

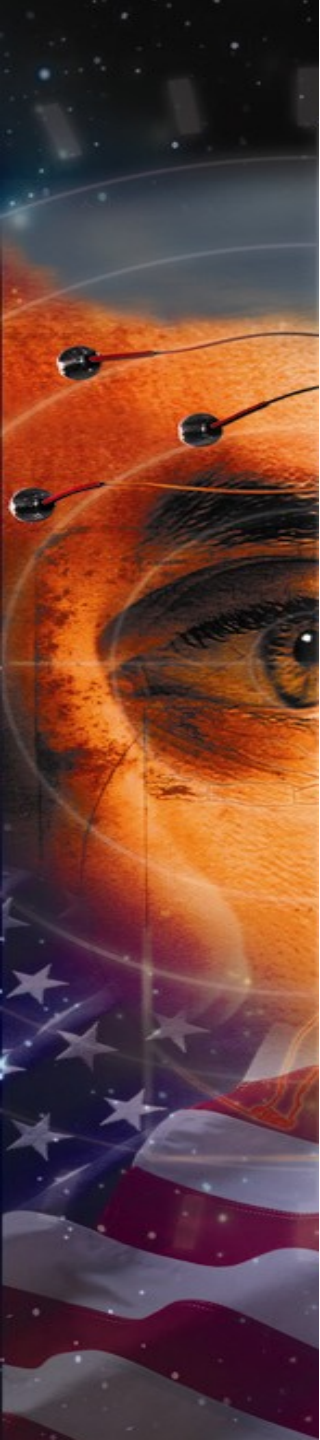


# GWBA

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## Professionalism in Aviation

