

Aircraft Command Techniques

Gaining leadership skills to fly the left seat

SAL J. FALLUCCO

ASHGATE

Contents

<i>List of Airports and Abbreviations</i>	<i>ix</i>
<i>Preface</i>	<i>xiii</i>
<i>Acknowledgements</i>	<i>xv</i>
Chapter 1 Examining the Role of Captain	1
The Big Picture	1
Operating Above the Minimum Standard	2
The FAA's Role	4
The Cost of Safety	4
Human Error	4
Expectations	5
"Who Was the Captain?"	7
Back to the Beginning	8
What Do You Want to Do, Captain?	9
It's Time	10
Scenario	12
Considerations	12
Chapter 2 Reflecting on Your Career	15
Graduation	15
Dream Job	16
Application Process	18
Records	19
Medical Examinations	22
Testing	23
Interview	23
Story	25
Being Competitive	26
Beyond the Date of Hire	27
Upgrading	29
Scenario	30
Considerations	31
Chapter 3 Characteristics of Effective Leaders	33
Characteristics	33
United Airlines Flight 232	33
Lincoln as a Leader	36

	TWA Flight 847	37
	Types of Leaders	40
	Leadership Skills	44
	Learning Leadership	48
	Scenario	48
	Considerations	49
Chapter 4	Developing Judgment and Decision Skills	51
	Valuable Lesson	51
	Analyzing Areas of Risk	52
	Risk Management	54
	Judgment	54
	Analyzing Judgment	56
	Protecting Against Bad Judgments	56
	Judgment Chain	58
	Can Judgment be Taught?	59
	Decision Making	62
	Scenario	65
	Considerations	66
Chapter 5	Grasping Responsibilities	67
	A Stroll Through the Terminal	67
	Primary Responsibilities	69
	Secondary Responsibilities	70
	Leadership and Resources	71
	Work Ethic	72
	It's Your Responsibility	73
	Northwest Airlines Flight 1482 and Flight 299	74
	Other Responsibilities	76
	Scenario	79
	Considerations	80
Chapter 6	Managing Your Resources	83
	Diversification	83
	Managers	83
	Close-up	84
	What are Your Resources?	85
	Using Your Resources	86
	Instruments and Avionics	88
	Benefits of Good Resource Management	90
	Operating as a Manager	91
	Runway Collision	92
	Resources	93
	Flight 5925	94
	King Air	94

	Cherokee	95
	Risk Reduction	95
	Lessons Learned	96
	Scenario	96
	Considerations	97
Chapter 7	Learning How to Communicate	99
	Be Seated	99
	Boeing 767	100
	Listening	102
	Removing the Barriers to Listening	106
	Transmitting	106
	Scenario	110
	Considerations	111
Chapter 8	Guarding Against Human Error	113
	Silky Smooth	113
	Protecting Against Human Error	116
	Factors	118
	Statistics	120
	Flight 5719	122
	Analysis	125
	A Look Back	126
	Scenario	127
	Considerations	128
Chapter 9	Avoiding the Unexpected	129
	Blindsided	129
	What is Situational Awareness?	130
	Flight 965	131
	Tunneling Effect	134
	Radar	135
	How to Acquire Situational Awareness	136
	Loss of Situational Awareness	137
	How to Keep Situational Awareness	142
	Who has More Situational Awareness?	143
	Scenario	143
	Considerations	144
Chapter 10	Just Say No!	147
	Instructor Pilot	147
	Air Florida Flight 90	148
	Pressures	151
	Stress	154
	Difficult Choices	156

	Preparation	158
	Scenario	158
	Considerations	159
Chapter 11	Careers Within a Career	161
	Shopping	161
	Union Work	162
	Management	164
	Getting Started	165
	Union and Management	167
	Can Do	169
	Scenario	170
	Considerations	172
Chapter 12	Handling Emergencies	175
	911	175
	Exposure	175
	Have a Plan ,	178
	Scenario	189
	Considerations	189
Chapter 13	Training Your Replacement	191
	Keys to the Car	191
	Before the Cord is Cut	192
	What are Some of the Things You Should Pass On?	193
	Flight Planning	194
	Preflight	194
	Taxi	196
	Takeoff/Climb	197
	Cruise	198
	Approach	199
	Landing	200
	Taxi	200
	Debrief	201
	Scenario	202
	Considerations	203
	<i>Bibliography</i>	205
	<i>Index</i>	207