



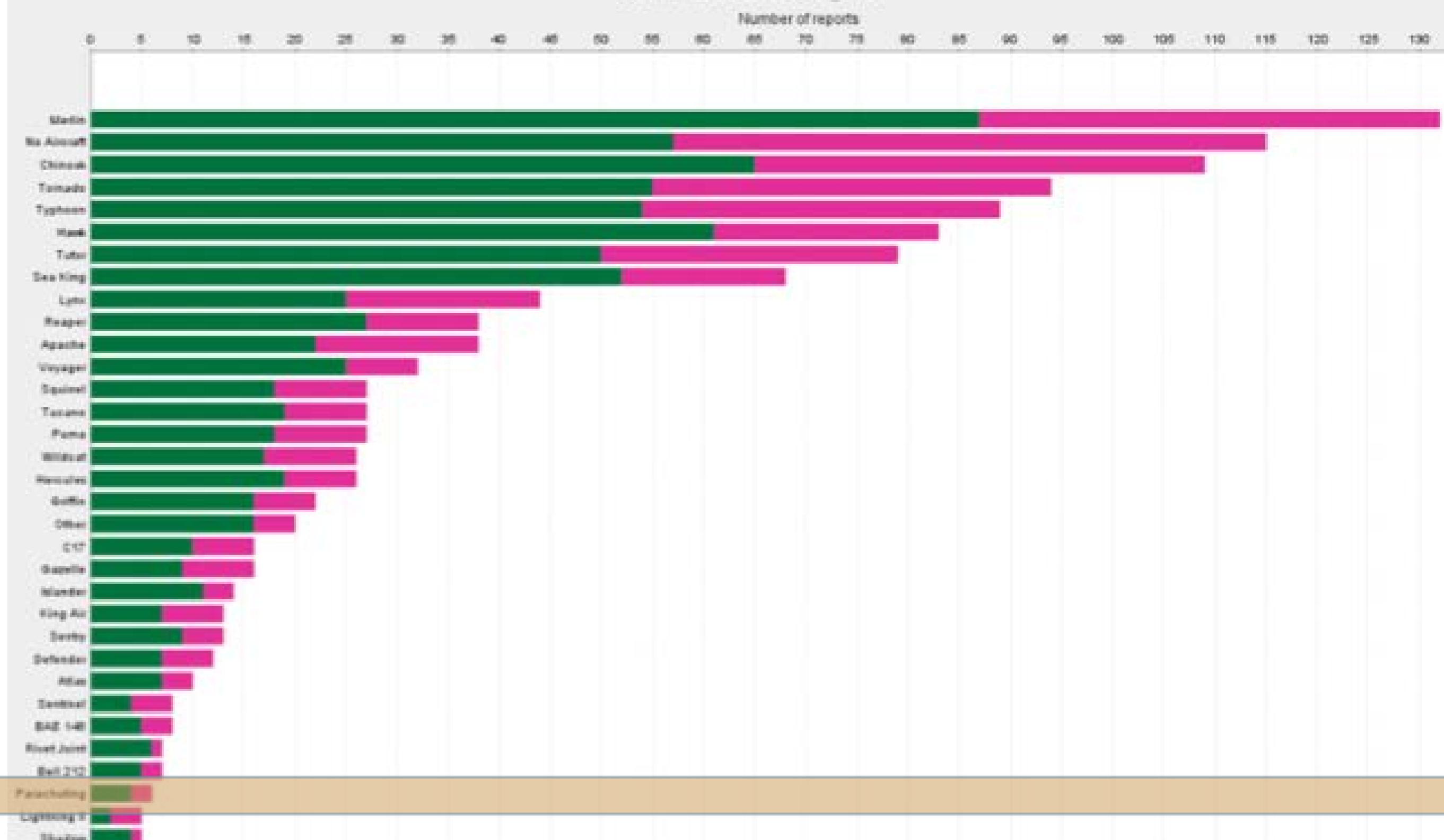
Wing Commander
Jamie Simmonds MBA BA(Ed)

DASORs per 500 descents



Aircraft Type by Frequency From 01/01/2015 to 15/02/2015

Produced on Thu 15 Feb 2018 @ 19:01



Iceberg of Ignorance



4% Problems known to top managers

9% Problems known to middle managers

74% Problems known to supervisors

100% Problems known to frontline workers

The challenges...

