545
that are totally not cool with the HR people.

181
00:08:30.965 --> 00:08:32.385
Um, but it's important to know

182
00:08:32.385 --> 00:08:35.185
that these things weren't really constructive anyway.

183
00:08:35.255 --> 00:08:38.265
They just created a culture where the people are then,

184
00:08:38.285 --> 00:08:40.425
you know, kind of, uh, hesitant

185
00:08:40.485 --> 00:08:42.185
and they're just trying to protect themselves.

186
00:08:42.645 --> 00:08:44.945
Um, which doesn't really bring out, you know, safety,

187
00:08:46.595 --> 00:08:48.645
extremely stressful environments.

188
00:08:48.745 --> 00:08:51.245
So we talk about, um, you know,

189
00:08:51.245 --> 00:08:54.125

just yesterday talking about not having a date

190
00:08:54.265 --> 00:08:56.605
for first flight and how important that is.

191
00:08:57.025 --> 00:08:59.875
Um, there's a lot of times, you know, you three

192
00:08:59.875 --> 00:09:01.835
or four years, somebody will put, uh,

193
00:09:01.835 --> 00:09:04.875
particularly program managers, here's the date you're going

194
00:09:04.875 --> 00:09:06.995
to fly by this particular time.

195
00:09:07.415 --> 00:09:08.995
Um, and as you get there,

196
00:09:09.805 --> 00:09:12.785
stress level keeps increasing, increasing.

197
00:09:13.005 --> 00:09:15.785
And the people who are working on this project feel

198
00:09:15.785 --> 00:09:17.065
that day in and day out.

199
00:09:17.955 --> 00:09:20.815
And at some point they're just gonna go,

200
00:09:20.875 --> 00:09:22.255
you know, I'm, I'm gonna leave.

201
00:09:22.515 --> 00:09:23.975
I'm not gonna be part of this anymore

202
00:09:23.975 --> 00:09:25.215
because I don't like that.

203
00:09:25.235 --> 00:09:28.735
And then you lose all this valuable training and knowledge

204
00:09:28.735 --> 00:09:30.745
and that goes go, you know, somewhere else.

205
00:09:32.705 --> 00:09:34.485
And then we go into micromanagement.

206
00:09:34.705 --> 00:09:37.405
Um, this not only applies to managers,

207
00:09:37.425 --> 00:09:40.405
but sometimes gray beards, you do the same thing.

208
00:09:40.425 --> 00:09:43.485
You're, you're constantly on the, the young person

209
00:09:43.665 --> 00:09:46.485
and giving them direction exactly what you want them to do,

210
00:09:46.865 --> 00:09:48.485
but it's important that you allow them to kind

211
00:09:48.485 --> 00:09:50.205
of explore the space

212
00:09:50.865 --> 00:09:53.205
and, you know, providing regular feedback.

213
00:09:53.585 --> 00:09:56.005
Yes. Not telling them exactly what to do.

214
00:09:58.095 --> 00:09:59.755
And then over-hyping a project.

215
00:10:00.255 --> 00:10:04.155
So, um, I know testers are kind of NICs, uh,

216
00:10:10:05.715 --> 00:10:08.935

if you have a stretch of a vehicle that you just did,

217
00:10:09.115 --> 00:10:11.055
please don't treat it like a moon landing.

218
00:10:11.145 --> 00:10:12.295
Don't like, you know,

219
00:10:12.405 --> 00:10:15.015
it's not the next best thing since sliced bread.

220
00:10:15.475 --> 00:10:17.365
Uh, tell it like it is.

221
00:10:17.545 --> 00:10:19.125
And then you have people come to trust.

222
00:10:19.585 --> 00:10:22.245
Yep, we understand we're still gonna take it seriously,

223
00:10:22.585 --> 00:10:26.015
but we're not gonna over exaggerate this thing Now.

224
00:10:26.015 --> 00:10:27.615
Things you can do. 'cause it's important

225
00:10:27.615 --> 00:10:30.135
to talk about the can dos after the can't dos train

226
00:10:30.415 --> 00:10:33.815
employees prescribed technical training,

227
00:10:34.705 --> 00:10:37.165
having a matrix, having qualifications.

228
00:10:37.175 --> 00:10:39.805
These are all very, very important things.

