

Leadership for Pilots

# SAFETY STAND DOWN

2018

NORMALIZATION of EXCELLENCE





# JD McHenry

- In aviation for over 40 years with A&P, IA, & Pilot
- Doctorate of Business Management
- Corporate operations, charter, management, FBO & manufacturing experience

# Leadership for Pilots – Key Takeaways



- Achieve higher standards with simple leadership techniques.
- Reach success using systematic technics.
- Enhance delegation skills for higher productivity and motivation.
- Deal with conflict with a positive attitude for optimal results.
- Conduct effective performance evaluations.
- Build teamwork for all team members.

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# Leadership for Pilots

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# Aviation Interpersonal Management (AIM)



## 5-Day Course

# *Seminar Subjects*

- Leadership and Management
- Success
- Delegation
- Dealing with Conflicts
- Performance Evaluations
- Building Teamwork





# Leadership and Management

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Leadership  
skills come  
from our  
*HEART.*



Management  
skills come  
from our  
*MIND.*

# Leadership Versus Management

- Leadership power promotes:
  - Vision
  - Creativity
  - Change
- Management power promotes:
  - Stability
  - Order
  - Problem solving





# ***Required Skills for Aviators***

- Image and Perception
- Success
- Management Definition
- Building Self-Esteem
- Delegation
- Time Management and Organizational Skills
- Communication
- Motivating Others
- Building Teamwork
- Dealing with Conflicts
- Negotiation
- Leadership and Management
- Finance and Budget
- Hiring
- Performance Evaluations
- Discipline
- Managing Your Boss
- Superior Customer Service



## 24-7

### ■ **Work**

- Making an impact on peers, employees, bosses, and business associates

### ■ **Home**

- Making an impact on children, spouse, family members, and friends





# Success

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SUCCESS



# Being Successful Defined

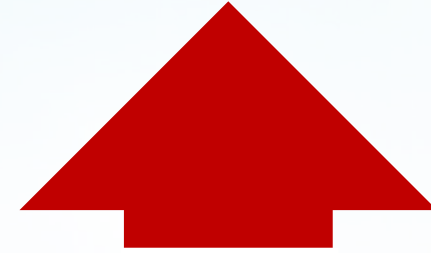
- Don't let society dictate your success
- Find your own success
- Set both professional and personal goals
- Everyone needs a clear direction



# Vertical Expansion

- Status and responsibility
- Authority and power
- Financial gain
- Decision-making
- Management of people

*Vice President*



*Director*



*Manager*



# Horizontal Expansion

- Mind and learning opportunities
- Management of projects



- Job responsibility
- Challenge in work
- Sense of accomplishment

SUCCESS

# *Setting Goals and Plans*

- Everybody needs a business plan and goal
- More than 2/3 of businesses fail the first year

**Personal short-term goal is:**

**Personal long-term goal is:**

**Professional short-term goal is:**

**Professional long-term goal is:**

**Deadlines!**





# Delegation

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# *Barriers to Delegation*

- Barriers in management
- Barriers in the subordinate
- Barriers in the situation





