



Network Manager
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The role of the Expert

Practical Just Culture Cases

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“So, what has this got to do with just culture?

There's more to cultures than just cultures!

- Pilot culture & language,
- Controller culture & language,
- Legal culture & language, creating,
- Multi cultures of mixed professionals just trying to work together.



Help Wanted: Aviation Expert.

What's the job description?

Ability to translate complex technical issues:

- Involving unique terminology & occasionally:
 - injuries, death, and property damage.
- Then present explanations that are:
 - Understandable
 - Cohesive
 - To the point



Oh, and be seen as honest, unbiased, and non-defensive.



Help Wanted Ad!

“Aviation Expert” – Must have patience, doesn’t mind being questioned or seconded guessed. Cannot sigh or rolls eyes and must look good in a suit.

From the judicial perspective, what’s the profile of an expert?

- Generally (but there are exceptions to everything) –
 - An independent individual with specialised knowledge and experience
 - “It depends” but, ideally not a current employee of any involved organisation or member of any influencing organisation (Union, etc.)
 - Be convincing, both privately and publically.
- What the judiciary does NOT want -
 - An expert who is trying to manage the legal strategy
 - An expert who is biased on an element of the case



Perspectives / Criteria



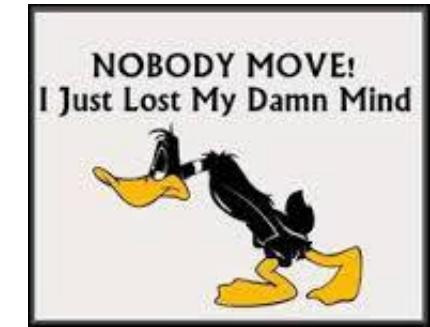
Type of Role	Potential Function	Other Aspects
Casual / Informal	Answer a casual question, "Hey, what happened?"	No official capacity, probability of being used by an attorney very limited.
Expert in Technical Research	Provides detailed explanation and analysis of cause and effects, and relationships between actions within the occurrence.	Generally serving in an official position as part of a legal team. Using an academic analogy, this is a Bachelors level of Expert. Generally minimum 15+ years experience
Expert in supporting legal strategy and case preparation	Similar to above but with much higher level of experience resulting in greater trust within the legal team.	While only the attorneys decide case strategy, this level expert can have an influential role in shaping legal strategy. Masters Degree level, generally minimum 20+ years experience
Testifying Expert Witness	Individual with past experience as Expert to legal teams including testifying in court	This is the "PhD level" expert with 30+ years experience. Can "make or break" a case.



If you think languages can be difficult, try communications.

Language is difficult by itself but English is hysterical – Make sure you know what is being asked before you answer, e.g.

- I need an “exact estimate”!
- I need an “original copy” for the judge.



- ✓ Semantics, language, & terminology is critical.
- ✓ Never assume anyone has all the background knowledge! Sometimes it may take 30 minutes to say “yes.”
- ✓ If you think “plain” language can be challenging, imaging explaining technical ATC / Pilot jargon to lay-people!

Speaking of communicating, here's how it can be made worse



Question from judiciary: “Why did the aircraft go around?”

Answer from Aviation Professional using informal

terminology: “They were too high so they dove to make the airport, then could not get configured and became unstable and were forced to miss the approach.”

Follow up questions with growing alarm:

- They DOVE!!!! Were they going to crash???
- What do you mean unstable? Were they out of control??
- Who forced them?
- This was clearly a DANGEROUS event that must be punished!!!



Then there is the media and other “outsiders” that offer additional challenges to the different parties.



“US Airways Planes Were in No Danger of Colliding,” Feds Say



“Three Jets Nearly Collide at Washington's Reagan National Airport.”

“At no point were the three aircraft on a head-to-head course. They were not on a collision course.”



As overheard on radio and replayed by the media:

Pilot - “What happened?”

Controller - “Standby, we’re trying to figure it out”

**Don't forget body language.
You never get a second chance to make a good first
impression.**



So, what's the lesson here?



