

Flight Test Ethics

1

00:00:00.120 --> 00:00:03.880

Okay. It's not going to be in French, but you can tell from my

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00:00:03.920 --> 00:00:04.940

accent that I'm French.

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00:00:06.160 --> 00:00:06.780

So we've got

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00:00:08.360 --> 00:00:12.340

good news and bad news. No, not real bad news, but the bad news

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00:00:12.380 --> 00:00:12.460

for

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00:00:13.320 --> 00:00:17.120

you maybe is that we have a long afternoon with six presentations.

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00:00:17.620 --> 00:00:20.460

The good news is these presentations look awesome.

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00:00:20.540 --> 00:00:21.600

It's going to be very interesting.

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00:00:22.380 --> 00:00:22.680

And

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00:00:24.020 --> 00:00:28.000

so I'm going to try to keep us on schedule because we're

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00:00:28.020 --> 00:00:30.000

not done after the presentation, as Tom was saying.

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00:00:30.060 --> 00:00:33.060

We need to prepare for the evening event.

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00:00:34.300 --> 00:00:37.680

So I'm the timekeeper for this afternoon, so I'll try to do my best for that.

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00:00:38.920 --> 00:00:40.700
So we'll get started.

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00:00:41.880 --> 00:00:43.840
First presentation will be by Kevin.

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00:00:44.760 --> 00:00:46.000
Kevin being the CEO of

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00:00:47.080 --> 00:00:49.720
Avian Holdings, a test and engineering

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00:00:50.680 --> 00:00:51.420
service company.

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00:00:52.420 --> 00:00:53.880
He has 36 years

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00:00:55.280 --> 00:00:58.520
of test experience, and I think the topic is going to be interesting.

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00:00:59.400 --> 00:01:00.480
We've seen yesterday that

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00:01:01.400 --> 00:01:05.000
management pressure was something familiar to all of us,

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00:01:06.060 --> 00:01:08.780
and guess what? That's what we're going to talk about.

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00:01:09.740 --> 00:01:10.000
And

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00:01:11.360 --> 00:01:12.800
so I leave the floor

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00:01:14.460 --> 00:01:16.380
for this first presentation. Thank you.

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00:01:23.340 --> 00:01:26.120

Oh,

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00:01:30.100 --> 00:01:31.370

wait a minute. We're not doing French, right?

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00:01:33.040 --> 00:01:33.510

Was that good?

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00:01:34.630 --> 00:01:34.630

Yeah.

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00:01:34.700 --> 00:01:38.640

Okay. That's as much as I know. I go past that, and I'm lost.

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00:01:40.980 --> 00:01:44.450

As was just mentioned, this is kind of a side conversation that I've been holding

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00:01:44.460 --> 00:01:48.380

for a couple of years. We spend a lot of time as a collective talking

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00:01:48.420 --> 00:01:52.360

about flight test execution, flight test techniques, but we rarely ever

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00:01:52.380 --> 00:01:56.300

really touch on something just as important, which is flight test leadership and

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00:01:56.340 --> 00:01:59.580

flight test management. So I just want to take a quick moment.

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00:01:59.660 --> 00:02:03.420

This whole thing is just touching on a couple of experiences I've had in the

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00:02:03.480 --> 00:02:07.380

past three years, four years. I've taken on the role of consultant

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00:02:07.440 --> 00:02:11.420

in my later years as a flight tester, and I've had a couple of unique

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00:02:11.500 --> 00:02:15.460
experiences that when I started looking at them as a collective, I started to see

41
00:02:15.560 --> 00:02:19.290
an unnerving theme, is the only way I could describe it, became very unnerved by

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00:02:19.320 --> 00:02:22.829
what I was seeing. So I came to the Greensboro Flight Test Safety

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00:02:22.880 --> 00:02:26.120
Workshop last year. Anybody at the Greensboro workshop last year?

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00:02:26.940 --> 00:02:29.100
Okay, not too many of you. So you're all going to be bored.

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00:02:29.140 --> 00:02:30.580
You can go back and have some more lunch.

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00:02:32.000 --> 00:02:32.940
But for everybody else,

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00:02:34.240 --> 00:02:38.160
I showed up at the workshop, not really with a paper, per se, but with a call

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00:02:38.200 --> 00:02:42.190
for action because what I experienced when I was with these companies, most

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00:02:42.220 --> 00:02:43.980
of them were very new startups. They were

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00:02:44.820 --> 00:02:45.880
aviation startups.

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00:02:47.060 --> 00:02:49.940
Most of them were being run by non-aviation CEOs.

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00:02:50.400 --> 00:02:53.580

They were venture capital funded, they were private equity funded, and the people

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00:02:53.620 --> 00:02:56.520

they put in charge were not aviators or flight test engineers.

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00:02:57.470 --> 00:03:01.380

Interesting. So I was contacted by the flight ops team, the test team,

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00:03:01.400 --> 00:03:05.109

and said, "Hey, can you come train us, help us get started, get our feet on the

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00:03:05.160 --> 00:03:08.000

ground?" And what I experienced was that

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00:03:08.800 --> 00:03:11.260

they were having a hard time trying to convince their leadership

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00:03:12.620 --> 00:03:15.940

that it was proper for them to put something called a flight test safety culture in

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00:03:15.980 --> 00:03:19.430

place. It took time and resources to put the right culture in place, the right

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00:03:19.440 --> 00:03:21.019

process, techniques, and procedures.

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00:03:21.860 --> 00:03:25.040

And they were getting a lot of pushback because every time they were talking to the

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00:03:25.080 --> 00:03:27.920

senior leadership, they kept hearing this phrase.

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00:03:28.300 --> 00:03:31.180

In the commercial industry, especially in the startup world, speed is life.

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00:03:31.300 --> 00:03:31.790

Speed to market,

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00:03:32.900 --> 00:03:36.810

absolutely essential. And anytime you start talking about putting something

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00:03:36.840 --> 00:03:40.400

in place, culture, taking time, you're slowing down.

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00:03:41.240 --> 00:03:44.880

In fact, one of the experiences I had with one of the larger companies I was

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00:03:44.900 --> 00:03:48.480

consulting with is they said, "Hey, we want you to come in here and help us create

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00:03:48.540 --> 00:03:50.840

some more process and discipline in the way we do things,

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00:03:52.240 --> 00:03:55.780

but in doing so, do not use the word process and never talk about discipline,

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00:03:55.840 --> 00:03:58.710

because that infers slowing down, and our leadership will just smack us around and

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00:03:58.740 --> 00:04:02.520

tell us no. So can you do that?" I said, "Sure, I can do that."

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00:04:03.900 --> 00:04:07.720

Because the reality is, in those environments, speed

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00:04:07.800 --> 00:04:08.290

is life,

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00:04:09.400 --> 00:04:13.260

and they have to get to market fast. So how do we best support them in doing that?