Task focused staff

Leadership unaware of 'front line' issues

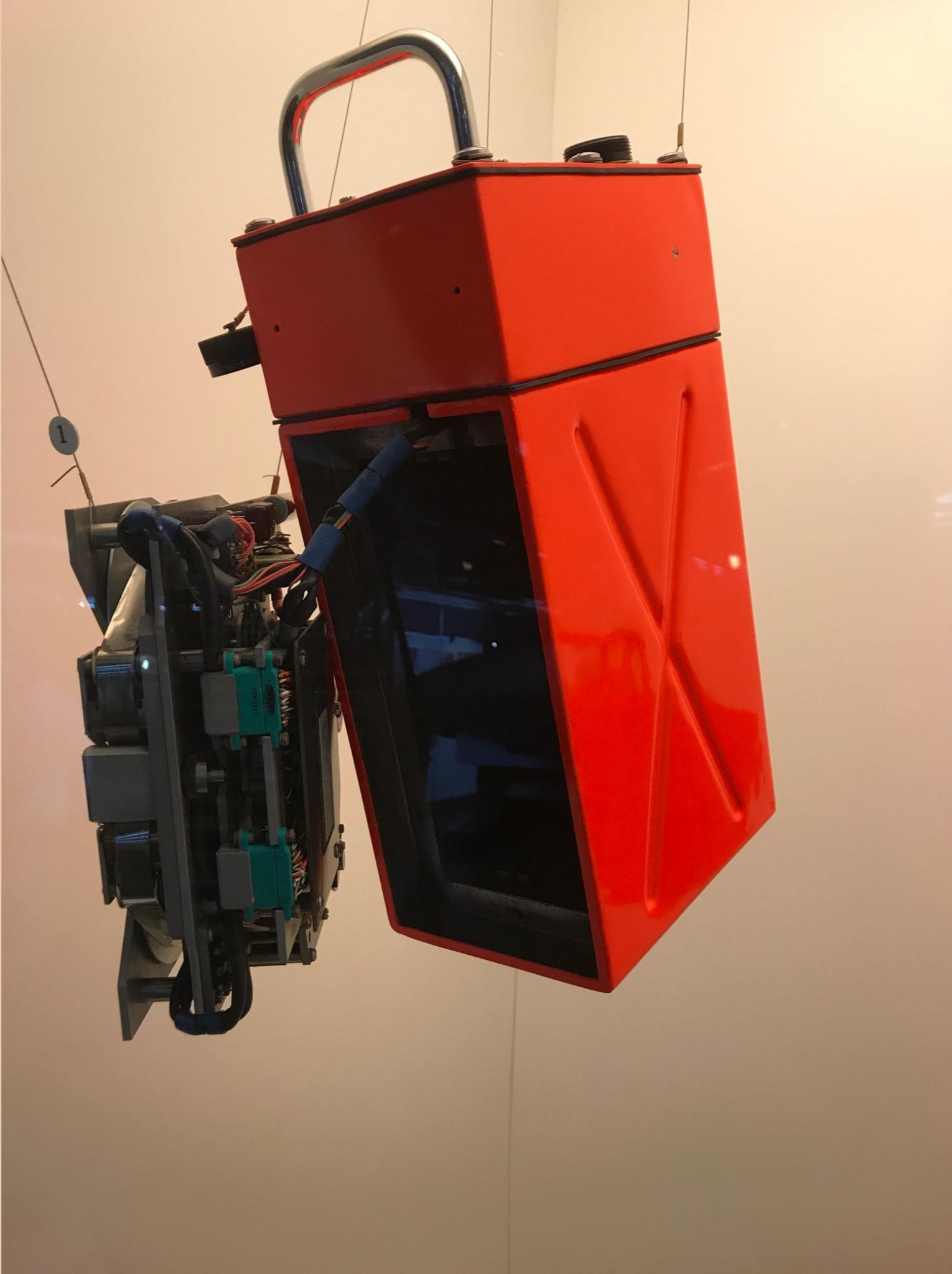
Failure to learn lessons/inform leadership
due to limited reporting

