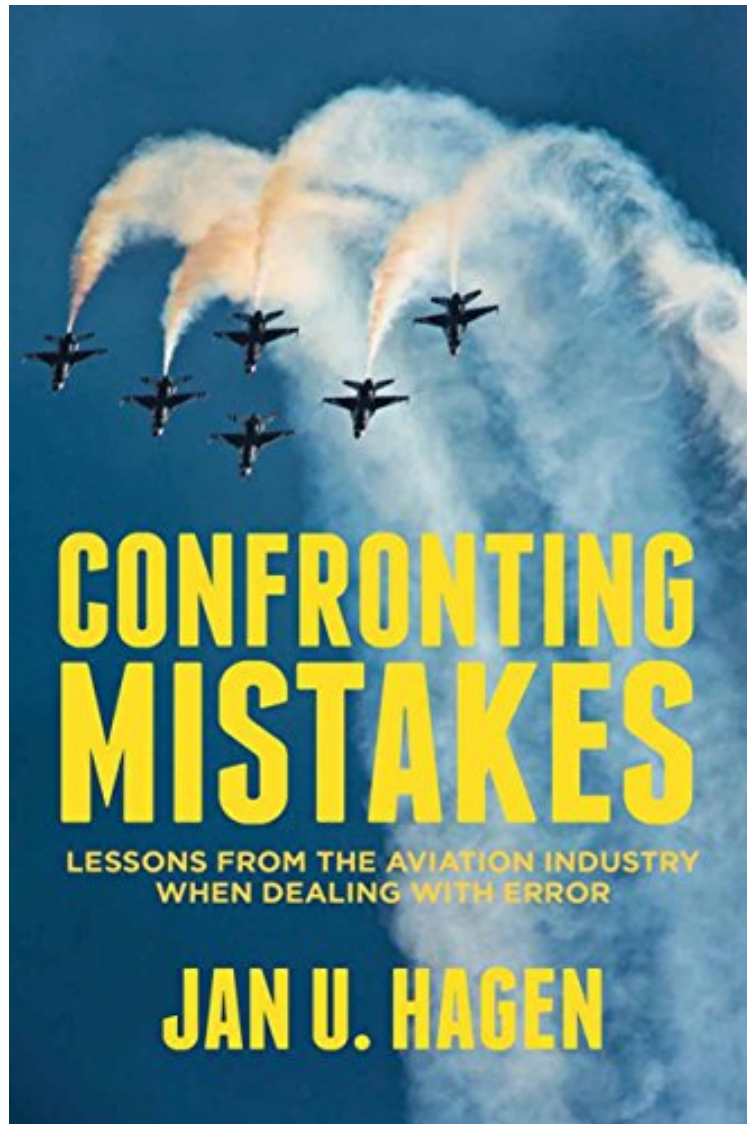


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Confronting Mistakes: Lessons from the Aviation Industry when Dealing with Error

J. Hagen

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J. Hagen : Confronting Mistakes: Lessons from the Aviation Industry when Dealing with Error before purchasing it in order to gauge whether or not it would be worth my time, and all praised Confronting Mistakes: Lessons from the Aviation Industry when Dealing with Error:

0 of 0 people found the following review helpful. Hagen is a piece of literature that I highly recommend. It highlights some of the most famous plane ...By Kenn D. "Confronting mistakes" by Jan U. Hagen is a piece of literature that I highly recommend. It highlights some of the most famous plane crashes in the commercial aviation

industry and explains how most of those incidents were attributed to human error. The lack of communication between the pilot and other crew members led to many disasters and the eventual implementation of Crew Resource Management (CRM) in the early 1980's. The book also provides some success stories after CRM was established to demonstrate its effectiveness. This type of error management is applicable to any industry; whether yours or the principal of an elementary school, the manager of a manufacturing plant, or the head coach of a football team, you can still benefit from the information. Even if you're not interested in CRM, the vivid details of each individual story will have you on the edge of your seat, with your heart pounding as if you were actually on the plane. The book also does a good job explaining all the aviation jargon. It managed to clarify the technical terms without taking away from the story itself. By the end of this book you will have a solid understanding of what goes on in the cockpit of a plane, as well as some information about how the plane works. This adds to the overall rating of the book. One negative about the book was that it threw in a random story about the Grand Teton dam. My best guess is that the author was trying to show an example of how CRM can be applied to another setting. Nonetheless, I find that part to be grossly misplaced and disturbs the flow of the reading. It is a portion that could have been omitted. Overall I find "Confronting Mistakes" by Jan U. Hagen to be a book that is worth the read. Its combination of vivid storytelling and the description of a very helpful CRM method, makes it worth adding to anyone's reading list.