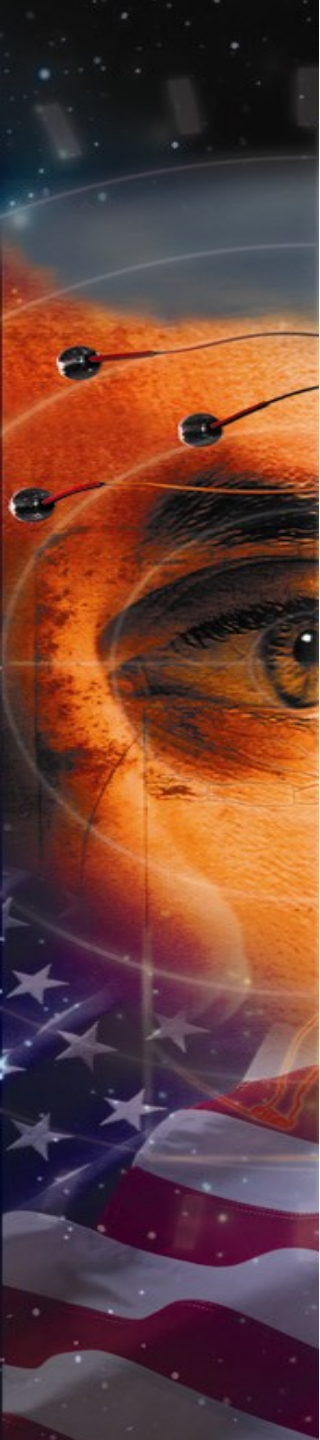
Robert W. Agostino  
July 2020



**“I don’t believe in safety...  
...I believe in competence.”**

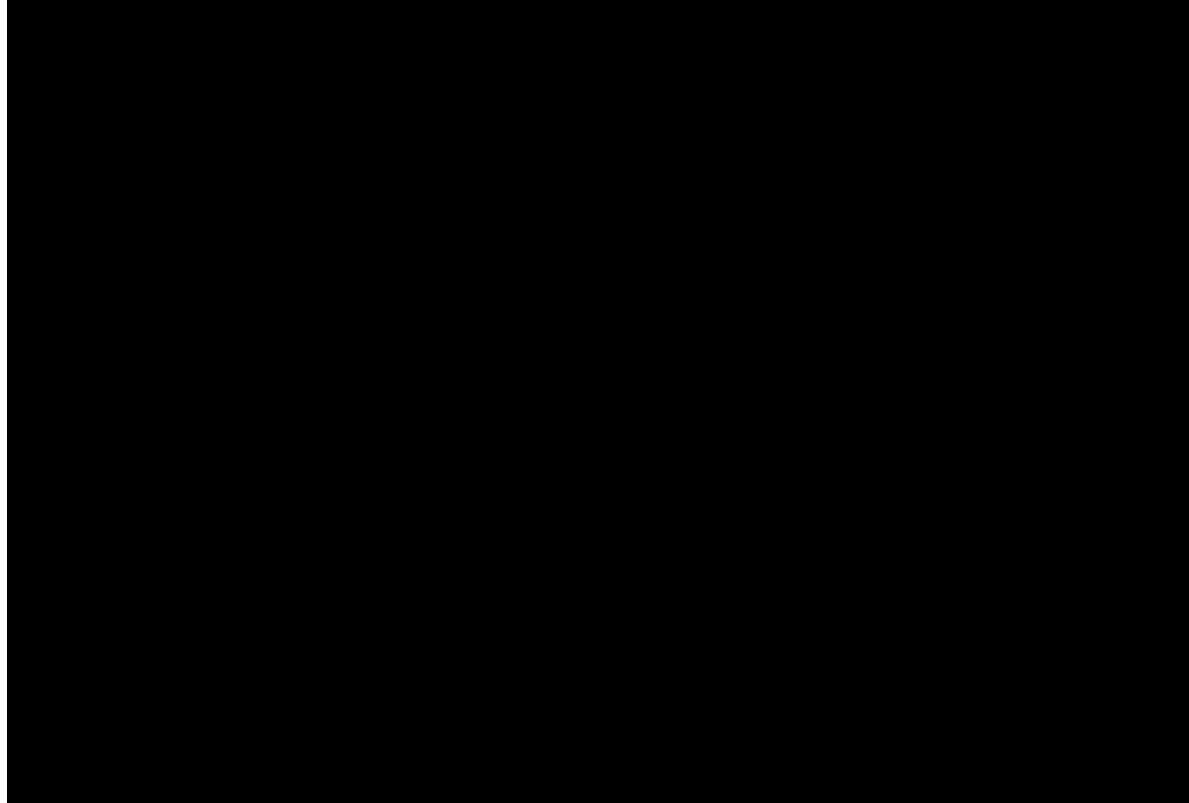
**Scott Crossfield**

**1921 - 2006**





# **The Last Man on the Moon: Earning the Title of “Professional”**



**Captain Gene Cernan  
Commander Apollo 17**

It is impossible  
for a man to  
learn what he  
thinks he already  
knows...

--Epictetus



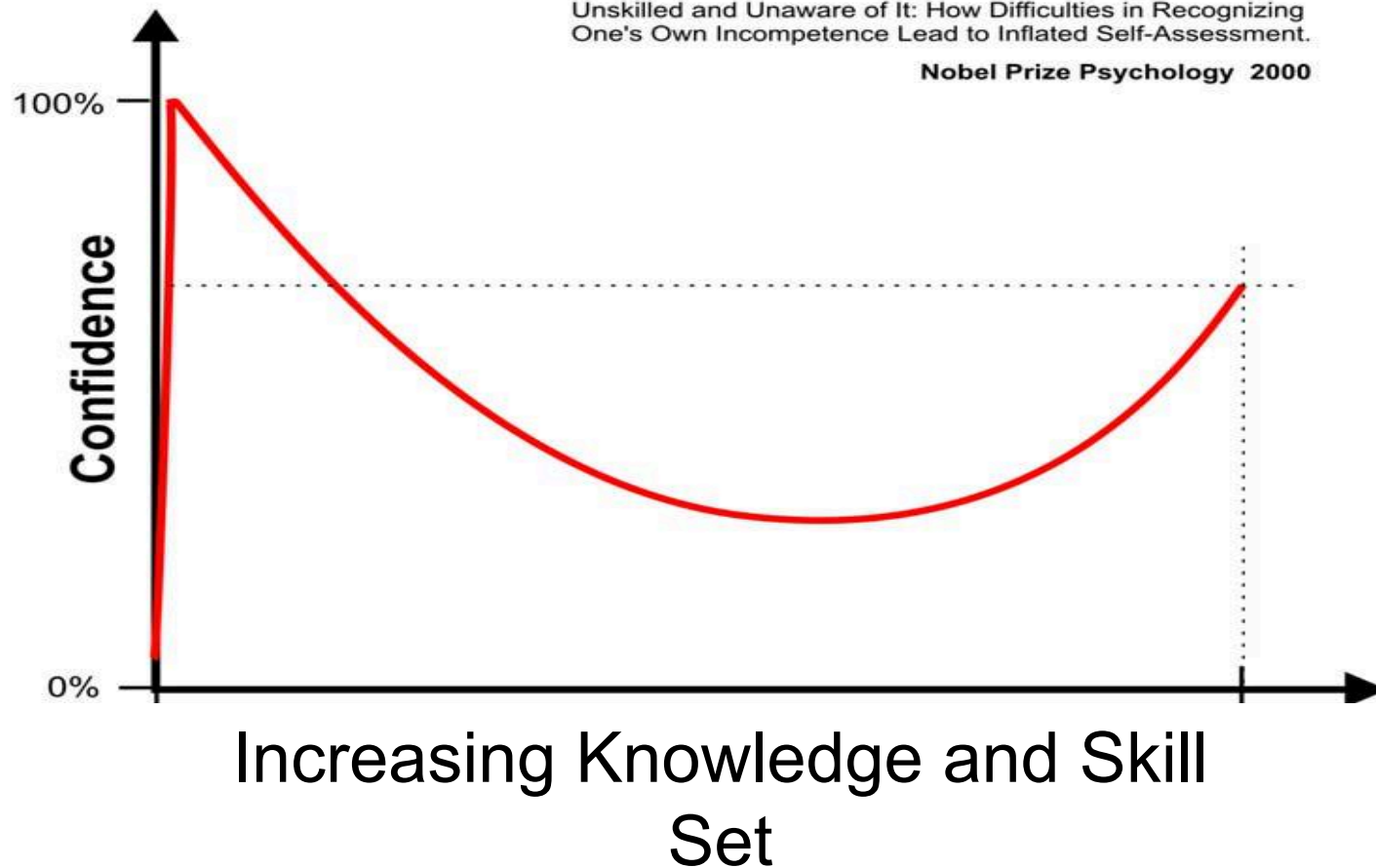
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A very common cognitive bias where lesser skilled individuals suffer from **illusion of superiority**, mistakenly assessing their ability to be much higher than is accurate.