Mismatch between 'real world' and 'rule
world'

Barriers to Learning and Change

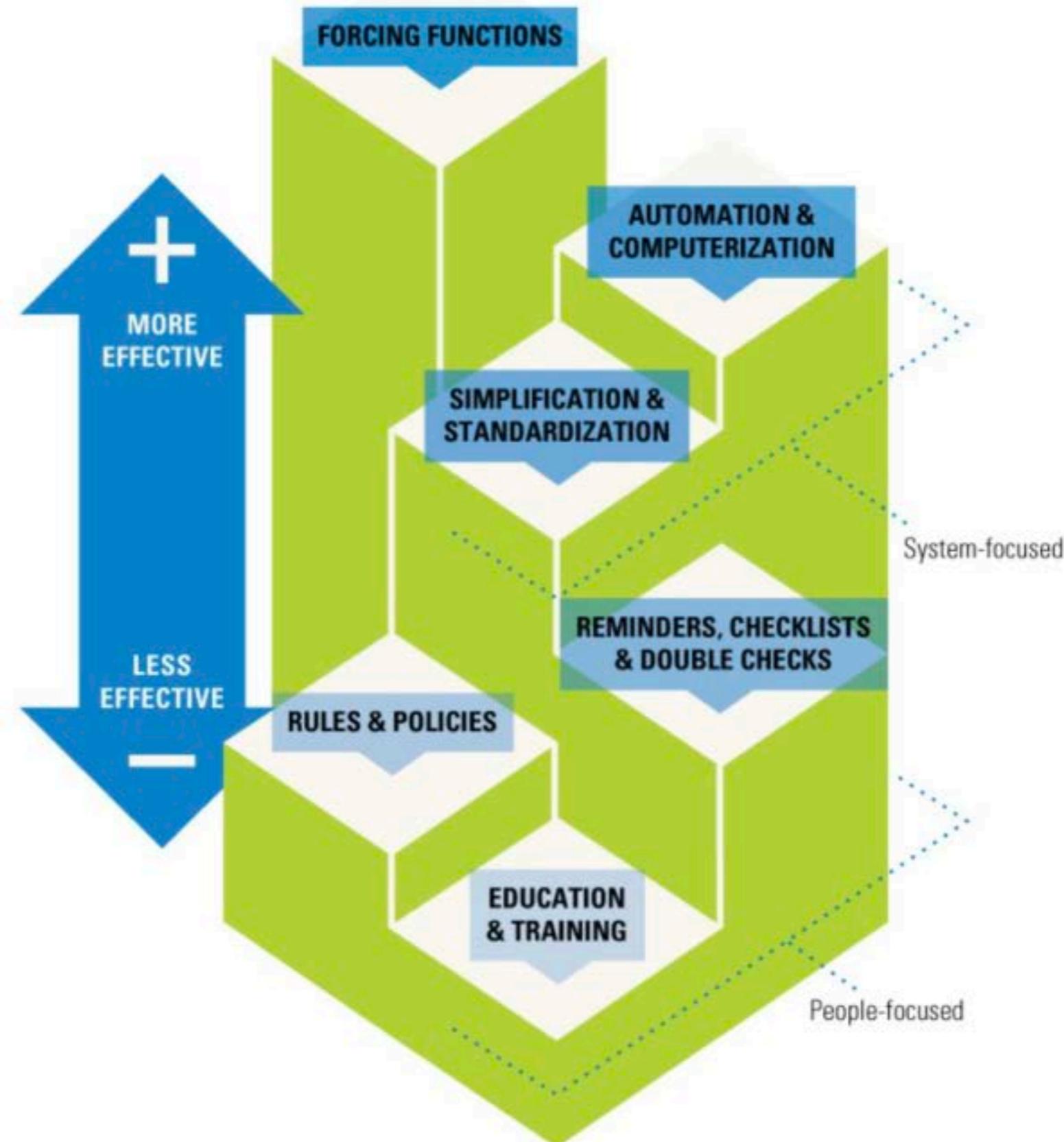
- Reputational Disadvantage v Learning Advantage
- Staff with poor reporting behaviours ingrained

