

飛行員在危機管理中必須知道的三件事

在5000呎高度只有你和飛機時，最重要的就是經驗。

歐文 譯



二十多年前，在通過飛行測驗並獲得私人飛行員證照時，我是一位具備安全及能力的飛行員，但還不是一位好的飛行員。那是在幾年後，擔任飛行教官並透過教導菜鸟飛行員如何在強側風中降落，惡劣天氣中以儀器導航，並作好空中緊急情況之準備，累積數千飛行小時之後，我才成為一位好的飛行員。

看到學生在掙扎奮鬥中學習，我瞭解到才華及認真努力有多重要，但在5000呎高度只有你和飛機時，最至關重要的就是經驗，特別是在天氣變差或引擎沒有聲音時。你可以是航空動力學方面的天才，而且像工程師一樣的瞭解你的裝備，但只有在所有事情都不對時，你如何反應才會真正顯現你是什麼樣的飛行員。

如果作了最壞的打算，你就會作好採取行動之準備，不會讓自己被迫必須即興演出的反應。

商場領袖在其組織中必須面對從頭痛的公關到財務危機，而且有時候甚至是健康與生命的威脅。你可以把一種遊戲帶到董事會並透徹的瞭解你的產業，但若從未處理重大緊急狀況，那就很難知道你在面臨第一個緊急狀況時，你的表現會如何。

那就是為何飛行員必須接受危機管理訓練。我們被教導去思考各種潛在事故情況，牢記檢查表，事先計劃好行動方針。公司執行長也作同樣的事。你絕不可能預見每個危機，但你若作好最壞的打算，你就會準備好採取行動，而且不會讓自己被迫採取即興反應。

1. 在關鍵時刻，緊急情況檢查表至關重要

有一晚，當我在Volker教官的雙發動阿帕契飛機上朝著跑道前進下降時，我注意到狀況不太對：鼻輪燈不亮。

旁邊的Volker毫不慌張。接下來一小時，他冷靜地進行飛行課程。我們複習了起落架失效程序，並試圖迫使鼻輪鎖住。當這個動作失敗後，我們轉往Nashville國際機場並宣佈為緊急情況。

那趟飛行的最後時刻中看到四處都是警示燈閃爍的消防車，而飛機觸地後機鼻沿著跑道中線劃出一條線並造成火花四射。

我的教官展現了技術高超的緊急落地。我們從機翼滑下來，毫髮無傷。我對他深感敬畏。在整個「課程」中，我謹遵他的引導。他展現自信而且從容不迫，因此我的結

論是這種情況需要的是慎重措施，而非害怕。正因為我們已經針對鼻輪失效緊急程序練習過非常多次，因此在真的發生時就知道如何處理。

大多數組織不喜歡糾纏於負面意外事件。但想像一下替代方案：你公司副總裁的隨便發言引發渲然大波；惡意收購正在敲敲進行；或更糟的，公司的貨櫃輪沉了，而你不知道怎麼辦。

為你接下來會採取的幾個行動步驟列出檢查清單。那些初期步驟就足以讓你冷靜下來解決問題。

身為公司領導者，在危機時員工都指望你提供方向，而保持冷靜並帶領大家就是你的責任，但這絕不是完全靠直覺反應。這必須要有事前的理性思考。思考過各種可能緊急情況，並列出你會採取的前幾個步驟。那些初期步驟就足以讓你冷靜下來解決問題。如果你有計劃，就會知道怎麼做。知道怎麼做會讓我們遠離恐懼及癱瘓。

2. 假裝直到做到並不是如你所想的

幾年後，輪到我面臨緊急情況。一個下午，當時學生正準備回場，而就在約離機場12海哩外時，我的Cessna 172飛機發動機發生問題。一個汽閥壞掉，我們僅有部分動力。我心跳加速的節奏就如同已受損不規律的發動機，但我保持冷靜。我告訴學生：我來。我們發出緊急情況並轉降最近的機場。