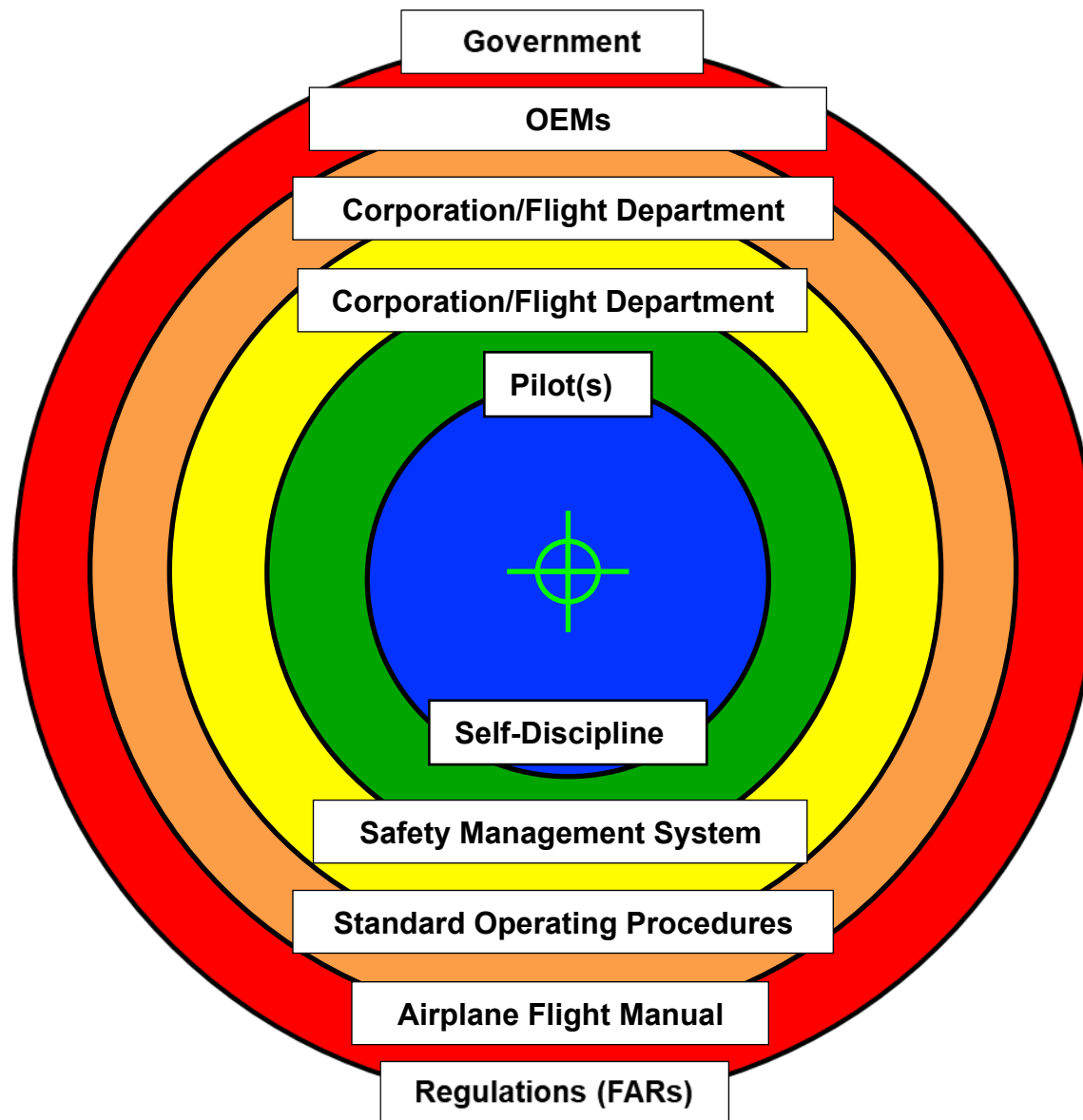
# Dunning-Kruger Effect

Unskilled and Unaware of It: How Difficulties in Recognizing One's Own Incompetence Lead to Inflated Self-Assessment.