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00:04:13.960 --> 00:04:17.921

But it all came to a head, and this is an actual phrase from one of my teams

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00:04:18.000 --> 00:04:21.760

I worked with. The CEO was down on the floor walking

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00:04:21.820 --> 00:04:25.490

around, and one of the flight test technicians walked up to him and said, "Hey,

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00:04:25.580 --> 00:04:29.480

I have a concern about something in the design that I

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00:04:29.500 --> 00:04:32.300

think could lead to a potential problem mishap down the road."

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00:04:33.230 --> 00:04:34.990

The next day, that technician was fired.

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00:04:36.200 --> 00:04:38.400

So they called me up and said, "Hey,

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00:04:39.640 --> 00:04:43.360

things are going south here. People are afraid to speak up." I was like, "Wow."

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00:04:43.620 --> 00:04:46.100

You always hear those stories, but you never actually thought they were real.

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00:04:47.160 --> 00:04:48.780

So we worked hard at this,

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00:04:49.920 --> 00:04:51.670

but when I came to the workshop last year,

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00:04:52.680 --> 00:04:56.600

I just threw that out there saying, "Hey, we're starting to see

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00:04:56.660 --> 00:05:00.060

this trend that we as a flight test community probably should be aware

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00:05:00.140 --> 00:05:03.920

of because we don't want to go backwards in time and start having mishaps like

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00:05:04.000 --> 00:05:07.810

days of old because we're being pressured to do things that we know in our

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00:05:07.840 --> 00:05:11.760

heart from 80 years of experience is the wrong thing to do, right?"

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00:05:11.800 --> 00:05:13.540

There is an importance to the flight test culture.

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00:05:13.600 --> 00:05:16.400

There's very much an importance to everything we do.

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00:05:17.060 --> 00:05:21.000

So how do we hold onto that and convince the new leadership

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00:05:21.040 --> 00:05:24.920

in the new ecosystem that's emerging that what we do and the way we do

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00:05:24.960 --> 00:05:28.440

it is fundamentally important? The way we manage things is just as important as

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00:05:28.520 --> 00:05:29.560

executing smartly.

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00:05:30.440 --> 00:05:30.820

So I

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00:05:31.860 --> 00:05:35.420

was at that conference. Thiago from ITPS was in the audience.

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00:05:35.460 --> 00:05:37.980

When I got done, he came up to me and said, "You struck a nerve with me.

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00:05:39.100 --> 00:05:42.700

Can you come talk to my students?" So of course, a free trip to Canada, who would

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00:05:42.740 --> 00:05:43.060

say no?

103

00:05:44.160 --> 00:05:46.940

Haven't been there when it snowed yet. I'm hoping to find the snow someday.

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00:05:47.860 --> 00:05:51.260

But we called my lecture when I went up there Flight Test Ethics.

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00:05:51.520 --> 00:05:54.960

So what I want to do is just spend 30 minutes just pulling on that thread a little

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00:05:55.000 --> 00:05:58.740

bit more and just hitting the wave tops of what we talk about

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00:05:58.800 --> 00:06:02.776

during that four-hour lecture. Because my journey

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00:06:02.836 --> 00:06:06.776

to this, this is kind of my career, is yes, I started

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00:06:06.836 --> 00:06:09.806

as a young-- I was 26 when I went through Test Pilot School, the Navy

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00:06:09.876 --> 00:06:12.576

Schoolhouse. I've been at this for 36 years.

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00:06:12.676 --> 00:06:16.496

I was an instructor at the schoolhouse. I helped stand up NAVAIR's College of T&E.

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00:06:16.556 --> 00:06:18.156

I was the first course developer instructor.

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00:06:18.196 --> 00:06:20.816

I've been training people most of my career.

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00:06:21.996 --> 00:06:25.756

But what was unique about my career is somewhere along the way, I took a tangent

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00:06:25.796 --> 00:06:27.756

and I became an actual program manager.

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00:06:28.576 --> 00:06:30.996

I was charged with an \$11 billion program.

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00:06:31.036 --> 00:06:34.156

My job was to deliver 187 new helicopters for the Navy.

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00:06:34.736 --> 00:06:37.916

It was the most intense, most stressful job of my life.

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00:06:38.536 --> 00:06:42.316

But when I went back to teaching flight tests, I took all my lessons from

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00:06:42.376 --> 00:06:44.076

that, and I brought them back into the

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00:06:44.896 --> 00:06:45.696

conversation.

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00:06:47.056 --> 00:06:48.536

Because what we were working on,

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00:06:49.516 --> 00:06:53.176

I was a tester, but I was also a program manager, was a very complex

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00:06:53.216 --> 00:06:56.776

system. This was a new build

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00:06:56.876 --> 00:06:59.416

helicopter. Even though it looks like something that was out in the fleet forever,

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00:06:59.796 --> 00:07:01.936

you rip away the skin, it's a new build completely through.

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00:07:02.036 --> 00:07:04.536

Brand-new airframe, brand-new engine, brand-new glass cockpit.

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00:07:04.776 --> 00:07:06.216

We went from steam gauges to glass.

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00:07:06.876 --> 00:07:09.876

New software, new radar, everything on the aircraft was brand new.

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00:07:10.816 --> 00:07:12.395

Very intense program.

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00:07:13.996 --> 00:07:14.136

So

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00:07:15.576 --> 00:07:18.086

when I was growing up, I grew up as a tester.

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00:07:18.156 --> 00:07:22.076

And being a tester taught me how to test. I was a Test Pilot School instructor.

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00:07:22.276 --> 00:07:25.606

I taught people how to test. But being a program manager

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00:07:26.016 --> 00:07:28.156

really cemented home to me why we test.

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00:07:29.036 --> 00:07:32.516

The number of stories I can tell you about being in the Pentagon with the Vice CNO,

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00:07:32.536 --> 00:07:35.396

the Vice Chief of Naval Operations, the admiral second in charge of the entire

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00:07:35.456 --> 00:07:38.376

Navy, just in his room screaming at us,

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00:07:39.196 --> 00:07:42.876

blood pouring out of his ears. Not a very comfortable

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00:07:42.896 --> 00:07:45.666

situation, very stressful job. In fact, there was one day on the job,

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00:07:46.556 --> 00:07:50.336

I found myself in the hospital strapped to a gurney with an EKG on my chest.

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00:07:50.756 --> 00:07:52.196

They thought I was having a heart attack.

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00:07:53.856 --> 00:07:56.776

When the EKG was done, the doctor came in, looked and said, "No, you're healthy as

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00:07:56.816 --> 00:08:00.616

a horse. Your heart's great. Go see the stress doctor." I was like, "What?" So I

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00:08:00.656 --> 00:08:04.196

went to go see the stress doctor. He comes in and goes, "What's going on?" I said,

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00:08:04.216 --> 00:08:07.356

"I don't know. I'm running this program." He goes, "Tell me about your day." I

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00:08:07.436 --> 00:08:10.146

said, "Well, I don't eat breakfast. I don't eat lunch. I work 18 hours a day.

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00:08:10.236 --> 00:08:12.545

Dinner's my only meal." And he said, "Okay, stop there.

