

Supporting
European
Aviation



Resilience: Setting the Scene

Dr Steven Shorrock

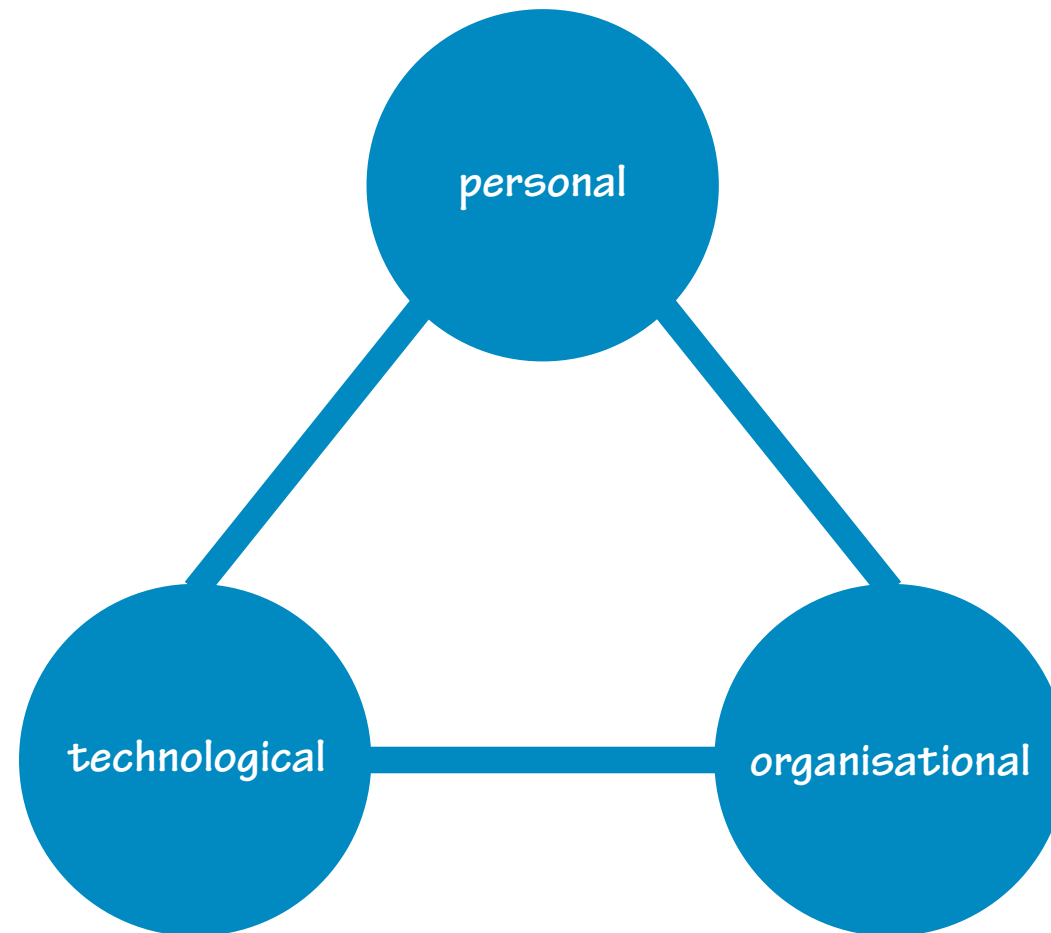
CANSO/EUROCONTROL Global Resilience Summit

8-9 December 2021



NETWORK
MANAGER







Challenges for Resilience



LEARNING IN THE HEAT OF THE MOMENT AN INTERVIEW WITH SABRINA COHEN-HATTON

In the heat of the moment, how do we make decisions, individually and collectively? And how can we improve decision-making at work? **Steven Shorrock** interviews firefighter and psychologist **Sabrina Cohen-Hatton**, about her work on decision-making in the emergency services, her journey from firefighter to Chief Fire Officer, and her extraordinary life.