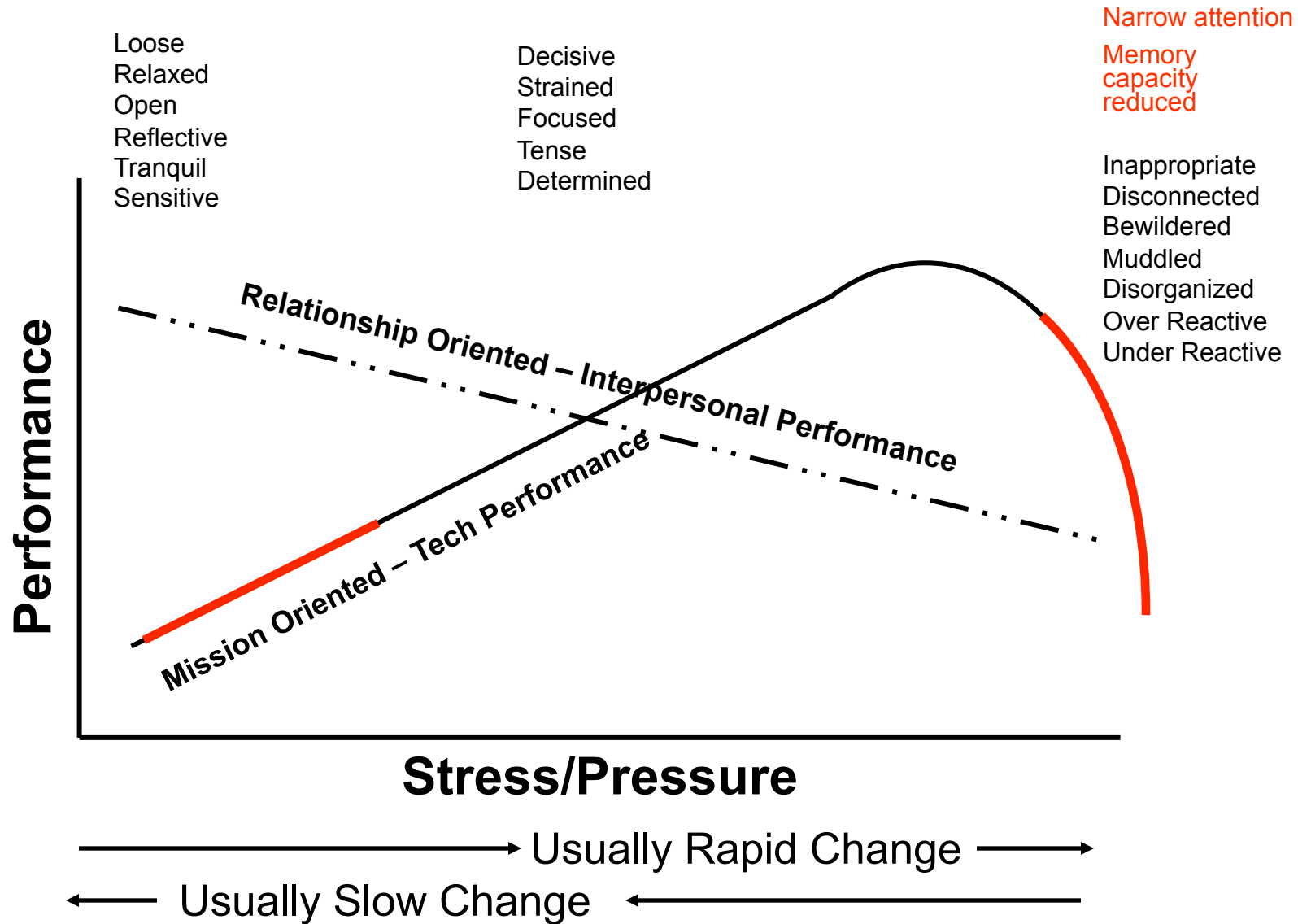
Nobel Prize Psychology 2000



# Safety Protection Model



# Pressure-Performance Curve





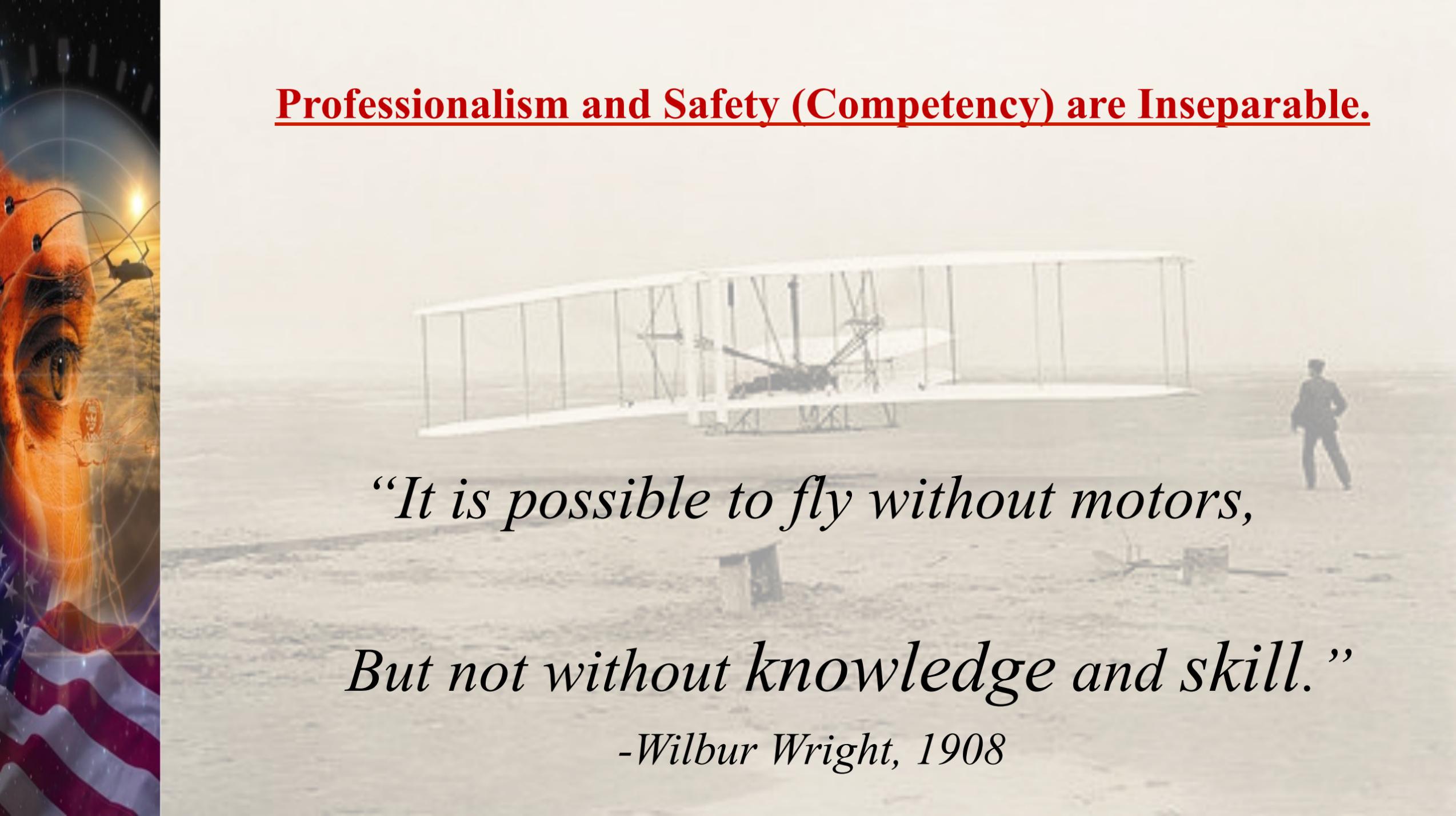
# Definitions

**lazy** (la'ze). adj. 1. resistant to work or exertion; disposed to idleness. 2. unwilling to do work or make effort

**complacency** (kem-pla'sen-se). adj. 1. a feeling of contentment or self-satisfaction, especially when coupled with an awareness of danger or trouble.

**personality** (pur'se-nal'i-te). n. 1. the embodiment of personal traits and characteristics of an individual that are set at a very early age and extremely resistant to change.