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00:08:12.616 --> 00:08:15.336

Just for a second, repeat after me." I said, "Okay, what?" He goes, "I'm an

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00:08:15.376 --> 00:08:18.156

a*****e." Say, "Hey, funny doc." He goes, "No, say it." "No." "I'm an a*****e."

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00:08:18.166 --> 00:08:21.096

"Okay, I'm an a*****e." I said, "You know, it's funny.

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00:08:21.256 --> 00:08:25.056

I just feel like I should be stronger than this. I'm a Navy commander.

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00:08:25.176 --> 00:08:27.596

I should be able to handle the stress." And he goes, "Man, if you only knew who my

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00:08:27.636 --> 00:08:30.736

customers were. The entire V-22 program were my customers."

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00:08:32.177 --> 00:08:32.417

So

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00:08:33.356 --> 00:08:36.057

being a program manager really taught me why we test.

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00:08:36.096 --> 00:08:39.797

And it's this whole thing that we see here every day, but we really never

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00:08:39.856 --> 00:08:42.817

focus on. As a program manager, my life was cost, schedule, performance.

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00:08:43.996 --> 00:08:47.265

I was getting screamed at by the Vice CNO because of cost and performance.

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00:08:48.396 --> 00:08:51.936

We were developing such high-end technology on a limited budget and a fast

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00:08:51.976 --> 00:08:55.796

schedule, and it doesn't work. There's never enough time, never money to

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00:08:55.836 --> 00:08:57.836

deliver everything they expect you to deliver.

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00:08:57.896 --> 00:09:01.836

It always happens that way. And that risk management piece in the middle, you

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00:09:01.876 --> 00:09:05.516

do the best you can with what you got. But on the other side is our test team.

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00:09:05.596 --> 00:09:09.576

And my chief test engineer, his job is to effectively, efficiently

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00:09:09.716 --> 00:09:11.896

test the system as safely as possible.

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00:09:12.556 --> 00:09:15.976

And right off the bat, when you stop and study this, there's actually a

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00:09:15.996 --> 00:09:17.736

constructive tension between the two.

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00:09:18.356 --> 00:09:20.776

Because to do everything on the right takes time

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00:09:21.696 --> 00:09:24.676

and money. But I'm already telling you, I don't have time and money.

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00:09:25.516 --> 00:09:27.636

It doesn't exist in my world. Speed is life.

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00:09:28.416 --> 00:09:30.406

So there's already a tension between the two of us.

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00:09:31.156 --> 00:09:34.686

And one day, my chief test pilot came to me and said, Kevin-- Because I should know

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00:09:34.716 --> 00:09:38.296

better. I'm a tester. I understand the discipline, I understand the

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00:09:38.356 --> 00:09:41.336

culture. But I'm constantly beating up on my chief test pilot.

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00:09:42.256 --> 00:09:43.436

My phrase was, "You guys are killing me."

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00:09:44.376 --> 00:09:46.136

You do realize that we have an end date here."

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00:09:47.016 --> 00:09:48.996

And then one day, he came to me with a straight face.

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00:09:49.036 --> 00:09:51.896

He just looked at me and said, "Kevin, you want everything fast, you want

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00:09:51.956 --> 00:09:53.556

everything cheap, and you want everything right.

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00:09:53.576 --> 00:09:55.896

But I can tell you, I can only give you two of the three.

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00:09:55.936 --> 00:09:56.836

Which two do you want?"

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00:09:57.856 --> 00:10:00.626

And that was when the blood rushed out of my head, and I realized I forgot what it

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00:10:00.656 --> 00:10:03.416

was like to be a tester. And I said, "You know what, Woody?" His call sign was

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00:10:03.456 --> 00:10:04.576

Woody. I said, "You know what, Woody? You're right.

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00:10:05.796 --> 00:10:06.476

I'm being an a*s."

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00:10:07.356 --> 00:10:09.756

Am I cursing too much? I'm sorry. I'm a retired Navy commander.

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00:10:10.916 --> 00:10:11.656

You can yell at me later.

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00:10:13.136 --> 00:10:16.836

So I slowed things down. But what that meant, speed is life, is I had to go back

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00:10:17.295 --> 00:10:19.536

to the Pentagon and get screamed at again because I had to go back and tell them I

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00:10:19.576 --> 00:10:22.786

need six more months for test. When I already promised them that I would be done by

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00:10:22.786 --> 00:10:24.806

a certain date, I'm going back now saying, "I need more time."

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00:10:26.296 --> 00:10:28.616

The beatings continued till the morale improved.

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00:10:29.316 --> 00:10:32.316

So what is flight test ethics? Well, if you just stop and think, what is ethics?

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00:10:32.336 --> 00:10:33.616

So I had to Google, what is ethics?

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00:10:34.996 --> 00:10:38.436

The discipline concerned with what is morally good and bad and

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00:10:38.596 --> 00:10:42.216

morally right and wrong. The term is also applied to any system of

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00:10:42.256 --> 00:10:46.106

theory of morals, values, or principles. Moral, values, and principles.

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00:10:46.836 --> 00:10:50.336

Okay, that's cool. How do I apply this to flight tests?

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00:10:51.396 --> 00:10:53.946

Well, if flight test is a discipline, which we know it is,

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00:10:54.756 --> 00:10:58.626

then flight test ethics is the discipline concerned with what is

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00:10:58.696 --> 00:11:02.596

justly good and bad and properly right and wrong as applied to the testing of new

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00:11:02.716 --> 00:11:06.656

systems and platforms that is guided by flight test safety values

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00:11:06.676 --> 00:11:07.816

or principles or culture.

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00:11:09.576 --> 00:11:11.556

I made this up. Don't quote me.

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00:11:13.976 --> 00:11:17.496

But how do you convince someone that something is justly good or bad or

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00:11:17.536 --> 00:11:19.796

properly right or wrong when they're under a

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00:11:21.436 --> 00:11:22.436

tremendous amount of stress,

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00:11:23.476 --> 00:11:24.336

and speed is life?

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00:11:25.296 --> 00:11:27.356

How do you have that conversation with them?

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00:11:28.136 --> 00:11:31.636

And it goes back to this one dictum, this axiom, whatever you call it.

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00:11:32.596 --> 00:11:36.536

I own eight businesses now. This is the one thing I lean on

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00:11:36.616 --> 00:11:37.076

every day.

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00:11:38.416 --> 00:11:40.816

People do business with people they know, like, and trust.

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00:11:41.036 --> 00:11:44.096

It all comes back to this. You want to know about flight test management?

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00:11:44.176 --> 00:11:44.816

Remember this.

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00:11:45.956 --> 00:11:49.716

And the key to this phrase is people have to know you before they like you,

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00:11:50.456 --> 00:11:51.756

and they have to like you before they trust you.

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00:11:51.776 --> 00:11:53.916

And you can't skip the like part in the middle.

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00:11:54.976 --> 00:11:58.696

And to get to trust takes time and effort and energy.

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00:11:58.776 --> 00:12:00.136

It doesn't happen overnight.

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00:12:00.936 --> 00:12:01.096

So

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00:12:02.136 --> 00:12:05.932

there's John. I know him. His name is John. It

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00:12:05.972 --> 00:12:07.852

leads to, "Oh, that's John. I like him.