LEARNING FROM PSYCHOLOGY AND PSYCHOTHERAPY: A CONVERSATION WITH DAVID MURPHY

Changes of all kinds can have a profound effect on us, both in terms of our wellbeing and performance. **David Murphy** has worked therapeutically with people, including front-line professionals, for over 20 years, helping them to change, and adapt to change. David talks to **Steven Shorrock** about dealing with traumatic events and more mundane changes.

A GLOBAL AEROMEDICAL PERSPECTIVE ON THE NEW REALITY: AN INTERVIEW WITH ICAO'S ANSA JORDAAN

COVID-19 has brought the sanitary crisis to the forefront of the world of aviation, and with it, many aeromedical implications. **Steven Shorrock** interviewed **Ansa Jordaan**, Chief of ICAO's aeromedical section, to find out how ICAO is helping aviation to navigate the new reality.

QF32 AND POST-TRAUMATIC STRESS

Most of us will experience post-traumatic stress at some point in our lives, associated with critical incidents at work or events in our personal lives. For some, this progresses to a more severe disorder. In this article, **Steven Shorrock** reports on an interview with **Captain Richard Champion de Crespigny**, on his experiences post-QF32.

QF32: HOW IT WENT RIGHT AN INTERVIEW WITH CAPTAIN RICHARD CHAMPION DE CRESPIGNY

When a normal day at work turns into an extraordinary day, where survival may depend on you and your team, you will need all of the elements that make up resilience. In this long read, **Steven Shorrock** interviews **Richard Champion de Crespigny**, Captain of QF32, about how things went right, when they could have gone so badly wrong.

A SURGEON'S TAKE ON HUMAN AND ORGANISATIONAL FACTORS: A CONVERSATION WITH MANOJ KUMAR

Healthcare is perhaps the most complex safety-critical sector, and the challenges have only increased throughout the COVID-19 pandemic. Increasingly, human and organisational factors have come under the spotlight. **Manoj Kumar** is a consultant general surgeon with a background also in safety, human factors, and training. In this conversation with **Steven Shorrock**, Manoj provides insights and perspectives on the realities of work in healthcare, and the team's role in improvement.



Elite sportspeople can teach us a lot about competency and expertise. Professional golfing, in particular, is a high-stakes mental game, where managing the emotional and mental state is crucial. For over 20 years **Lee Crombleholme** has worked with a range of amateur and professional sportspeople, including elite golfers on the major tours.

LEARNING FROM SPORT PSYCHOLOGY: A CONVERSATION WITH LEE CROMBLEHOLME

LEARNING FROM COMMUNITIES: A CONVERSATION WITH CORMAC RUSSELL

The study of communities and community-building activities can provide important insights into collaboration within and between organisations. Over the last 21 years **Cormac Russell** has worked in 35 countries, with communities, agencies, non-governmental organisations and governments. This article is an edited transcript of a conversation between **Cormac Russell** and **Steven Shorrock**, about learning from communities.

- A Chief Scientific and Technical Advisor's Perspective – **Dr Kathy Abbott**
- A Chief of Aviation Medicine Section's Perspective – **Dr Ansa Jordaan**
- A Chief Fire Officer's Perspective – **Dr Sabrina Cohen-Hatton**
- A Surgeon's Perspective – **Dr Manoj Kumar**
- A Captain's Perspective – **Captain Richard Champion de Cresipgny**
- A Psychotherapist's Perspective – **Prof David Murphy**
- A Sport Psychologist's Perspective – **Lee Crombleholme**
- An Asset-Based Community Development Perspective – **Cormac Russell**