- ✓ Perhaps there's more to being an expert than just experience doing a job -
 - there's also an art to communicating.
- ✓ All Experts' communication skills should be -
 - Honest, simple, believable. Whoever "they" are, they have to trust you.
 - Cite references but avoid techno-babble.
 - Don't try to prove you are right. Worse, don't try to prove the other people are wrong.
 - Don't assume someone just can't understand. Mind your body language.
- ✓ Remember, you are part expert and part teacher communicating with non-aviation people.
 - Will your explanation make sense? (How long did it take YOU to learn this stuff?)
 - How are you going to explain something AFTER they watched it on YouTube?
- ✓ Consider the following witness video & imagine the nightmare -





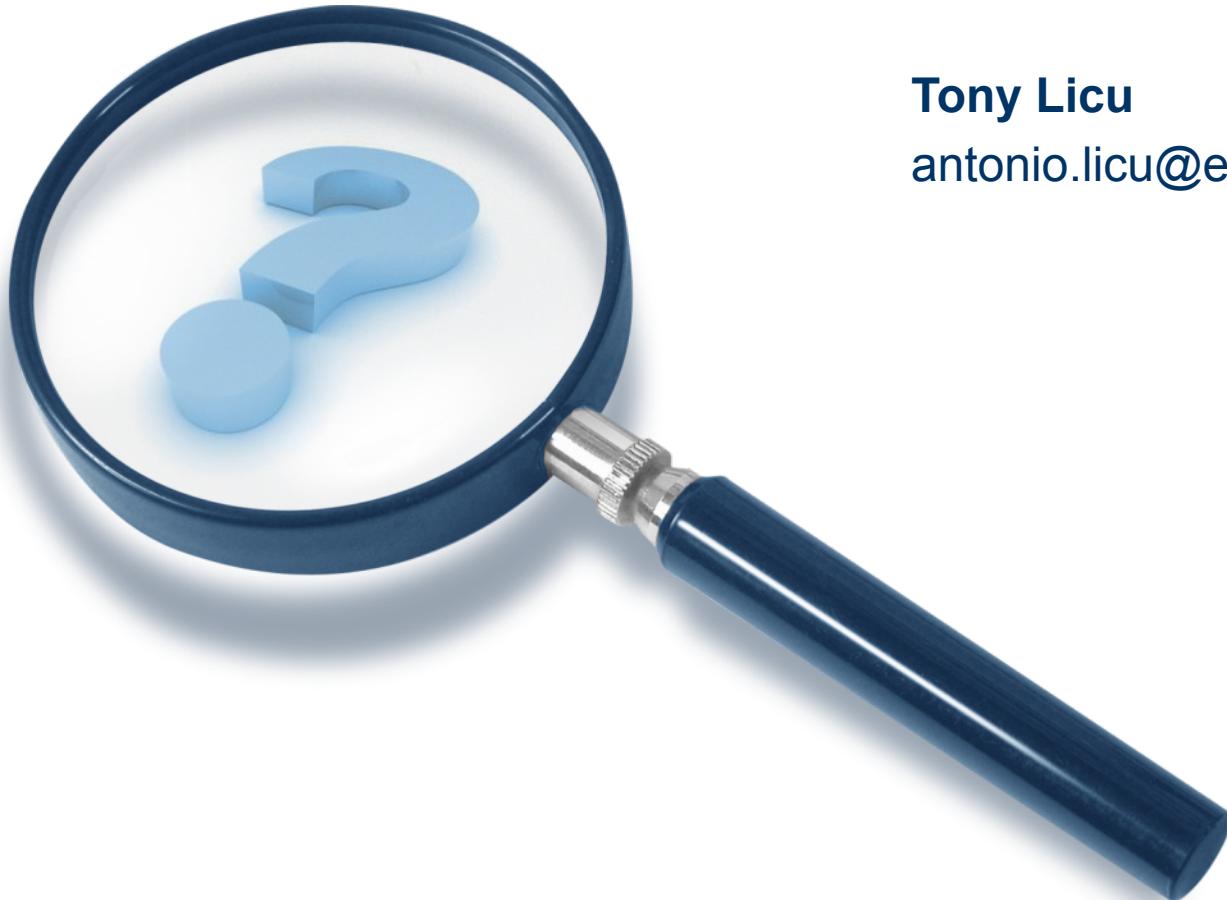
**You never, ever, want to be seen
like this.**



With a bit of humour, here's how it should sound – but without the accent and body language.



Thank you! Any questions?



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Practical Just Culture in day to day operations Seminar

25-26 of May 2017 – Role of the expert groups



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