229
00:10:40.025 --> 00:10:43.805
Making sure everybody's getting all of the tr knowledge

230
00:10:44.145 --> 00:10:46.605
and having the ability to go back recurrent.

231
00:10:47.145 --> 00:10:48.445
All important. We've covered

232
00:10:48.445 --> 00:10:50.045
that you guys talk about all the time

233
00:10:51.945 --> 00:10:53.025
building relationships.

234
00:10:53.325 --> 00:10:56.425
Uh, Perus, I'm glad you guys talked about meeting

235
00:10:56.425 --> 00:10:58.265
with the flight sciences organization.

236
00:10:58.685 --> 00:11:01.145
Um, control law is always the thing that seems

237
00:11:01.165 --> 00:11:02.545
to scare me always.

238
00:11:02.725 --> 00:11:07.005
So being, um, able to communicate with those guys

239
00:11:07.625 --> 00:11:12.525
or gals on a regular basis allows that flow of information.

240
00:11:12.545 --> 00:11:15.005
And when they see something that, you know, they're like,

241
00:11:15.025 --> 00:11:16.325
eh, it may not be a problem,

242
00:11:16.665 --> 00:11:18.645
but if they have that relationship with you,

243
00:11:18.995 --> 00:11:22.605

then maybe they're like, well, I might tell Taylor anyway

244
00:11:22.705 --> 00:11:24.085
and just get his input.

245
00:11:24.085 --> 00:11:27.405
So now you've established that communication path that, uh,

246
00:11:27.755 --> 00:11:31.735
flow of information, teach history,

247
00:11:33.195 --> 00:11:35.045
your company, even though it's new,

248
00:11:35.865 --> 00:11:37.245
has some sort of history.

249
00:11:37.615 --> 00:11:40.515
And if it doesn't, then go find another company that's been

250
00:11:40.515 --> 00:11:43.595
around for much longer, teach that company's history, um,

251
00:11:43.975 --> 00:11:46.075
at Gulfstream teaching the history

252
00:11:46.495 --> 00:11:48.115
and teaching about the accident.

253
00:11:48.715 --> 00:11:52.385
I mean, uh, it's such a important thing.

254
00:11:52.415 --> 00:11:54.725
It's such a more important part of

255
00:11:54.785 --> 00:11:57.805
how the culture developed within the organization.

256
00:11:58.345 --> 00:12:00.565
And so people come in, you know,

257
00:12:00.565 --> 00:12:02.645
we bring in new people all the time, that's how it works.

258
00:12:02.945 --> 00:12:05.965
Making sure those people understand, hey, this is part of

259
00:12:05.965 --> 00:12:08.205
who we are and we want to make sure

260
00:12:08.205 --> 00:12:09.725
that this never happens again.

261
00:12:10.305 --> 00:12:14.235
So taking the time to do that's incredibly important.

262
00:12:15.155 --> 00:12:17.055
And then opportunities to help others.

263
00:12:17.275 --> 00:12:21.175
So a concept that we came up with was a, uh,

264
00:12:21.175 --> 00:12:22.575
volunteering opportunity.

265
00:12:22.675 --> 00:12:26.495
So we take, uh, the group of people, we go out,

266
00:12:26.515 --> 00:12:27.895
we help other people,

267
00:12:28.515 --> 00:12:33.415
and by that mutual helping somebody else, we've managed

268
00:12:33.415 --> 00:12:36.775
to form those, uh, closer knit bonds with each other.

269
00:12:37.395 --> 00:12:40.815
So that kind of helped, um, us kind of go through some

270
00:12:40.815 --> 00:12:42.695

of the things that, you know, say you get in the military

271
00:12:42.725 --> 00:12:44.615
just for, you know, being together

272
00:12:44.675 --> 00:12:45.775
and being together all the time

273
00:12:45.795 --> 00:12:47.415
and doing all this stuff all the time or,

274
00:12:47.675 --> 00:12:50.495
or your local, you know, sports team, you know,

275
00:12:50.495 --> 00:12:51.615
they practice all the time.

276
00:12:51.645 --> 00:12:53.375
They, they formed these relationships.

277
00:12:53.755 --> 00:12:57.095
Uh, this kind of an event helped us to do the same thing.