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00:12:08.192 --> 00:12:08.912

He's a good guy."

226

00:12:09.792 --> 00:12:11.491

Then it leads to trust. "Oh, that's John.

227

00:12:11.652 --> 00:12:12.791

I trust him with my kids."

228

00:12:13.732 --> 00:12:16.892

And then after trust, there's one more other magical phrase called raving fan.

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00:12:17.622 --> 00:12:19.802

"That's John. I'm a raving fan of John.

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00:12:20.072 --> 00:12:21.632

When John speaks, I listen."

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00:12:22.912 --> 00:12:26.692

That's ultimately where you want to get to in a business environment, in a business

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00:12:26.702 --> 00:12:30.612

relationship. You want to become your customer's raving fan.

233

00:12:30.752 --> 00:12:34.702

You want your customer to be a raving fan of you. So how do you do that?

234

00:12:35.792 --> 00:12:38.012

It comes down to this idea of ethical treatment.

235

00:12:38.512 --> 00:12:42.472

Getting to raving fan starts with credibility. Credibility leads to trust.

236

00:12:42.972 --> 00:12:46.592

The two keys word is, are you credible and are you trustworthy?

237

00:12:46.712 --> 00:12:48.992

Well, how do you get to that state in the mind of another?

238

00:12:49.012 --> 00:12:52.832

It's not what you think you are. You can say, "I'm credible. I'm competent.

239

00:12:53.212 --> 00:12:56.072

I'm trustworthy." But it's not what you think, it's what they perceive you as.

240

00:12:57.332 --> 00:12:59.412

So credibility and trust, so what does that really mean?

241

00:12:59.472 --> 00:13:03.192

If you Google the trust equation, you'll see 100 different trust

242

00:13:03.232 --> 00:13:06.181

equations out there. There's a lot of PhDs and doctors out there talking about this

243

00:13:06.232 --> 00:13:08.852

stuff so they can get their doctorate.

244

00:13:08.872 --> 00:13:11.682

But this is the simplest one I found. This is one easy to remember.

245

00:13:13.212 --> 00:13:17.202

Credibility is king. Credibility is the only currency you have in your professional

246

00:13:17.252 --> 00:13:20.112

career. Once you lose it, you might as well go home.

247

00:13:20.172 --> 00:13:22.982

Protect your credibility at all costs. So what is credibility?

248

00:13:23.012 --> 00:13:24.332

It's who you are as a person.

249

00:13:25.152 --> 00:13:26.772

"I know John. I like him."

250

00:13:27.892 --> 00:13:28.372

Character.

251

00:13:29.412 --> 00:13:31.932

Competence, how good you do your job.

252

00:13:32.092 --> 00:13:35.532

Not in the way you perceive how good you do your job, but how they perceive how

253

00:13:35.572 --> 00:13:39.432

good you are at your job. When they link the character they

254

00:13:39.492 --> 00:13:43.172

see in you and your competence at your job, that's when they'll say,
"Hey, that's

255

00:13:43.192 --> 00:13:44.352

John. He's credible in my book."

256

00:13:45.932 --> 00:13:49.892

Once you reach the credibility and you have established credibility, then

257

00:13:49.932 --> 00:13:52.432

the get from credibility to trust takes connection.

258

00:13:52.512 --> 00:13:55.592

Connection in a professional environment, love in a personal environment.

259

00:13:56.232 --> 00:13:58.412

That's the piece that takes time, energy.

260

00:13:59.192 --> 00:14:01.652

Connection doesn't happen overnight. You got to work on it.

261

00:14:02.712 --> 00:14:06.162

So when it comes to flight test management, flight test leadership, yeah,
you want

262

00:14:06.172 --> 00:14:09.752

to execute safely, efficiently, and effectively, right?

263

00:14:09.772 --> 00:14:13.732

But you want to also concentrate on, what am I doing to make the

264

00:14:13.752 --> 00:14:17.632

right connection with my customer, with the people I support, the people

265

00:14:17.692 --> 00:14:20.132

I work with? That's part of your job, too,

266

00:14:21.232 --> 00:14:24.652

and a lot of people don't really give it the time and energy it deserves.

267

00:14:26.032 --> 00:14:28.052

Credibility and connection leads to trust.

268

00:14:29.492 --> 00:14:32.932

So when you're trying to convince somebody, "Hey, we need to change things here.

269

00:14:33.012 --> 00:14:34.622

The culture's wrong, the environment's wrong,"

270

00:14:35.812 --> 00:14:39.742

remember this phrase: people will only change when the pain of not changing exceeds

271

00:14:39.752 --> 00:14:42.912

the pain of change. Most human beings don't like change, right?

272

00:14:43.072 --> 00:14:46.392

Change management, it's a whole art and science out there.

273

00:14:47.012 --> 00:14:50.332

So when do people change? When they realize that not changing is going to become

274

00:14:50.352 --> 00:14:53.752

more painful than the actual process of change, and they'll say, "Okay, I'm ready

275

00:14:53.772 --> 00:14:54.412

to change now."

276

00:14:57.452 --> 00:14:59.752

Unfortunately for us, what is that pain?

277

00:15:00.612 --> 00:15:01.152

A mishap,

278

00:15:02.412 --> 00:15:03.992

or I might call it my Pearl Harbor day, right?

279

00:15:04.132 --> 00:15:06.712

You have to have a Pearl Harbor day before you can get the leadership to change

280

00:15:06.732 --> 00:15:08.972

their mindset and say, "Gee, this thing called flight test safety culture, you

281

00:15:09.012 --> 00:15:09.552

might've been right.

282

00:15:10.572 --> 00:15:13.982

Hmm, maybe we'll change." But how do you convince them before that?

283

00:15:15.902 --> 00:15:19.292

Here's what you got to do, right? Just remember that everybody wants to be the hero

284

00:15:19.352 --> 00:15:23.022

of their own journey. The program manager has been given a charter, a

285

00:15:23.132 --> 00:15:25.952

job, cost schedule performance. They want to do the best job they can.

286

00:15:25.972 --> 00:15:29.152

They want to be successful, either for their own personal reasons or for the

287

00:15:29.192 --> 00:15:32.252

company or for the good of humanity. They want to be a hero.

288

00:15:33.462 --> 00:15:36.992

Your job is to help them be one. Your job is not to be the hero.

289

00:15:39.172 --> 00:15:41.312

You don't want the applause. You want to get them the applause.

290

00:15:42.312 --> 00:15:43.552

How do you help them be the hero?

291

00:15:44.432 --> 00:15:47.992

As testers, we must understand them, understand their perspective.

292

00:15:48.652 --> 00:15:51.092

What does it mean to be struggling to make cost schedule performance?

293

00:15:51.252 --> 00:15:54.292

What is speed to life, and how do we help them achieve that

294

00:15:55.472 --> 00:15:58.052

without giving away our own ethical morals,

295

00:15:59.572 --> 00:15:59.812

right?