We were editing out failure, in doing so we
reframed our mistakes and
were destroying one of the most precious
learning opportunities that exists



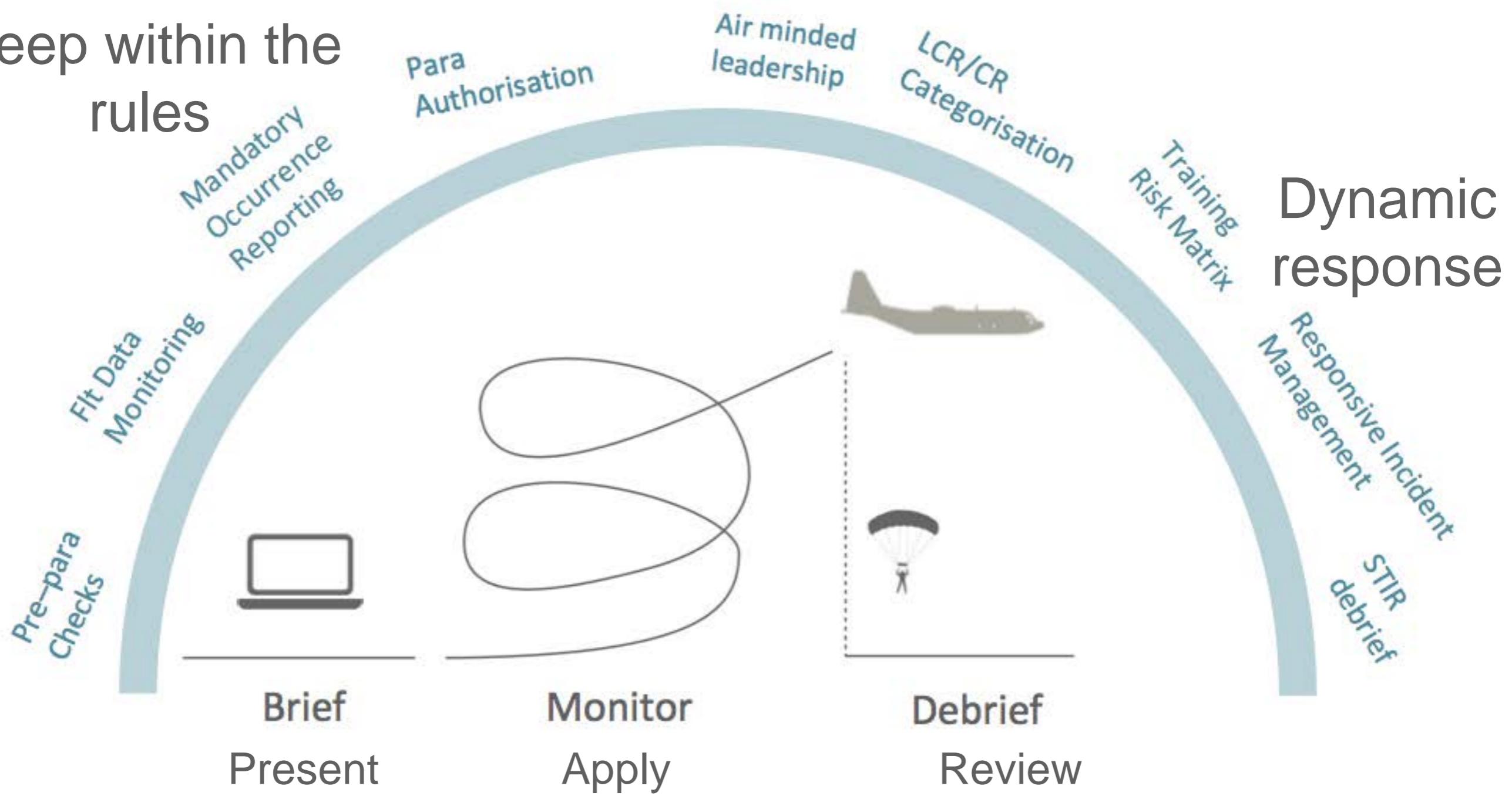
- Know operating limitations
- Keep within the rules
- Dynamic response