278
00:12:59.965 --> 00:13:01.625
All right, now we gotta talk a little bit about

279
00:13:01.625 --> 00:13:02.825
flight test priorities.

280
00:13:02.965 --> 00:13:04.665
So I'm sure everybody,

281
00:13:04.795 --> 00:13:06.665
these are the flight test priorities, right?

282
00:13:06.925 --> 00:13:07.985
For everyone's company.

283
00:13:08.665 --> 00:13:12.505
I, I'm sure, but how many of you have them like this?

284
00:13:13.855 --> 00:13:16.585
Yeah, very, very easy.

285
00:13:16.825 --> 00:13:19.665
I, I remember several days, you know, you,

286
00:13:19.685 --> 00:13:21.105
you would talk about schedule three

287
00:13:21.105 --> 00:13:23.545
or four times during the day, the most.

288
00:13:23.565 --> 00:13:25.945
You talked about safety was the one guy at the end

289
00:13:25.945 --> 00:13:28.065
of the meeting, he's like, Hey, everybody be safe today.

290
00:13:28.715 --> 00:13:31.465
Right? That's, there's gotta be a way to

291
00:13:32.415 --> 00:13:36.185
refocus these priorities, um, within your organization.

292
00:13:36.805 --> 00:13:38.665
So, you know, how do you make those changes?

293
00:13:38.895 --> 00:13:40.625
Well, you've gotta talk about it,

294
00:13:40.635 --> 00:13:42.735
which is why we're all here today.

295
00:13:43.155 --> 00:13:46.695
But important that you try to talk about it every day,

296
00:13:46.765 --> 00:13:49.855
even if it's not something that's, you know,

297
00:13:50.115 --> 00:13:51.495

oh hey, here's this accident.

298
00:13:51.495 --> 00:13:53.975
We're gonna go through a huge presentation about all these

299
00:13:53.975 --> 00:13:55.855
things that happened and how we don't want them

300
00:13:55.855 --> 00:13:57.695
to happen within our organization.

301
00:13:58.195 --> 00:14:01.495
Um, you just, Hey, what'd you do yesterday? How's that?

302
00:14:01.775 --> 00:14:02.855
THA coming along?

303
00:14:03.005 --> 00:14:04.735
Okay, can you tell me about your mitigations?

304
00:14:05.635 --> 00:14:08.375
Uh, just simple things and starting conversations.

305
00:14:10.895 --> 00:14:14.075
You gotta live it. So we have all these processes, you know,

306
00:14:14.075 --> 00:14:17.235
all these SMS we're doing this flight test to SMS specific

307
00:14:17.235 --> 00:14:18.755
for your organization, it's important

308
00:14:18.755 --> 00:14:20.955
that you actually follow it.

309
00:14:20.975 --> 00:14:22.315
Mm-Hmm. You can't just put on

310
00:14:22.315 --> 00:14:23.475
paper and say, yep, it's there.

311
00:14:23.685 --> 00:14:27.235
We're safe regular reviews, making sure

312
00:14:27.235 --> 00:14:29.635
that you're living it day in, day out on everything

313
00:14:29.635 --> 00:14:32.565
that you do and reward it.

314
00:14:33.995 --> 00:14:37.335
How often in safety, it's like you, you do the right thing,

315
00:14:37.675 --> 00:14:41.735
you follow your THA, that's, that's good, right?

316
00:14:41.735 --> 00:14:44.695
That's doing your job. Nobody ever rewards

317
00:14:44.695 --> 00:14:45.975
people for doing their job.

318
00:14:46.155 --> 00:14:47.575
We only with safety, you,

319
00:14:47.635 --> 00:14:49.935
you're really only criticizing people when something goes

320
00:14:49.935 --> 00:14:52.565
wrong and that's when you get the impact.

321
00:14:52.625 --> 00:14:55.965
So how did you do that? You gotta find even small things.

322
00:14:56.395 --> 00:14:59.365
Some people are like, ah, just doing my job. It's okay.

323
00:14:59.405 --> 00:15:00.485
I don't need to be rewarded.

324
00:15:00.505 --> 00:15:03.045

But recognizing that still helps instill

325
00:15:03.475 --> 00:15:04.605
that safety culture.

326
00:15:06.045 --> 00:15:07.465
So, you know, the beginning

327
00:15:07.465 --> 00:15:10.125
of this presentation was fruit salad.