## Barriers in Management

- I can do it better
- Lack of confidence in subordinates
- Insecurity

*Increase your self-esteem*

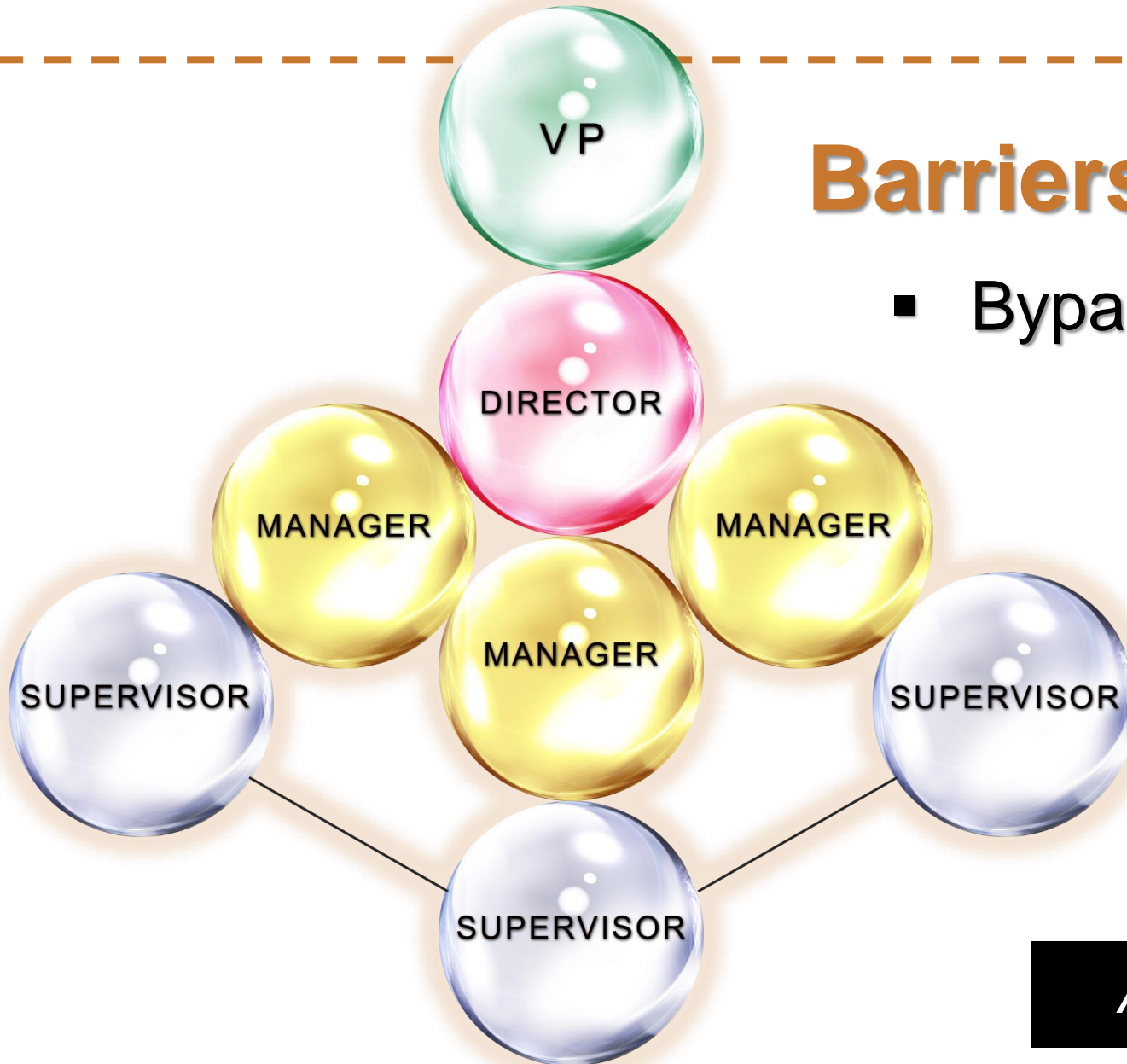
## Barriers in the Subordinate

- Lack of experience or competence
- Avoidance of responsibility

*Use delegation as a form of training*







## Barriers in the Situation

- Bypassing the chain of command

*Always follow the chain of command*

# What to Delegate

- Manager's job:
  - Manage
  - Direct
- Strive to become dispensable
- Succession plan





## The Routine and Necessary

- Jobs such as shipping, filling out forms, and making arrangements

## The Specialty

- Feed their strength
  - Close the loop
- 



# Occupational Hobbies

- Often relate to expertise of the earlier position
- Attending technical seminars