Requisites for Resilience



Requisites for Resilience

Supporting
European
Aviation



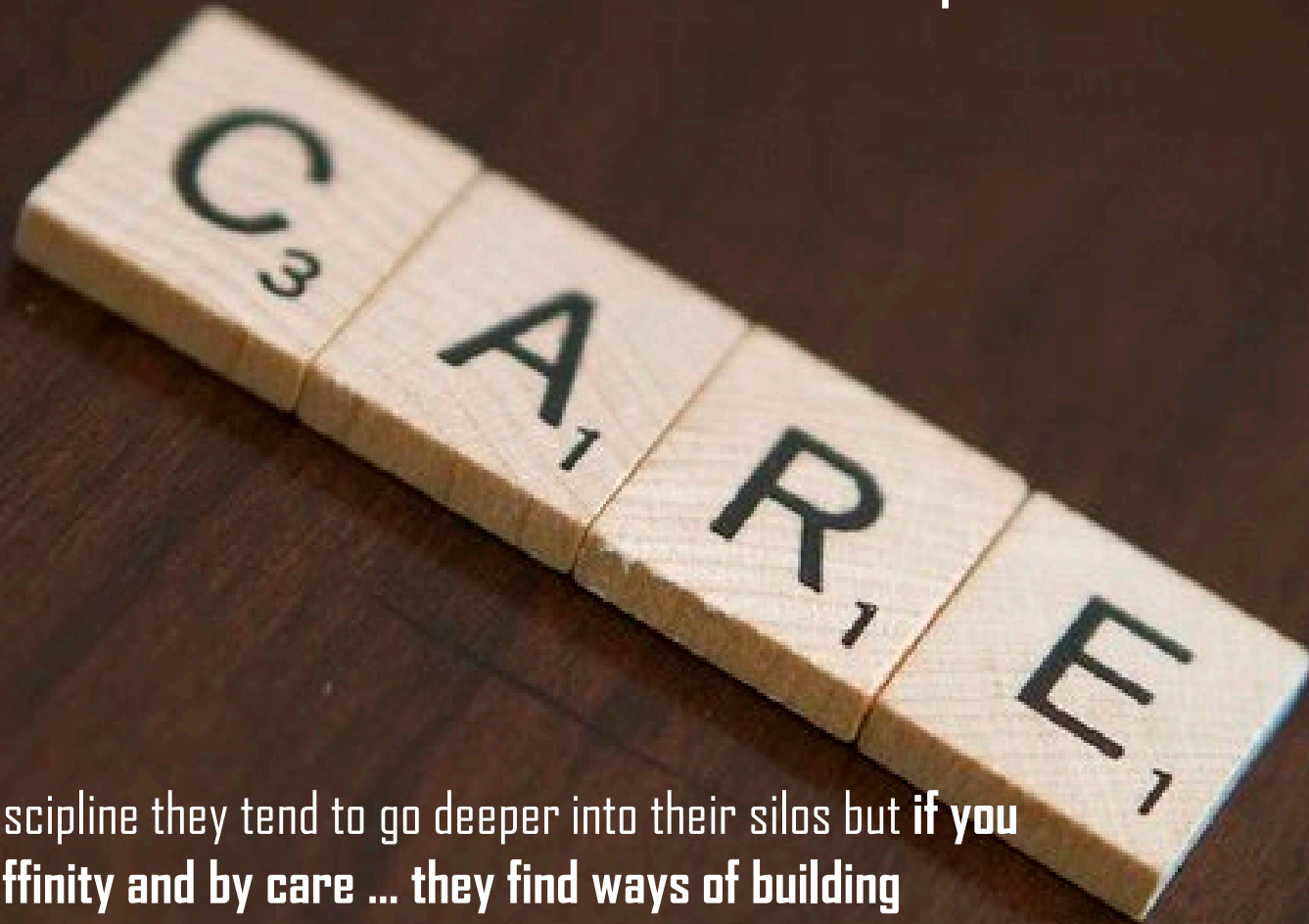
Relating for Resilience



NETWORK
MANAGER



"The Europeans, even though our world rankings weren't as high as the Americans, went on a run of winning Ryder Cups. A lot of that was put down to the fact that **the Europeans were friends. They would go out for dinner together.**" Lee Crombleholme



"If you connect people by discipline they tend to go deeper into their silos but **if you connect them by human affinity and by care ... they find ways of building relationships that make them more inclined to challenge their silos.**" Cormac Russell

"QF32 turned out well. But what if I'd made a mistake and it didn't turn out well? If you don't have a just culture, and in an environment where people might be criminalised for their honest mistakes, the PTS gets a lot worse"
Richard de Crespigny