**attitude** (at'i-tood). n. 1. a personal motivational predisposition to respond to persons, situations, or events in a given manner that can, nevertheless, be changed or modified through training.

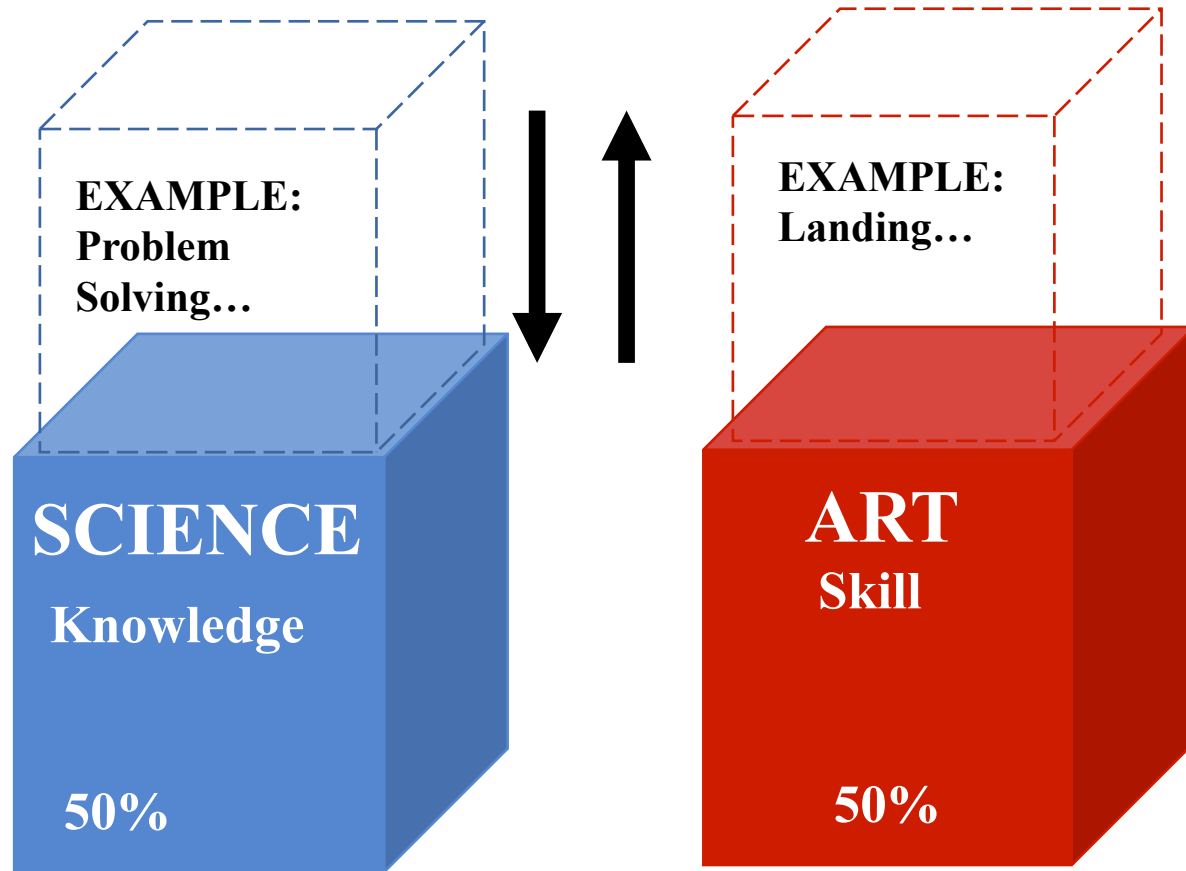


Professionalism and Safety (Competency) are Inseparable.

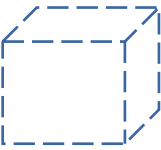
*“It is possible to fly without motors,  
But not without knowledge and skill.”*

*-Wilbur Wright, 1908*

# Flying is combination of both Science and Art



For the safe and professional execution of different situations, there will be a significant fluctuation in the science or art component needed to safely and professionally resolve any situation which may occur. Any variation between these two disciplines will be scenario dependent.

 = **Situational**

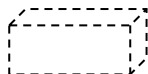
To advance in Professionalism, one must accept flying as both a Science and an Art, and one must have the *Passion* to pursue both.

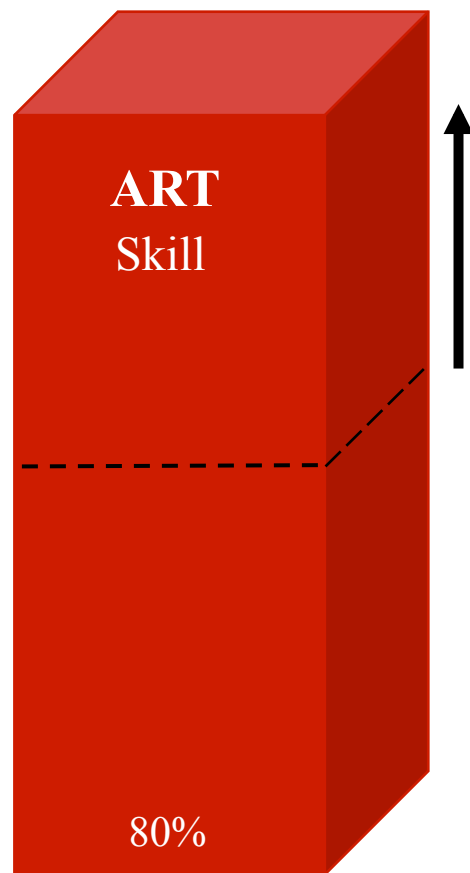
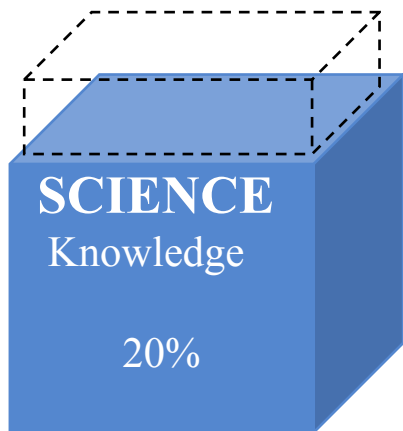
The science component is made up of the understanding of human factors, the physics of flight, aerodynamics, aircraft systems, and weather, to mention a few.