328
00:15:10.225 --> 00:15:11.805
We only covered salad so far.

329
00:15:11.985 --> 00:15:15.645
So you know what, where's the, this fruit coming from? So,

330
00:15:17.995 --> 00:15:18.485
Alright,

331
00:15:23.705 --> 00:15:26.685
So just think about one day you're coming into the office,

332
00:15:27.305 --> 00:15:29.965
you go to your desk and sitting on your desk,

333
00:15:31.225 --> 00:15:33.435
this big old watermelon with this note,

334
00:15:34.515 --> 00:15:36.055
Walter, the watermelon.

335
00:15:36.055 --> 00:15:39.375
Thanks you for being safe and not forcing low altitude.

336
00:15:39.535 --> 00:15:42.845
OEI testing with bird activity in the area now.

337
00:15:43.305 --> 00:15:45.525
All right, so most of you're like, this is stupid.

338
00:15:45.825 --> 00:15:47.205
Why would I ever do this?

339
00:15:47.625 --> 00:15:52.085
Um, but really it's just to get the conversation going.

340
00:15:52.305 --> 00:15:54.285
So all the people who showed up

341
00:15:54.825 --> 00:15:56.325
before you that day are like,

342
00:15:56.745 --> 00:15:59.285
why is this guy got a watermelon sitting on this desk?

343
00:15:59.285 --> 00:16:02.285
Everybody that's walking by that day is like, what is,

344
00:16:02.285 --> 00:16:04.805
what is this doing on this person's desk?

345
00:16:04.865 --> 00:16:06.245
And you start the conversation.

346
00:16:06.675 --> 00:16:09.525
They just followed their THA mitigation that said, Hey,

347
00:16:09.545 --> 00:16:12.525
if you get birds in the area, you know, quit testing

348
00:16:12.625 --> 00:16:13.885
for the day and come back home.

349
00:16:14.615 --> 00:16:16.235
That's their standard, that's their job.

350
00:16:16.455 --> 00:16:18.275
But it's recognizing it

351
00:16:18.375 --> 00:16:21.635

and bringing it out as a, you know, thing

352
00:16:21.745 --> 00:16:23.235
that we want to emphasize.

353
00:16:23.845 --> 00:16:28.035
Doing your job, actually following your THA mitigations are

354
00:16:28.055 --> 00:16:29.875
all really important.

355
00:16:30.135 --> 00:16:34.785
So stupid things spark fun conversations.

356
00:16:37.415 --> 00:16:41.225
Yeah. So, um, in conclusion, there are many things

357
00:16:41.225 --> 00:16:43.145
that you can do to promote safety.

358
00:16:43.805 --> 00:16:46.065
Um, but you'll have to find what works

359
00:16:46.165 --> 00:16:47.305
for your organization.

360
00:16:47.685 --> 00:16:50.305
Um, the watermelon thing totally doesn't work for everybody.

361
00:16:50.815 --> 00:16:54.385
Some people really do get angry when there's a watermelon

362
00:16:54.485 --> 00:16:56.465
or, uh, a cantaloupe

363
00:16:56.525 --> 00:16:59.745
or a pineapple sitting at their desk in the morning

364
00:16:59.855 --> 00:17:01.825
that they just, that doesn't work for them.

365
00:17:02.005 --> 00:17:05.065
So being, uh, have a paying attention to

366
00:17:05.065 --> 00:17:06.265
that is very important.

367
00:17:06.725 --> 00:17:11.465
Um, I, you know, just recently joined a company that's, uh,

368
00:17:11.905 --> 00:17:15.625
Japanese ownership, uh, lots of, uh, Japan

369
00:17:16.405 --> 00:17:19.185
expats working, uh, with my company currently.

370
00:17:19.685 --> 00:17:21.785
And there's little cultural differences

371
00:17:22.455 --> 00:17:23.865
that, you know, you have to learn.

372
00:17:23.965 --> 00:17:25.865
Um, their culture is very polite.

373
00:17:26.775 --> 00:17:30.475
One of the things is they don't tell you no, they,

374
00:17:30.625 --> 00:17:32.875
they use different ways to express that.