0 of 1 people found the following review helpful. Good read
By Johannes Frederi Van Graan
Well researched and well presented.
0 of 0 people found the following review helpful. Great insight and detail into error management in the aviation industry
By Swanny
As the author Oscar Wilde once said, 'Experience is merely the name men gave to their mistakes'. This quote effectively represents what Jan Hagen, author of "Confronting Mistakes", addresses in his comprehensive analysis of the disasters experienced by the aviation industry. The industry reacted to these catastrophes by implementing Crew Resource Management to learn from their errors, and the application of management tool that this book explores can be applied across multiple industries.

Jan Hagen, an experienced management consultant, has spent several years teaching and researching the areas of crisis management and error management. However, his main area of interest is the way in which different industries handle and respond to errors. Hagen spent many years examining both military and civilian airline procedures in order to give this literally work greater diagnostic accuracy. That said, this book is appealing and valuable to both the unacquainted casual reader and specialists in error management.

"Confronting Mistakes", written in four parts, addresses the fact that mistakes are inevitable, and explores the notion that error management is the key to success. The book argues that most organizations post evaluate their errors, but fail to create a plan to effectively manage them during the crisis. The highlighted course of action for an organization is error-permissive behavior, which is described as the first step towards turning mistakes into learning opportunities.

Part one addresses "Pre Crew Resource Management" by documenting real life aviation disasters, which all took place for various reasons. Although each was distinctly different, they all centered on a common problem; communication. This acts as a preface to part two in which CRM is introduced as an essential tool to help promote cooperation between pilots, flight attendants, and engineers.

Part two clearly stipulates that the majority of aircraft problems are caused by human error. Hagen cites poor teamwork, a lack of cooperation, infrequent communication and cabin crew timidity to notify pilots of potential danger as key reasons for these detrimental errors occurring. For the reader, the latter is the most concerning as it suggests that easily avoidable hierarchy played a significant part in these disasters. This section also typifies the different pilot mindsets, which provides the reader with a valuable insight into airline psychology and may help explain why some errors escalate into disastrous fatalities. This chapter concludes with a timeline of aviation procedures, mainly the introduction of CRM to error management. By the end of this section, the reader reaches today's aviation industry, which has successfully incorporated a systematic process of error prevention.

In part three, the author discusses the impact CRM has had on the aviation industry by detailing the improved communication skills of cockpit and cabin members during emergencies. Due to the importance placed upon removing the hierarchical values in the industry, error reporting is now a standard measure. This allows crew members to learn from their mistakes and as well as those made by previous crews.

The book concludes by analyzing the growth of CRM, and ultimately error management, from traditional to modern approaches. In the past, errors were seen as human weaknesses, whereas today, errors are viewed as unavoidable and merely a part of human nature. The author stresses the importance of separating these errors from their consequences. This has created an environment that fosters factual investigation, and learning, as opposed to fear and embarrassment.

This book provides an insightful analysis into error management and how it applies to the aviation industry. Although the author focuses on one industry, the concepts outlined through CRM have practical applications to any business wishing to effectively manage the inevitability of human error.

In most organizations, errors - although common and unavoidable - are rarely mentioned bottom-up. Using this example of the high risk aviation industry this book assess how active error management can work and lead to success. Using academic research and 10 actual aviation accidents cases, this book will provide compelling and informative reading.

'A riveting, at times thriller-like, read reading this book, and talking about how it could work in your field, might be the beginning of the change you need' - Michael Skapinker, Financial Times 'Confronting Mistakes is a remarkable book. Its gripping case studies of airline disasters will keep readers on the edge of their chairs, and its penetrating analysis is deep and sophisticated. Hagen's writing is highly accessible and engaging and will enlighten everyone from error experts to curious readers in other industries. The book is destined to be a classic in the error field.' Amy C. Edmondson, Novartis Professor of Leadership and Management, Harvard Business School 'Human behavior is a complex ecosystem, but that is no excuse to wave a white flag of surrender. Hagen has done a masterful job of capturing the salient lessons from the high risk field of aviation and made them available to the world. A tip of the hat to a fellow warrior in the battle against human error and their often tragic consequences.' Tony Kern, CEO, Convergent Performance, former B-1B command pilot and Chair of the US Air Force Human Factors Steering Group 'It is a truly excellent work. Everyone who reads it will take something positive away from it.' Captain Robert L. Bragg, First Officer of PanAm 1736, 1977 'Compelling' Andrew Hall, FTAbout the AuthorJAN U. Hagen is a member of the faculty and director of Open Enrolment Programs at ESMT European School of Management and Technology, Berlin, Germany. His research and teaching focus on leadership, error management, and crisis management; he is particularly interested in the way teams and organizations deal with errors. A pilot himself, he has been studying the interaction of flight crews in the cockpits of airline and military aircraft for several years as part of his research. In addition to his academic work, Jan has more than 15 years of management experience in the European financial services industry. He received his doctoral degree in business administration from Freie Universitauml;t Berlin.