296

00:16:00.852 --> 00:16:02.872

We got to understand what's going on in their world.

297

00:16:03.632 --> 00:16:06.252

What your CEO and project manager, what do they really care about?

298

00:16:06.302 --> 00:16:07.892

Have you ever stopped and talked to them about that?

299

00:16:09.752 --> 00:16:12.312

Have you ever thought about what their perspective on the phrase,

300

00:16:13.332 --> 00:16:15.712

why do we do test? You know why we do test.

301

00:16:17.192 --> 00:16:18.972

Do you know why they think we do test?

302

00:16:20.012 --> 00:16:20.852

I bet it's different.

303

00:16:21.812 --> 00:16:23.392

I bet their perspective is different.

304

00:16:24.392 --> 00:16:25.652

It'd be interesting to know, wouldn't it?

305

00:16:27.252 --> 00:16:28.382

And this comes up frequently.

306

00:16:29.972 --> 00:16:33.802

Back in 2011, the defense acquisitions executive for the

307

00:16:34.152 --> 00:16:34.992

Department of Defense

308

00:16:36.232 --> 00:16:37.912

chartered a Gray Beard team to go out

309

00:16:38.852 --> 00:16:40.552

and investigate flight test

310

00:16:41.372 --> 00:16:44.232

because he was sick and tired of people telling him that flight test costs too

311

00:16:44.272 --> 00:16:46.472

much, takes too long, and gold plates everything.

312

00:16:46.512 --> 00:16:49.002

He literally said to the Gray Beard team, because I was around at the time, I was

313

00:16:49.012 --> 00:16:52.272

instructing at the time, so I got the inside scoop on this.

314

00:16:52.292 --> 00:16:54.192

He actually said, "Why is flight test broken?"

315

00:16:55.482 --> 00:16:58.612

"Oh, we'll go find out, boss." So they went off. We expected 100-page report.

316

00:16:58.652 --> 00:17:01.892

They came out six months later. Six weeks later, we got a three-page

317

00:17:01.932 --> 00:17:03.422

report. Three-page report,

318

00:17:05.252 --> 00:17:07.333

and it came out and it said, "Flight test is not broken.

319

00:17:08.952 --> 00:17:12.692

What is broken is the relationship between the program management community,

320

00:17:13.873 --> 00:17:17.093

the systems engineer, chief engineering community, and the flight test community."

321

00:17:17.613 --> 00:17:18.392

They're not talking.

322

00:17:19.452 --> 00:17:20.732

They're not understanding each other.

323

00:17:21.752 --> 00:17:23.752

They're not helping each other be successful.

324

00:17:24.822 --> 00:17:26.252

That's what came out of this report.

325

00:17:27.732 --> 00:17:30.462

So it's been around, and when I go out to the commercial side and I'm talking to

326

00:17:30.512 --> 00:17:32.712

these, I'm consulting with these companies, it's the same story.

327

00:17:33.672 --> 00:17:36.092

It's been around forever, and it's still around today.

328

00:17:36.732 --> 00:17:37.872

Somebody just said it a little bit earlier.

329

00:17:37.932 --> 00:17:40.412

You went on the Bell tour, or the introduction, right?

330

00:17:40.552 --> 00:17:43.492

You talked about programmatic stress, right?

331

00:17:46.152 --> 00:17:48.202

So here's what we talk about in my four-hour lecture, right?

332

00:17:48.212 --> 00:17:51.462

I start off, I just simple ask the student a very simple question right out of the

333

00:17:51.552 --> 00:17:51.812

gate.

334

00:17:53.492 --> 00:17:54.172

"Who's your customer?"

335

00:17:56.232 --> 00:17:56.932

Who is your customer?

336

00:17:57.752 --> 00:17:58.172

Do you know?"

337

00:17:59.892 --> 00:18:02.552

And when I do this for the Navy, they say, "Oh, it's the war fighter."

338

00:18:03.532 --> 00:18:06.792

Yeah, that's very great. Everybody's customer is the war fighter, but that's not

339

00:18:06.832 --> 00:18:08.672

your customer. In the business of business, who's your customer?

340

00:18:10.322 --> 00:18:10.792

They don't know.

341

00:18:12.312 --> 00:18:13.352

Do you know who your customer is,

342

00:18:13.472 --> 00:18:17.222

really?Is it the

343

00:18:17.282 --> 00:18:20.222

CEO of the company? Is it the chief pilot? Is it the program manager?

344

00:18:20.242 --> 00:18:23.292

Is it the chief engineer? Is it some FAA certification authority?

345

00:18:23.842 --> 00:18:25.782

EASA certification authority? Who's your customer?

346

00:18:26.752 --> 00:18:30.662

Do you know? Because knowing is going to be very important to

347

00:18:30.722 --> 00:18:34.302

understanding what kind of pressures you're going to be put under.

348

00:18:35.142 --> 00:18:36.522

Programmatic pressure is going to happen.

349

00:18:37.502 --> 00:18:40.812

So when you sit there and say who it is, ask yourself, who makes risk decisions in

350

00:18:40.842 --> 00:18:44.442

your organization? Who signs off on the test plan?

351

00:18:44.482 --> 00:18:45.982

Who accepts the residual risk?

352

00:18:47.242 --> 00:18:49.162

Who gets in trouble when something bad happens?

353

00:18:50.042 --> 00:18:50.802

Who is that person?

354

00:18:53.242 --> 00:18:56.552

Once you understand that, and every organization is different, then ask yourself.

355

00:18:56.602 --> 00:18:58.562

Here's the answer. The answer is real simple.

356

00:18:58.582 --> 00:19:01.382

It's the person with the money coming to you and asking you a question.

357

00:19:03.522 --> 00:19:06.942

It could be any one of them. One of them is coming to you as a flight test team, a

358

00:19:06.962 --> 00:19:08.002

flight test chief,

359

00:19:09.142 --> 00:19:12.832

test pilot, whatever your title is, saying, "I have some money. I have a question.

360

00:19:12.922 --> 00:19:13.982

I need an answer by this date."

361

00:19:14.902 --> 00:19:16.422

Very simplistic world. That's what we do.

362

00:19:17.522 --> 00:19:20.262

Whoever comes with the money and asks the question, that's your test sponsor,

363

00:19:20.742 --> 00:19:21.542

that's your customer,

364

00:19:22.382 --> 00:19:25.342

and it can change from one test program from one day to the other.

365

00:19:27.222 --> 00:19:30.212

Being very clear about this is the very first step to your

366

00:19:31.102 --> 00:19:34.542

safety as a group from dealing with programmatic stress,

367

00:19:34.662 --> 00:19:35.502

programmatic pressure.

368

00:19:36.582 --> 00:19:38.452

Second question, I said, now you know who your customer is.

369

00:19:39.062 --> 00:19:39.942
How do you make them happy?

370

00:19:41.702 --> 00:19:44.572
How do you make them the hero of their journey? How do you make them be successful?

371

00:19:46.122 --> 00:19:48.542
Very simplistically, because they're worried about this.