The art (or skill set) component is comprised of judgement/decision-making, as well as the mental and physical ability to manipulate the aircraft safely to the borders of its certified envelope.



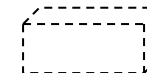
### Example: Landing in a high crosswind

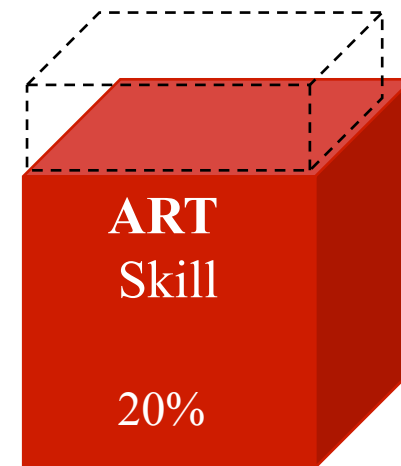
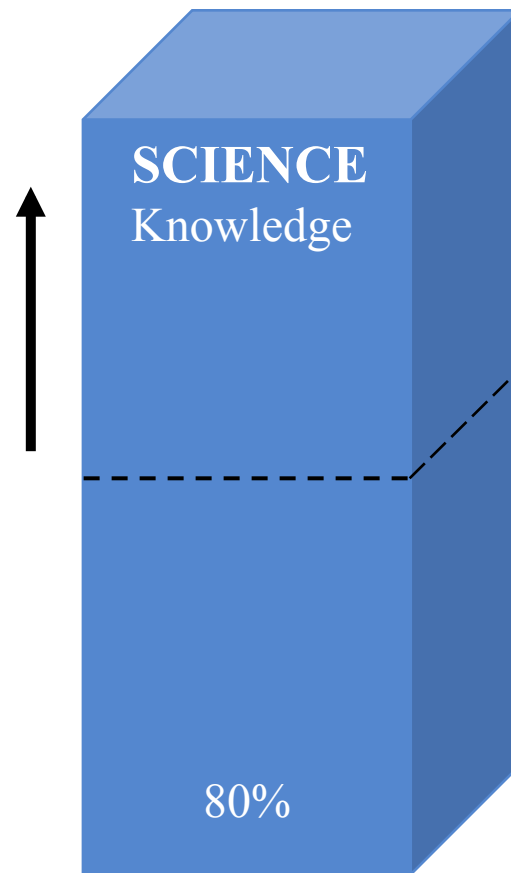
 = 50% Baseline



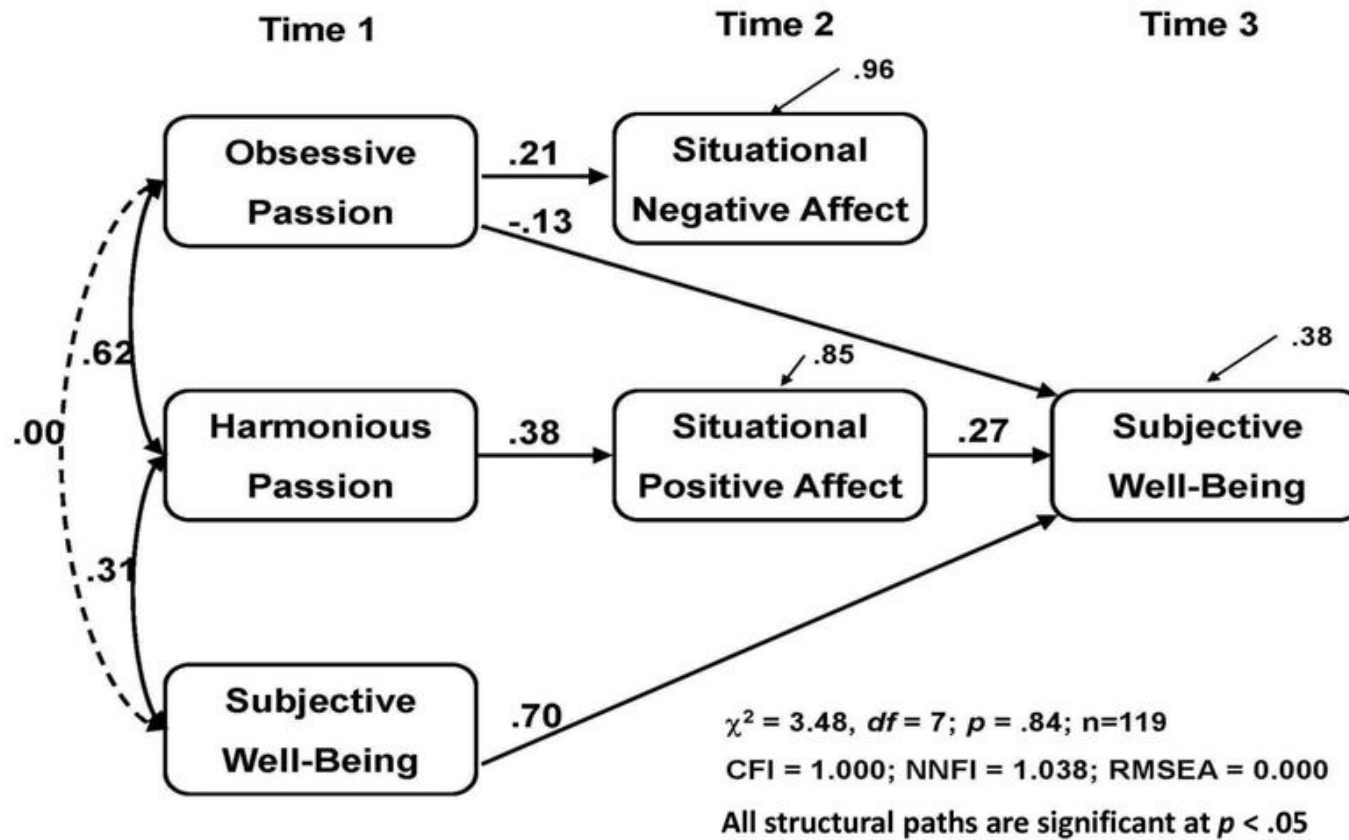
Landing in a high crosswind would require a greater use of a pilot's experience and skill set, therefore resulting in an increase of the Art/Skill component from the baseline.