375
00:17:33.015 --> 00:17:35.675
So, you know, we all talk about the the no vote

376
00:17:35.775 --> 00:17:37.675
and making sure you have the no vote

377
00:17:37.695 --> 00:17:39.795
and everybody feels comfortable with no, well,

378
00:17:39.925 --> 00:17:43.195

their ingrained culture is like, well, we don't say no, we,

379
00:17:43.195 --> 00:17:46.885
uh, we kind of suck our teeth and go difficult.

380
00:17:47.615 --> 00:17:51.285
And so understanding that when somebody does that, Hey,

381
00:17:51.835 --> 00:17:55.525
this is, uh, this is actually them trying to tell me no, um,

382
00:17:55.525 --> 00:17:58.725
there's experience I just had recently is more of a, Hey,

383
00:17:58.905 --> 00:18:00.925
you know, we've got this thing going on.

384
00:18:01.105 --> 00:18:02.205
We need a troubleshoot.

385
00:18:02.505 --> 00:18:04.965
Uh, can you have this done, you know, by tomorrow morning?

386
00:18:04.965 --> 00:18:09.925
And the guy's like, well, I could probably do that

387
00:18:10.065 --> 00:18:11.245
and have it all fixed.

388
00:18:11.305 --> 00:18:13.485
And, and that for me is, oh yeah,

389
00:18:13.485 --> 00:18:14.885
there's no way you're gonna have this

390
00:18:14.885 --> 00:18:15.925
fixed by tomorrow morning.

391
00:18:15.925 --> 00:18:18.365
We're gonna take a maintenance day tomorrow just

392
00:18:18.365 --> 00:18:20.445
to make sure that you have the time to do it right

393
00:18:20.465 --> 00:18:21.085
and properly

394
00:18:24.615 --> 00:18:25.755
do many different things.

395
00:18:26.775 --> 00:18:29.835
Not only one, don't just rely on your process.

396
00:18:30.755 --> 00:18:32.685
Kind of like try to be creative.

397
00:18:32.905 --> 00:18:34.205
Try to find alternate things.

398
00:18:34.475 --> 00:18:36.525
Talk to other people here, see what they do.

399
00:18:37.025 --> 00:18:39.925
Um, a lot of people do different rewards

400
00:18:39.945 --> 00:18:42.245
and things you've heard about, um, in the past.

401
00:18:42.465 --> 00:18:45.965
So make sure you use what you can for your organization.

402
00:18:47.845 --> 00:18:49.745
Um, you can't just rely on the process

403
00:18:50.405 --> 00:18:52.025
to handle the complex issues.

404
00:18:52.085 --> 00:18:54.025
You have to rely on the people.

405
00:18:54.405 --> 00:18:55.585

So you gotta train the people.

406
00:18:55.685 --> 00:18:58.305
You gotta make sure they're invested, um, in

407
00:18:58.335 --> 00:18:59.385
what you're trying to do.

408
00:19:00.895 --> 00:19:03.635
So with that, uh, you know, thank you everyone.

409
00:19:03.695 --> 00:19:06.275
Here's a nice salad for you.

410
00:19:06.375 --> 00:19:10.395
Um, and one quick plug flight test safety database

411
00:19:10.415 --> 00:19:11.715
and getting that up and working.

412
00:19:12.175 --> 00:19:16.135
Um, ev toll big, lots

413
00:19:16.135 --> 00:19:18.135
of different people doing, uh, different things.

414
00:19:18.135 --> 00:19:20.335
And there's really nothing in the database

415
00:19:20.925 --> 00:19:22.025
for that that we can share.

416
00:19:22.025 --> 00:19:23.705
And it's a opportunity, especially

417
00:19:23.705 --> 00:19:25.585
for the smaller companies, like, Hey,

418
00:19:25.925 --> 00:19:27.025
you can go reference this.

419
00:19:27.035 --> 00:19:28.265
It'll help you get started.

420
00:19:28.485 --> 00:19:31.265
So anything we can do to get that back into up and running

421
00:19:31.365 --> 00:19:34.905
and submit new tpha would be, uh, very beneficial.

422
00:19:35.165 --> 00:19:39.665
So, um, also Ana will be on for the, uh,

423
00:19:39.875 --> 00:19:41.705
panel, uh, later this morning.