372

00:19:49.622 --> 00:19:52.762
This is their life. They don't care about safe, efficient, effective tests.

373

00:19:53.822 --> 00:19:54.812
What they care about is,

374

00:19:55.812 --> 00:19:56.572
"I need an answer,

375

00:19:57.662 --> 00:20:00.642
and I want it to be as accurate as possible, and I want it by this date.

376

00:20:01.482 --> 00:20:03.292
Here's how much time you have, how much money you have.

377

00:20:03.602 --> 00:20:04.742
Give me an answer by this date."

378

00:20:07.562 --> 00:20:10.422
That's how you make them happy, by answering their question.

379

00:20:11.662 --> 00:20:14.202
More importantly, when you get to this stage... Where's that little timer?

380

00:20:14.242 --> 00:20:14.712
How am I doing?

381

00:20:15.812 --> 00:20:16.152
About six minutes.

382

00:20:16.152 --> 00:20:16.382
Six minutes.

383

00:20:17.962 --> 00:20:18.782
I'm going to speed this up.

384

00:20:20.422 --> 00:20:23.202
More importantly, when they ask you the question, make sure that you understand

385

00:20:23.242 --> 00:20:23.782
their question.

386

00:20:24.701 --> 00:20:27.502
I have a whole lecture on this I can go into if you want to know what I mean by

387

00:20:27.562 --> 00:20:30.682
this. We can do it off the side because I got five minutes and 55 seconds.

388

00:20:32.402 --> 00:20:34.922
Making sure you understand the question they're asking you, because sometimes the

389

00:20:34.962 --> 00:20:37.582
question they ask you is not what you hear.

390

00:20:37.602 --> 00:20:40.892
And I've seen too many times in my career, test teams go off and spend six months

391

00:20:40.902 --> 00:20:44.722
and a lot of money answering a question, coming back with an answer, only to be

392

00:20:44.822 --> 00:20:47.222
told, "That's the wrong question. That's the wrong answer.

393

00:20:47.282 --> 00:20:48.282
That's not what I asked you to do."

394

00:20:49.202 --> 00:20:50.042
Sounds ridiculous.

395

00:20:51.162 --> 00:20:51.722
It happens.

396

00:20:54.262 --> 00:20:57.982
Do you understand the question? Then the third question I ask, the more

397

00:20:58.002 --> 00:21:01.262
important question is, what are their expectations of you?

398

00:21:01.562 --> 00:21:02.482
Because

399

00:21:03.842 --> 00:21:07.042
their expectation is for you to answer the question effectively,
efficiently, and

400

00:21:07.122 --> 00:21:09.892
safely. Effectively means answer the question.

401

00:21:10.982 --> 00:21:13.882
Efficiently says as fast and as cheap as possible,

402

00:21:15.202 --> 00:21:19.062
and do it while being safe. Because when something bad happens,

403

00:21:19.522 --> 00:21:20.282
everybody loses.

404

00:21:22.422 --> 00:21:25.312
Shout out to Mark. If you haven't read his little green book, "The Tao of
Flight

405

00:21:25.402 --> 00:21:28.342
Test," it's amazing. A lot of what I talk about is right in this book.

406

00:21:28.362 --> 00:21:29.382
This book's been around forever.

407

00:21:31.702 --> 00:21:35.592

Not clearly understanding who is asking the question and why is the first

408

00:21:35.662 --> 00:21:39.362

step that leads to the situation where we're cutting corners because we're

409

00:21:39.382 --> 00:21:40.582

feeling programmatic pressure.

410

00:21:42.222 --> 00:21:45.021

Stop and slow down, because this is where the problems begin.

411

00:21:45.662 --> 00:21:49.182

Because there's already a constructive tension designed into this, and it only can

412

00:21:49.262 --> 00:21:53.222

get worse if you don't focus on it. What you need to do

413

00:21:53.282 --> 00:21:54.942

is you need to figure out how to make them the hero.

414

00:21:55.002 --> 00:21:58.242

You got to learn how to manage your boss. Leadership doesn't just go down.

415

00:21:58.662 --> 00:22:01.942

A great leader doesn't just lead down. A great leader leads up. Leading up.

416

00:22:02.602 --> 00:22:05.402

Great article by the "Harvard Business Review." It's 30 years old now, called

417

00:22:05.412 --> 00:22:07.242

"Managing Your Boss." Get it and read it.

418

00:22:08.942 --> 00:22:11.062

If you're leading a flight test team, you need to be leading up.

419

00:22:14.022 --> 00:22:17.022

Speed is life and program pressure is real. You're not going to get around that.

420

00:22:17.802 --> 00:22:19.902

Politics and acquisitions is part of the process.

421

00:22:19.962 --> 00:22:23.422

Love it or hate it, you got to embrace it. You can't get around the politics.

422

00:22:23.482 --> 00:22:26.142

You can't get around the speed. You can't get around the pressure.

423

00:22:27.622 --> 00:22:30.612

How are you going to deal with it? Pretending it's not there and saying it's not

424

00:22:30.622 --> 00:22:33.182

going to happen is not going to help you. So what do you do?

425

00:22:33.242 --> 00:22:35.542

The answer lies in two words, credibility and trust.

426

00:22:37.282 --> 00:22:39.102

Consider your role from their perspective.

427

00:22:40.122 --> 00:22:43.342

If you think about why we test, there's really only three reasons why we test at

428

00:22:43.402 --> 00:22:45.632

any one moment. We're either answering one of their questions,

429

00:22:46.762 --> 00:22:50.242

or we're helping to mature the design, or we're trying to characterize the way the

430

00:22:50.262 --> 00:22:53.332

system performs. Every test we do falls in one of those three buckets,

431

00:22:53.722 --> 00:22:54.402

simplistically.

432

00:22:55.362 --> 00:22:56.662

So look at it from their perspective.

433

00:22:57.002 --> 00:22:59.642

Do you know why they're here today asking you this question?

434

00:23:00.102 --> 00:23:03.882

Do you understand their situation they're in and what they're going to use that

435

00:23:03.942 --> 00:23:05.002

question, that answer for?

436

00:23:05.862 --> 00:23:08.762

Do you know when they need it, how they need it, and for what purpose they're going

437

00:23:08.782 --> 00:23:09.222

to use it?

438

00:23:10.722 --> 00:23:11.542

And then get it to them.

439

00:23:13.262 --> 00:23:17.152

Understand this is very critical to your team's safety because not understanding

440

00:23:17.202 --> 00:23:20.762

this leads to program pressure. Program pressure leads to mishaps.

441

00:23:21.342 --> 00:23:22.822

In fact, in the Navy test plan, U.S.

442

00:23:22.902 --> 00:23:26.502

Navy test plan, the first two sections, chapters of our test plan is background of

443

00:23:26.542 --> 00:23:27.602

test and purpose of test.

444

00:23:28.742 --> 00:23:32.322

Background of test is understanding the program pressures, the

445

00:23:32.382 --> 00:23:36.282

situation you're in. Do you understand what is being asked of

446

00:23:36.322 --> 00:23:36.442

you,

447

00:23:37.702 --> 00:23:39.722

and why they need an answer, and what they're going to do with it?