## What Not to Delegate

- Obligations and responsibilities
- Some things you must do yourself

## Rituals

- Certain functions require a specific position to be present
  - Retirement gift presented by president's secretary

## Personal or Confidential Matters

- Such as evaluations, promotions, or dismissal
-



# CRISES

- Crises will happen
- Managers must handle it







# Dealing with Conflicts



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# The Problem of Emotion



- Emotion rather than reason is behind a person's action
  - Do not overgeneralize or exaggerate
  - Avoid extremes in words
-

## **The Importance of Controlling Your Temper**

- People judge your stability and maturity
- When you are angry, you lose control of yourself
- What you say and do in anger you often regret later
- Many people take seriously what a person says in anger





# Controlling Your Temper

- Presenter will demonstrate two examples
  - Angry and dominant
  - Total control

*The “Game Face” is very effective*

# Four A's of Conflict Styles

- We can identify four different characteristic styles when people are dealing with conflicts:
  - **Adamant** (right and wrong game)
  - **Aggressive** (power game)
  - **Avoidance** (hiding game)
  - **Achievement** (win-win game)





## Adamant (Right and Wrong Game)

- Definition
  - Be right by making others wrong
- Styles
  - Argumentative, negative, critical, careful
- Careers
  - Engineers, avionics, lawyers, doctors
- Techniques
  - Let them be right in some way and give acknowledgement
    - “Yes, you’re right!”
    - “I understand!”
    - No “Yeah, but!”



# Aggressive (Power Game)

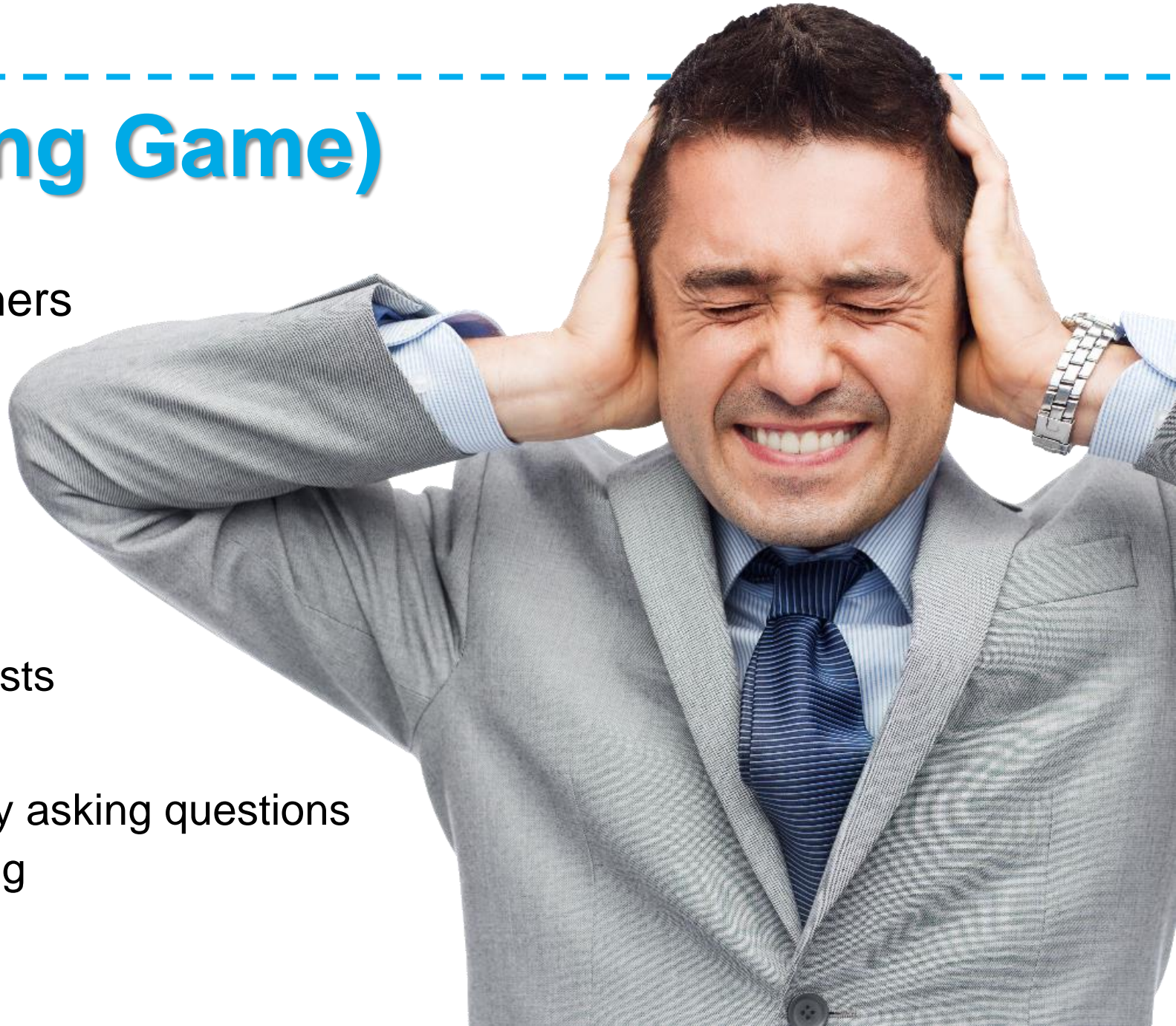
- Definition
  - Control others
- Styles
  - Poor listener, interrupts, non-stop talker
- Careers
  - Military, parents, pilots, police, politicians
- Techniques
  - Ask questions and listen
  - Seek advice and give their position respect