424
00:19:41.925 --> 00:19:43.865
So she's gonna be on, uh, via Zoom.

425
00:19:44.205 --> 00:19:45.225
So make sure you save all

426
00:19:45.465 --> 00:19:47.345
of your really hard questions for her.

427
00:19:47.765 --> 00:19:50.185
Um, don't do 'em now. All right. Thank you.

428
00:19:59.535 --> 00:20:01.505
Perfect. You did what I suggested and

429
00:20:01.505 --> 00:20:03.025
or leaving all the things to her.

430
00:20:05.085 --> 00:20:06.625
I'm actually gonna, we'll leave that up there.

431
00:20:06.685 --> 00:20:08.825
See if it spurs anymore. Alright.

432
00:20:09.565 --> 00:20:10.785

Be honest. Now, how many

433
00:20:10.785 --> 00:20:12.945
of you thought the Sledge Matic was coming out next?

434
00:20:14.215 --> 00:20:17.865
Yeah. Yeah. All right, Taylor,

435
00:20:18.185 --> 00:20:19.505
I want, I wanna thank you.

436
00:20:19.505 --> 00:20:21.505
Thank for presenting with us

437
00:20:21.565 --> 00:20:23.345
and, uh, you'll be back later in the day, right?

438
00:20:23.495 --> 00:20:25.305
Yeah. So we'll get another chance, uh,

439
00:20:25.525 --> 00:20:26.825
for the Sledge Matic, hopefully.

440
00:20:26.925 --> 00:20:29.825
But the, uh, I do, uh, want to point out,

441
00:20:30.005 --> 00:20:31.425
uh, a couple of takeaways.

442
00:20:31.525 --> 00:20:32.785
The, uh, the planning bit.

443
00:20:32.945 --> 00:20:34.465
I think all of us have heard the, uh,

444
00:20:34.465 --> 00:20:37.145
the famous Eisenhower quote that plans are nothing

445
00:20:37.205 --> 00:20:38.665
but planning is invaluable.

446
00:20:38.665 --> 00:20:41.945
And especially as we get people planning for us, uh,

447
00:20:42.005 --> 00:20:44.065
it makes it something that we all have ownership of.

448
00:20:44.305 --> 00:20:46.185
'cause we know we're gonna be the ones executing it.

449
00:20:46.625 --> 00:20:48.925
I appreciated that and I also appreciated the bit about,

450
00:20:48.985 --> 00:20:50.045
uh, micromanagement.

451
00:20:50.105 --> 00:20:52.285
And I think we all know that the right way

452
00:20:52.285 --> 00:20:55.325
to guide these kind of processes early is to ask questions.

453
00:20:55.385 --> 00:20:57.125
But when schedule looms large is

454
00:20:57.125 --> 00:20:58.405
that was a great graphic by the way.

455
00:20:58.865 --> 00:21:02.045
Um, that, you know, sometimes that, uh, that falls apart.

456
00:21:02.585 --> 00:21:06.005
Uh, and it gets back to the culture, uh, to, uh, to kind

457
00:21:06.005 --> 00:21:08.725
of have that patience and to give people the time to,

458
00:21:09.025 --> 00:21:10.085
to find those answers.

459
00:21:11.045 --> 00:21:15.375

Um, so, uh, we'll move on to our last, uh, our last speaker.

460
00:21:15.555 --> 00:21:17.575
Uh, no we won't. I take that back.

461
00:21:17.715 --> 00:21:19.655
We are ahead of schedule and we're gonna take a break.

462
00:21:19.675 --> 00:21:22.975
So here's what we're gonna do. Uh, we are 15 minutes ahead.

463
00:21:23.115 --> 00:21:24.575
I'm gonna split the difference with you,

464
00:21:24.575 --> 00:21:25.775
but I'm gonna split it my way.

465
00:21:26.025 --> 00:21:30.535
We're gonna come back at 10 0 5, uh, 10 0 5 back in here.

466
00:21:30.715 --> 00:21:32.095
And, uh, I'll walk around,

467
00:21:32.095 --> 00:21:34.215
start ridiculing anybody who's still out in the hallway.

468
00:21:34.475 --> 00:21:36.295
But, uh, enjoy those side conversations.

469
00:21:36.295 --> 00:21:37.535
We'll see you back here at five after.