"It is essential that all aviation stakeholders provide as far as possible a psychosocial safe environment"
Ansa Jordaan

"For me, peer support is really the first line in defence because it's your colleagues. They know circumstances from a work perspective" Ansa Jordaan



"I think that the kind of exposure to trauma that we have in the emergency services makes you **value the people that you have around you**" Sabrina Cohen-Hatton

Supporting
European
Aviation



Reflecting for Resilience



NETWORK
MANAGER



"There is always that **risk of being trapped in an echo chamber** where individuals may inadvertently surround themselves with like-minded folks"

Manoj Kumar



"We're always treading the line between autonomy and belonging. Often **we find ourselves feeling that we can't speak out about certain things** because we fear that will have nothing to belong to, or we'll be rejected by the group." **David Murphy**

"Make sure that those lessons get communicated so that we don't have some of the same mistakes because we have systems now that are going to be even more capable" **Kathy Abbott**



**"In sport, you know you can't win all the time, especially in golf.
Even Tiger Woods was losing 75% of the time. If you can
constructively reflect on failure then you are always learning"**
Lee Crombleholme

"We have COVID now, and we had SARS and MERS, and EBOLA in between. **In future we're going to have something else. So it needs to be recognised and prepared for** ... when the outbreak is over, organisations often go back to doing just what needs to be done"

Ansa Jordaan



Supporting
European
Aviation



Resourcing for Resilience



NETWORK
MANAGER



"He put in about 12 failures. Normally, the most I've ever seen put in is two. **I knew we had the tools and the brains on board to solve this.** It didn't really worry me when Dave said it won't calculate landing performance"

Richard de Crespigny

"We want to leverage the benefits of new technology, but **just because it's new technology doesn't necessarily mean it's an improvement, or that the cost benefit from a safety point of view is as imagined.** It's important to be realistic"

Kathy Abbott

MIND THE GAP

"If you're not reducing staffing, are you really reducing costs or are you just shifting cost around? And how do you assure that you've achieved the same level of safety or better?" Kathy Abbott

"Most healthcare systems have been designed to run to get the most out of them, with finite resources. So everything has to fall into place on a daily basis ... if something unexpected happens and the right filter is not there to capture this, you can get a poor outcome"
Manoj Kumar

MIND THE GAP

"Give people the opportunity to get together and figure things out themselves and **support them with the required resources and time to resolve these challenges**"

Manoj Kumar

"We spend a huge amount of time training and investing in our skills"

Sabrina Cohen-Hatton

"The decision whether to evacuate or not was a really good slow decision. **We used a decision model that is taught in the airline.** It involves everyone's input. It's dynamic. You keep revisiting the decision, especially if things don't go to plan or if you find you're surprised" **Richard de Crespigny**

MIND THE GAP



What can we do together
to try to ensure that things to go well
under both expected and unexpected conditions?

THANK YOU

MAAKE
TERMA KASIH RAIBH MAITH AGAT
MULTUMESC
JUSPAXAR
OBRIGADO
MATONDO
KIITOS
SALAMAT
MOCHCHAKKERAM
KIA ORA
MULTUMESC
CHOKRANE
SALAMAT
CAM ON BAN
MERC
RAIBH MAITH AGAT
OBRIGADO
MOCHCHAKKERAM
ASANTE
UA TSAUG RAU KOJ
MOCHCHAKKERAM
KIITOS
OBRIGADO
DANK JE
MAMANNA
NIRRINGRAZZJAK
MULTUMESC
VINAKA
ARIGATO
KIITOS
DANKON
NIRRINGRAZZJAK
MOCHCHAKKERAM
OBRIGADO
MOCHCHAKKERAM
SPASIBO
WELALIN
SPASIBO
DANK JE
RAIBH MAITH AGAT
SPASIBO
MAAKE
OBRIGADO
MATONDO
CHOKRANE
UA TSAUG RAU KOJ
GRAZIE
CHOKRANE
MATUR NUWUN
MERC
MOCHCHAKKERAM