# Avoidance (Hiding Game)

- Definition
  - Not be controlled by others
- Styles
  - Resents being told what to do
  - Creative, independent
- Careers
  - Field service, A&Ps, artists
- Techniques
  - Develop relationships by asking questions
  - Don't come on too strong





# Achievement (Win-Win Game)

- Definition
  - Win by achieving the real objectives
- Styles
  - Avoids sidetrack game
  - Stays focused on big picture
- Careers
  - All top professionals
- Techniques
  - Discuss issues openly and honestly
  - Always seek a win-win situation








# Performance Evaluations

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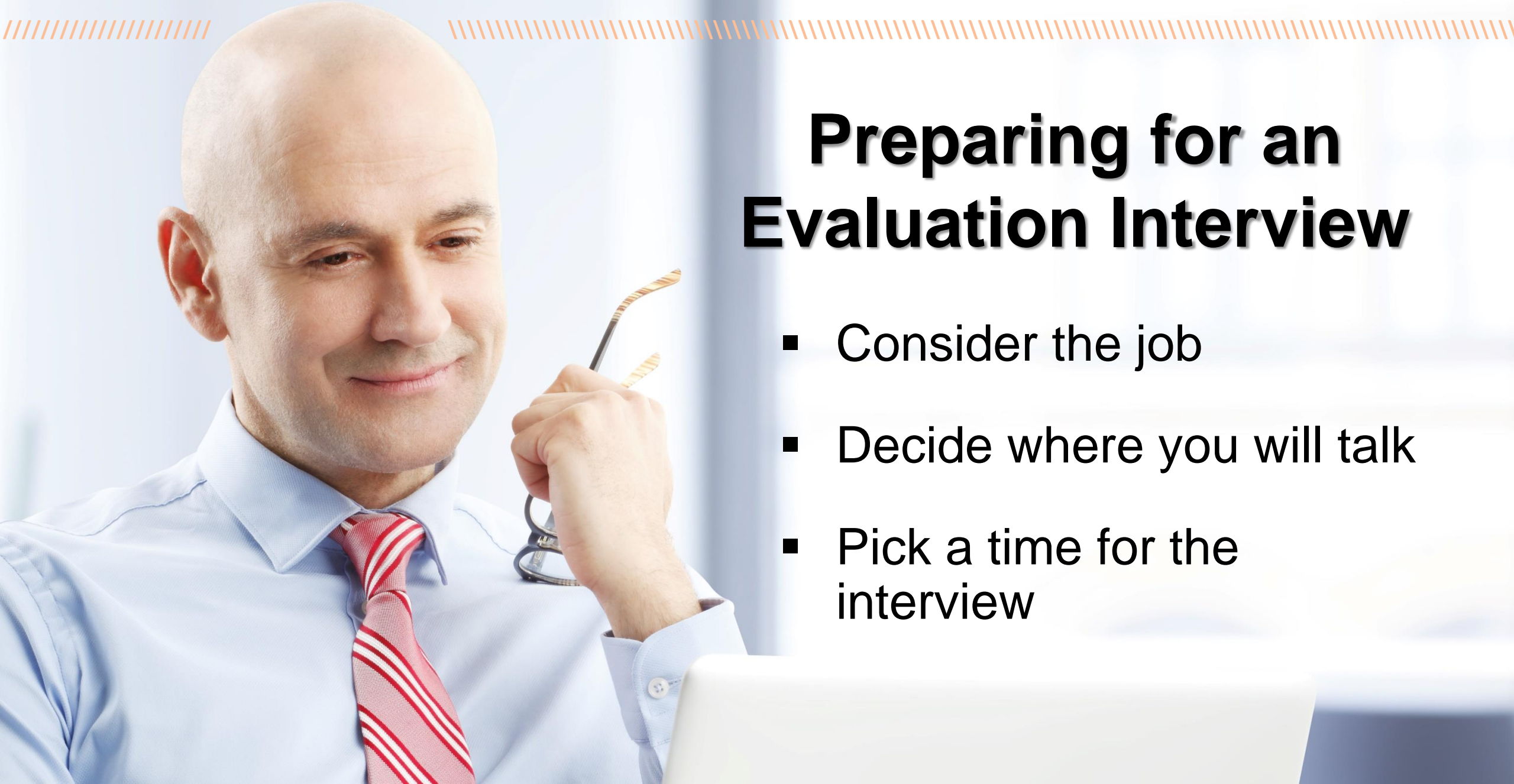
# Effective Performance Evaluations

- Employees need to know their strengths/weaknesses
- Encourage employees to talk about the job and problems concerning it

A photograph of two men in business suits. The man on the left is looking down at a tablet computer he is holding. The man on the right is looking at the tablet and gesturing with his hand as if explaining something. They are both smiling and appear to be in a collaborative work environment.