448

00:23:40.082 --> 00:23:43.662

That's background of test. Purpose of test is the question.

449

00:23:44.262 --> 00:23:45.102

State the question,

450

00:23:46.022 --> 00:23:49.222

and if you're good, you'll take that purpose of test back to the test sponsor and

451

00:23:49.262 --> 00:23:53.122

say, "Is this what you told me to do?" "Yes." "Okay,

452

00:23:53.222 --> 00:23:54.682

great. We're on the same page."

453

00:23:57.142 --> 00:23:59.842

Because if you don't, risk actually hides in here.

454

00:24:01.362 --> 00:24:04.262

Every time you make an assumption about the background, every time you make an

455

00:24:04.282 --> 00:24:05.432

assumption about the question,

456

00:24:06.702 --> 00:24:09.522

you're putting risk into your test program, and you don't even know you're doing

457

00:24:09.542 --> 00:24:12.242

it. Every assumption you make is a risk.

458

00:24:12.262 --> 00:24:16.202

Somebody earlier today said, "How do you do THAs?" Here's an interesting concept

459

00:24:16.362 --> 00:24:19.962

I teach. When you're done with the test plan, your test design, now it's time to

460

00:24:20.022 --> 00:24:22.292

look at your test design and say, "Where are the hazards?" And you don't know where

461

00:24:22.322 --> 00:24:26.258

to start I say just open up what you wrote, read sentence

462

00:24:26.318 --> 00:24:28.898

by sentence, and in every sentence say to yourself, "Is there an assumption in

463

00:24:28.918 --> 00:24:29.098

here?

464

00:24:29.958 --> 00:24:33.078

Did I assume something that might not be true?" Because if there's an assumption in

465

00:24:33.098 --> 00:24:35.318

the test plan, there's a risk hidden right there.

466

00:24:37.558 --> 00:24:39.798

Character and competence equals the credibility.

467

00:24:40.638 --> 00:24:44.178

What is your competence? Is your competence being the world's greatest flight test

468

00:24:44.278 --> 00:24:47.078

engineer or test pilot? Are you going to be Tom Cruise, Maverick?

469

00:24:47.238 --> 00:24:51.138

Isn't it funny in the second "Maverick" movie, "Top Gun" movie, he went

470

00:24:51.178 --> 00:24:53.858

from being a Top Gun guy to a test pilot,

471

00:24:55.378 --> 00:24:57.978

and then he went to 11 and blew up the airplane.

472

00:24:59.398 --> 00:24:59.718

No.

473

00:25:01.138 --> 00:25:02.258

They don't care about this.

474

00:25:03.418 --> 00:25:05.238

What they care about is this.

475

00:25:06.358 --> 00:25:09.978

We know it's not true. Being a great test pilot is not being Tom Cruise and going

476

00:25:10.038 --> 00:25:10.538

to 11.

477

00:25:11.438 --> 00:25:12.598

This is what they want from you.

478

00:25:13.738 --> 00:25:17.558

Your competence as a team lead, a test team lead, is whether or

479

00:25:17.638 --> 00:25:19.728

not you understand their point of view with empathy.

480

00:25:19.818 --> 00:25:22.358

Not sympathy, but with empathy. Do you understand what's going on in their

481

00:25:22.398 --> 00:25:25.338

world? Do you understand how to make them a hero?

482

00:25:25.378 --> 00:25:27.038

They want you to help them be successful.

483

00:25:27.838 --> 00:25:29.858

You do that by demonstrating critical thinking.

484

00:25:30.018 --> 00:25:33.998

They're watching the way you critically think, and the credibility

485

00:25:34.378 --> 00:25:37.278

in your critical thinking, which is an art form, lies in the argument, not the

486

00:25:37.358 --> 00:25:37.698

answer.

487

00:25:39.318 --> 00:25:40.958

Are you making logical arguments?

488

00:25:41.458 --> 00:25:43.518

Is what's coming out of your mouth making sense to them?

489

00:25:43.898 --> 00:25:47.858

That leads to your credibility, and by answering the right question on time, no

490

00:25:47.918 --> 00:25:48.698

more and no less.

491

00:25:50.558 --> 00:25:53.458

Your technical competence doesn't come from your test design, it comes from your

492

00:25:53.498 --> 00:25:56.638

demonstrated ability to think. Critical thinking is an art form.

493

00:25:58.598 --> 00:26:01.398

I tell people when you go through the test pilot schools, what they really teach

494

00:26:01.438 --> 00:26:04.358

you, yeah, they teach you how flight test techniques, they teach you how to flight

495

00:26:04.398 --> 00:26:06.448

test, but what they really teach you is how to critically think.

496

00:26:07.148 --> 00:26:09.198

That's the art you walk out that schoolhouse with.

497

00:26:11.008 --> 00:26:13.758

Then they talk about your character. What are they looking for in your character?

498

00:26:14.478 --> 00:26:17.918

First thing they're going to look for, are you freaking listening to me?

499

00:26:17.998 --> 00:26:20.838

I used to walk around when I was managing my program, and sometimes just walk

500

00:26:20.848 --> 00:26:22.838

around and go, "Am I speaking French?"

501

00:26:22.878 --> 00:26:24.188

Parlez-vous Francais?"

502

00:26:25.458 --> 00:26:28.898

I was like, "Do you not hear the words coming out of-- Are you listening to me?"

503

00:26:28.938 --> 00:26:31.318

That's not what I asked you to do. That's not what I told you to do."

504

00:26:32.378 --> 00:26:33.397

Listening is an art form.

505

00:26:34.938 --> 00:26:37.798

So if you're going to manage your team, listen. Listen to your customer.

506

00:26:39.298 --> 00:26:42.778

Watch the language you use. They want you to be helpful.

507

00:26:43.698 --> 00:26:46.988

If you come into the program management's office and say, "I have a concern with

508

00:26:47.018 --> 00:26:49.078

the amount of pressure you're putting on my test team.

509

00:26:49.138 --> 00:26:53.018

I have an issue with the way we're doing things around here." Anytime

510

00:26:53.058 --> 00:26:55.558

you walk into somebody's office or come up to them and you say, "I have a concern

511

00:26:55.598 --> 00:26:58.138

or an issue with what you're doing," that's a confrontation.

512

00:26:58.198 --> 00:27:00.058

You're just going to get pushed back.

513

00:27:00.118 --> 00:27:03.318

You can get to the same end state by simply changing the language you use.

514

00:27:03.898 --> 00:27:07.738

It's called transactional vocabulary. Google it. It's a science, a psychology.

515

00:27:08.858 --> 00:27:09.458

If you have a

516

00:27:10.758 --> 00:27:11.338

concern,

517

00:27:12.218 --> 00:27:14.168

walk in there and don't say, "I have a concern." Walk in and say,

518

00:27:14.988 --> 00:27:16.338

"May I share a thought with you?"