### Example: Engine Failure – Mid Atlantic

 = 50% Baseline

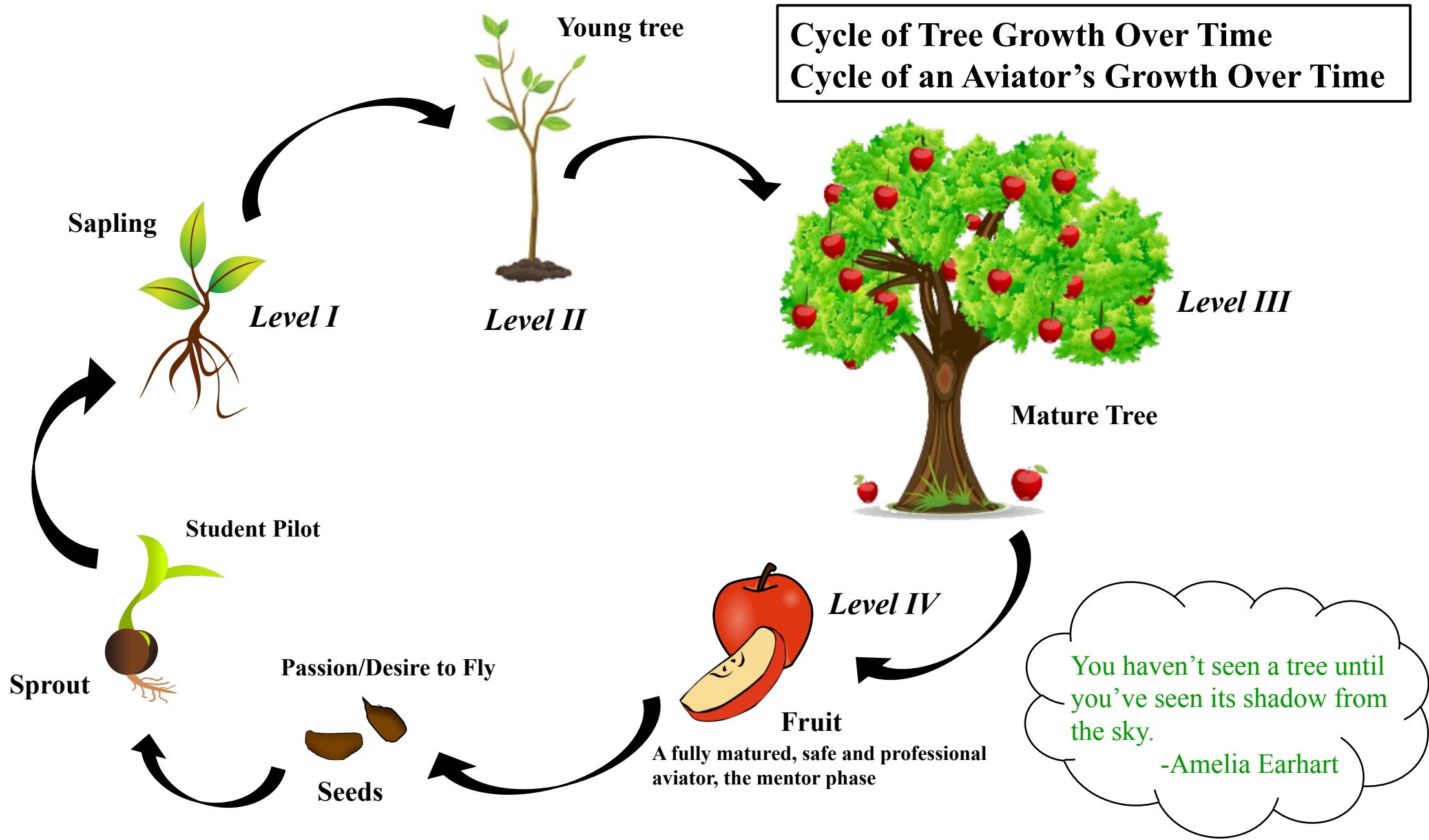


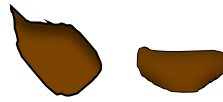
In this situation, the crew would need a thorough understanding of fuel consumption, drift down tables, availability of alternates, weather, and over-all flight planning.



**Passion** is **defined** as a strong inclination toward a self-defining activity that people like (or even love), find important, and in which they invest time and energy on a regular basis. The model proposes the existence of two types of **passion**: harmonious and obsessive.

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## Apple Seeds

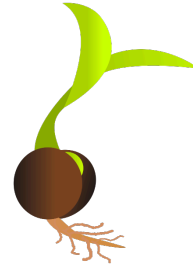
**“Passion is defined** as a strong inclination toward a self-defining activity that people like (or even love), find important, and in which they invest time and energy on a regular basis. The model proposes the existence of two types of **passion**: harmonious and obsessive.”