The Hierarchy of Intervention Effectiveness



Know operating limitations

Keep within the rules



S, A, F, E, T, Y,

T,

I,

R,

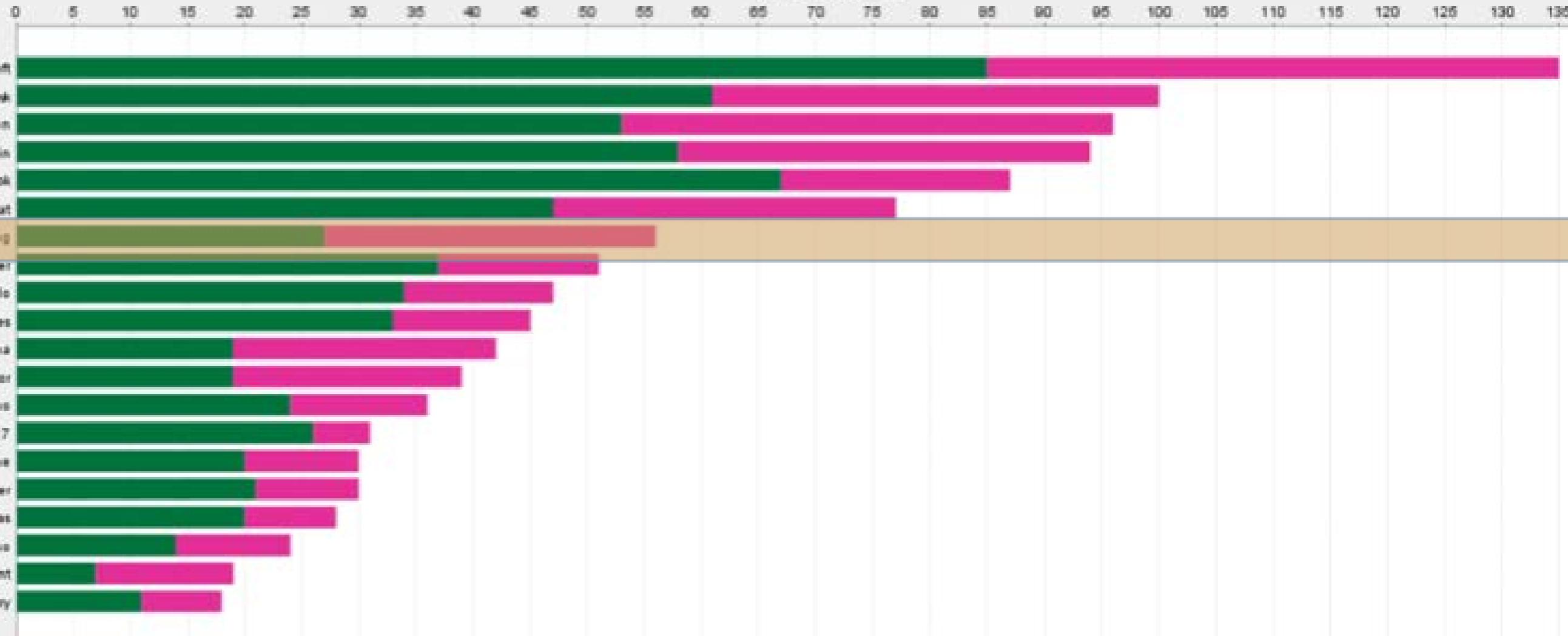
DASORs per 500 descents



Aircraft Type by Frequency From 04/01/2018 to 17/02/2018

Produced on Sat 17 Feb 2018 @ 13:44

Number of reports



Iceberg of Knowledge



More problems known to top managers

More problems known to middle managers

More problems known to supervisors

100% Problems known to frontline workers

**EVERY
MISTAKE
YOU MAKE
IS PROGRESS**



Wing Commander Jamie Simmonds

james.simmonds524@mod.gov.uk



@airbornedelwg