519

00:27:17.138 --> 00:27:20.888

And then

520

00:27:20.978 --> 00:27:23.778

state your concern as a thought. They will listen,

521

00:27:24.638 --> 00:27:26.438

and they might actually change their thought.

522

00:27:27.638 --> 00:27:29.978

Don't walk in with an issue. "I have an issue with what we're doing."

Walk in and

523

00:27:30.018 --> 00:27:32.518

say, "I have an idea I'd like to share with you."

524

00:27:33.718 --> 00:27:35.298

Everybody likes ideas. "I love ideas. Sure.

525

00:27:35.378 --> 00:27:37.888

Tell me about your idea." "What if we did this instead of that?"

526

00:27:38.938 --> 00:27:42.218

"Hmm. I like it. Let's do that instead." You got

527

00:27:42.638 --> 00:27:46.308

your concern, you got your issue stated, and you got it fixed, but you didn't do it

528

00:27:46.308 --> 00:27:48.918

in a confrontational way, which leads to the last piece.

529

00:27:50.738 --> 00:27:51.818

Don't be an antagonist.

530

00:27:53.158 --> 00:27:54.058

You're not being helpful.

531

00:27:56.698 --> 00:28:00.538

Dr. Bernard, he's one of the leading instructors in theory of constraints.

532

00:28:01.498 --> 00:28:05.218

He goes into organizations that are stuck and can't seem to get efficiency down.

533

00:28:05.258 --> 00:28:08.058

He's an efficiency expert, and he listens to the people on the floor and say, "Why

534

00:28:08.078 --> 00:28:10.368

don't you do it this way?" And when they say, "It's impossible,"

535

00:28:11.498 --> 00:28:12.118

he says, "Okay,

536

00:28:13.098 --> 00:28:17.038

work with me here. It's impossible, unless..." "What do you mean?" Finish

537

00:28:17.078 --> 00:28:18.658

the sentence. It's impossible, unless.

538

00:28:18.878 --> 00:28:20.318

"It's impossible, unless we have

539

00:28:21.558 --> 00:28:25.168

50 more parts, five more pieces of machinery." "Ah, so if we had 50 more parts,

540

00:28:25.238 --> 00:28:26.918

five more pieces of machinery, you could get it done?"

541

00:28:28.068 --> 00:28:30.018

"Well, yeah." "Okay. Well, let's work on that."

542

00:28:31.358 --> 00:28:34.638

If you hear someone say it's impossible, just have them say, "It's impossible,

543

00:28:34.678 --> 00:28:35.118

unless..."

544

00:28:36.218 --> 00:28:37.098

Maybe you can work with it.

545

00:28:38.698 --> 00:28:40.377

Your credibility is your only currency.

546

00:28:40.898 --> 00:28:44.638

Great article written by former defense acquisition executive,

547

00:28:44.718 --> 00:28:46.488

Frank Kendall. He came from industry.

548

00:28:47.278 --> 00:28:51.188

He talks all about ethics, professional credibility, and how it's the

549

00:28:51.218 --> 00:28:54.158

most important currency you have. You got to read this article.

550

00:28:54.318 --> 00:28:56.798

If you don't have it, come see me, I'll get it to you.

551

00:28:58.138 --> 00:29:00.718

But it's only when they trust you that they'll slow down and listen.

552

00:29:01.558 --> 00:29:05.188

So if you find yourself in a test situation, a programmatic pressure, and you have

553

00:29:05.198 --> 00:29:07.958

to go back to the program manager, your customer, and say, "Man, we really just got

554

00:29:07.978 --> 00:29:10.918

to slow down. I know you're getting beat up by the vice CNO.

555

00:29:11.738 --> 00:29:12.778

We need to slow down."

556

00:29:13.928 --> 00:29:16.258

They're only going to listen to you if they trust you.

557

00:29:17.338 --> 00:29:17.638

Sorry.

558

00:29:18.518 --> 00:29:18.898

It's true.

559

00:29:20.338 --> 00:29:21.778

Otherwise, you're screaming into the wind.

560

00:29:24.058 --> 00:29:27.568

He's credible in my book. I trust what he says. Trust equation.

Connection.

561

00:29:28.198 --> 00:29:29.548

Connection's the most important piece.

562

00:29:29.838 --> 00:29:32.418

Connection gets done in a social environment.

563

00:29:32.438 --> 00:29:35.138

Best place to make a connection with your program manager or your customer is in a

564

00:29:35.198 --> 00:29:35.978

social environment.

565

00:29:37.238 --> 00:29:40.098

If you think going in their office and shooting the s**t about you and your kids

566

00:29:40.118 --> 00:29:41.838

and soccer games is making a connection, you're not.

567

00:29:43.198 --> 00:29:44.578

Have you gone out and had beers with them?

568

00:29:45.598 --> 00:29:47.818

Are you starting to get to know them on a personal level?

569

00:29:48.818 --> 00:29:50.818

Social environments are where connections get made.

570

00:29:51.858 --> 00:29:52.698
That's part of your job.

571
00:29:54.038 --> 00:29:57.938
In fact, one of my favorite stories, if you want to win a man over, first make

572
00:29:57.958 --> 00:30:01.378
him your friend. If communication's not your highest priority, then all your other

573
00:30:01.398 --> 00:30:05.078
priorities are at risk. If you promise to over-communicate, I

574
00:30:05.118 --> 00:30:06.298
promise not to overreact.

575
00:30:08.038 --> 00:30:11.758
I have a great story about the whole social piece I could tell you on a break,

576
00:30:12.438 --> 00:30:15.327
but this is what it all comes down to. Trust starts with credibility.

577
00:30:15.418 --> 00:30:18.788
Credibility is based on your competence, their perception of your competence.

578
00:30:19.078 --> 00:30:21.678
It's not your competence as a flight tester.

579
00:30:21.718 --> 00:30:24.118
It's your competence to listen, to think,

580
00:30:25.418 --> 00:30:29.298
to use transactional vocabulary, to be part of the team, and not

581
00:30:29.338 --> 00:30:30.198
be an antagonist.

582
00:30:31.658 --> 00:30:34.388
It's about listening and having a logical, defensible argument.

583

00:30:34.818 --> 00:30:37.198

Your logic is found in the argument, not in the answer.

584

00:30:38.978 --> 00:30:39.618

Think about that.

585

00:30:45.378 --> 00:30:46.558

That's ethics in flight test.

586

00:30:48.458 --> 00:30:50.458

I'm 10 minutes over. Give me a grade of zero.

587

00:30:51.258 --> 00:30:54.158

I get to drink alcohol at dinner because I don't have to accept an award.

588

00:30:59.598 --> 00:31:02.218

No time for questions. I'm getting pulled off the stage.

589

00:31:03.298 --> 00:31:05.338

First guy after lunch, thank you for staying awake.

590

00:31:05.378 --> 00:31:07.718

I know they fed you carbs, which was not a good thing for me.

591

00:31:08.778 --> 00:31:08.938

But

592

00:31:10.438 --> 00:31:13.518

let's just move on. They can talk to me on the break. Talk to me on the break.

593

00:31:13.958 --> 00:31:14.418

Thanks a lot.