Aviators should never accept mediocrity as the new excellence. Mediocrity is the first step in the normalization of deviance. Mediocrity leads to non-compliance which will progressively erode the integrity and quality of any aviation professional and their organization.

The continuing search for excellence drives the professional’s hierarchy of priority. Whether one’s desire for continuous development is indigenous or learned, those who seek to become a professional must always search for excellence.

“Integrity first, service before self, and excellence in all we do”, should be the mantra of every professional, **even when no one is looking**; this requires personal discipline.

*“Passion is the internal fuel that drives the propulsion system of professionalism.”*



### **Sprout –** The initial learning phase

This phase gives us our first indications of the depth of our passion to fly. Who can not remember the day you soloed for the first time, your first type rating, etc.? As we continued to work on our ratings, those who sought a greater depth of understanding were building the structure for their future professionalism.

Some chose to merely cooperate and graduate, while others asked *WHY?* Fundamentally, the seeds of professionalism are nurtured by the need to understand beyond the minimum, the *how* and *why* of everything related to our vocation.

*“Aviators without passion and curiosity are merely heavy equipment operators.”*



**Sapling –**  
Professional Pilot: Level I  
*A Member*

Successful candidates have been competitively vetted to standards that unsuccessful candidates for the job did not meet. At this point you have reached Level 1- Admittance to a career field- and may claim the title of *Level I Professional* under the following definition:

**Professional.** *Noun.* A professional is a member of a vocation founded upon specialized education and training.

*“I’m a pro because I earn a paycheck in this industry”*



**Young Tree –**  
Professional Pilot: Level II  
*Compliers*

“Noncompliance will progressively erode the integrity and quality of a pilot, and the organization as well as its product or service.”

With this realization, we arrive at *Level II Professionalism*, where men and women of integrity refuse to look the other way and hold themselves and others to a higher standard.

**Professionalism.** *Noun.* Professionalism is the adherence to a set of values comprising statutory obligations and formally agreed codes of conduct.

*“I’m a pro because I meet and maintain the standards.”*

**Danger: Level II poses the greatest risk of professional stagnation.**



**Mature Tree –**  
Professional Pilot: Level III  
*Professionalist*

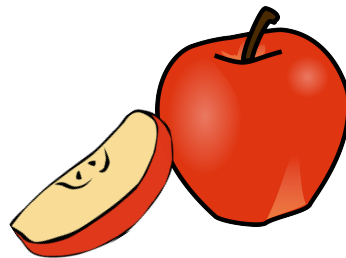
A Level III pro is an elite performer.

**Professionalism.** *Noun.* Meticulous adherence to the highest standard of courtesy, honesty, and responsibility in ones dealing with customers and associates, plus a level of excellence that goes over and above the commercial considerations and legal requirements. Level III focuses on the 6 domains of professionalism: *Professional Ethics, Vocational Excellence, Continuous Improvement, Professional Engagement, Professional Image, and Selflessness.*

*“I’m a pro because I am doing all I can to be the best I can and further the objectives of my peers, my organization, and the industry as a whole.”*

Level III defines the essence of a **Professionalist**- a relatively new term that defines the passion and practice of individuals who seek the highest standards above and beyond what the regulations require or that are expected of them. These individuals are not only interested in being the best that they can be in their profession; they are interested in improving the profession itself.

***Where do I go from here?***



### **Fruit-**

A fully matured, safe and professional aviator:

### **Level IV**

*Mentor, A Teaching Student*

*“It’s never too late to be what I might have been.”*

*-George Elliott*

In the Level IV phase, an aviator assumes the role of a mentor, not an expert. The professional aviator **still continues to learn**, but shares his knowledge with empathy and selflessness. It’s in this phase that a Level IV Professional can truly inspire and facilitate the formation of passion and desire in the next generation of aviators, it’s not about self-aggrandizement, it’s about humility and giving back. By successfully completing the natural cycle, we are refreshing the next generation of professional aviators.

***“Ancora Imparo” (“I’m still learning”)***

*Michelangelo, 87 years of age*



There is no guarantee a Professional Aviator will successfully complete the growth cycle. A mature Aviator, as with our tree metaphor, faces many threats which prevent the growth cycle from reaching its full potential.

A lack of passion, toxic work environment, insufficient knowledge, and underdeveloped skills can impede or stop an Aviator's development at any point in the cycle.

In an environment of high altitude and high Mach number aircraft, a more thorough understanding of high altitude aerodynamics and the difference between low altitude and high altitude flight should be completely understood by all who operate in such an environment.

The Aviation Environment today demands more than ever a greater degree **of personal discipline, skill, and proficiency.** Additionally, we must better understand and consistently study the individual elements **of self, team, aircraft, environment, mission, and risk.** By doing so, we will continually develop our **situational awareness** and thereby constantly improve our **judgement.**

*“Without dreams, there are no realities.”*

When did you first dream of flying?

When did your love for flying first start?

Was this little boy ever you?

Could he still be you now?

*Integrity*

*Service before self*


*Excellence in all we do*






**The thoughts of others  
over the ages...**

*You are today's guardians of man's lifelong dream*



*“Man must rise above the Earth,  
to the top of the atmosphere and  
beyond - for only thus will he  
fully understand the world in  
which he lives.”*


*Socrates, Greek philosopher, 469-399 BC*



*“When once you have tasted flight, you will forever walk the earth with your eyes turned upward, for there you have been, and there you will always long to return.”*

*-Leonardo da Vinci*

*1452-1519*



*Flying is more than a sport  
and more than a job.....  
.....Flying is pure passion  
and desire, which fills a  
lifetime.*

*General Adolf Galland, Luftwaffe, 1954*