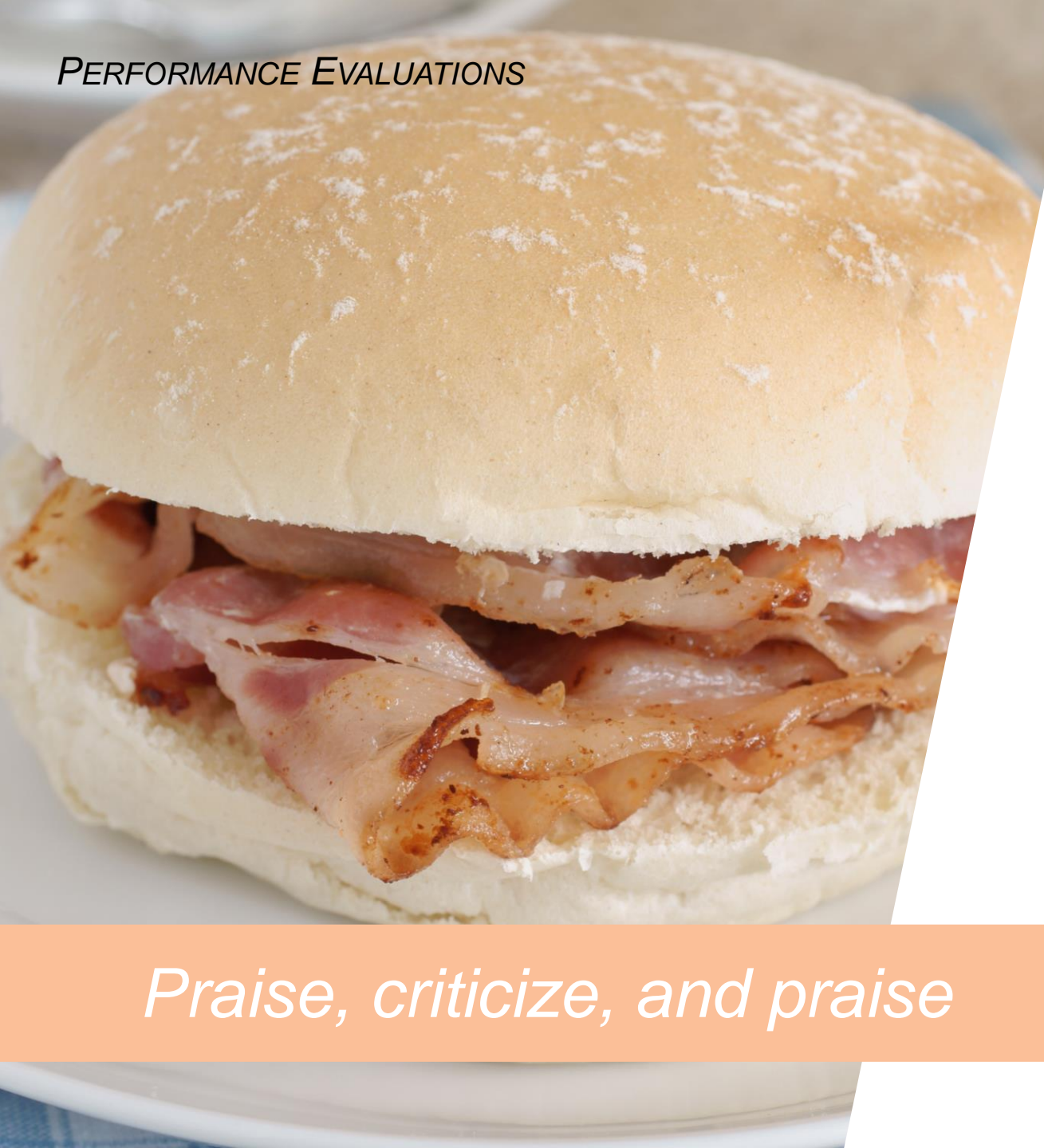
*Perform “no surprise” appraisals regularly*





# Preparing for an Evaluation Interview

- Consider the job
- Decide where you will talk
- Pick a time for the interview



## Use the “Sandwich” Technique

- Counselors often use the “sandwich” technique
- Soften the blow of criticism
- Don’t become too predictable

*Praise, criticize, and praise*



# What to Say to an Outstanding Person

- Conversation will be positive in almost all respects
- Show that you appreciate his or her talents and performance

*Ask for their goals and expectations*



# What to Say to a Failing Person

- Obligation that should not be put off by the person's supervisor

*Address immediately and follow up*



# Things to Avoid in an Appraisal Interview

- Comparisons with others
- Dwelling on weakness
- Suggesting poor performance
- Making promises





# Building Teamwork

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# Building Teamwork

- Successful leaders build teamwork
- Have the right attitude toward people
- Show examples



## What People Like About Their Leaders

- Show concern for them more than their output
- Dedicated planners and organizers
- Act and talk positively



*Do not forget your professional space*



# The Importance of Talking Positively About Peers

- You don't get ahead by tearing others down
- People are different and have different viewpoints and standards



*Never criticize your teammates*



YOU  
ARE  
SPECIAL



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**THANK YOU**