我們毫髮無傷的順利落地，而且至少算是相當平順。後來，我學生告訴我他不覺得害怕，他說：你掌控了情況。

他一直在觀察我的提示。因為我似乎看起來並不害怕，這讓他有安全感。我坐如針氈當然有其正當理由，但我有檢查表可茲依靠，而且有兩個人的安全要照顧，因此根本沒有時間慌亂。

對大多數人而言，「假裝直到做到為止」意味著假裝你有能力直到真的獲得能力為止。但過度自信幾乎是沒有什麼用處，特別是在緊急情況時。反而，信心應該等於能力。假裝知道你正在做什麼，以矇騙你的同事及員工，讓他們相信一切都在你的掌控中，無助於你對問題的處理。但如果你知道你在做什麼，而假裝你不害怕則有助於你在平穩中解決問題。

3. 你可以消弭一些驚奇並事前作好準備

我曾經有一次向一位知名空中特技教官學習二天的螺旋訓練。我們第一次駕駛他的Cessna 152飛機執行失速螺旋時，我反胃。當天空不見了，而農田不斷在擋風玻璃前翻轉，我的腦子變的一團亂。但在課程結束時，我已經能夠冷靜地計算出旋轉了幾圈，而且甚至已經開始享受這些旋轉動作。

飛行員不喜歡驚奇，但我們學習作好處理驚奇的準備。我即不是個特別冷靜，也不是喜歡尋求刺激的人。但協助我在高度表螺旋下降保持冷靜的是，知道接下來即將發生的知識。這位教官讓我學會如何進入螺旋，在螺旋時儀表的顯現模式及如何改出。在經過幾次練習後，我開始覺得我的好奇心已超過不安的感覺。

飛行員並非天生在面對危險時就是超乎常人般地冷靜；這是因為我們複習過緊急程序太多次了，以致於看起來似乎變成例行性的工作。飛行員不喜歡驚奇，但我們學習作好面對的準備。

飛行大部分時間並非如一般人所想像的那樣刺激。那就是為何在例行的藍天飛行中，當發動機聲音正常時，一位好飛行員會忙於計劃在接下來數百英哩航程中或抵達目的地前可能發生的情況，並想像萬一情況不對時要如何處置。✈

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3 THINGS PILOTS KNOW ABOUT CRISIS MANAGEMENT

WHEN IT'S JUST YOU AND YOUR CRAFT AT 5,000 FEET, WHAT MATTERS MOST IS EXPERIENCE.

KIM GREEN

The day I passed the flight test and earned my private pilot's license more than 20 years ago, I was a safe and competent aviator, but not yet a good one. That would come a few years later, after I became a flight instructor and logged a few thousand hours teaching rookie flyers how to land in stiff crosswinds, navigate by instruments in dismal weather, and prepare for in-flight emergencies.

Watching my students struggle and learn, I came to appreciate how much talent and hard work matter. But when it's just you and your craft at 5,000 feet, what matters most is experience, especially when the weather turns inclement or the engine goes quiet. You can be a whiz at aerodynamics and know your equipment like an engineer, but it's how you react when everything goes wrong that shows what kind of pilot you really are.

IF YOU PLAN FOR THE WORST, YOU'LL BE READY FOR ACTION-AND YOU WON'T BE STUCK WINGING IT.

Business leaders face down everything from PR headaches to financial crises, and sometimes even threats to health and human life within their organizations. You can bring your A game to the boardroom and know your industry inside and out, but if you've never handled a major emergency, it's hard to know how well you'll fare when your first one hits.

That's why pilots are trained in crisis management. We're taught to think through a range of potential mishaps, memorize checklists, and plot courses of action in advance. Executives can do the same. You can never foresee every crisis, but if you plan for the worst, you'll be ready for action-and you won't be stuck winging it.



1. EMERGENCY CHECKLISTS MATTER WHEN IT COUNTS

As I descended toward the runway in my instructor Volker's twin Apache one night, I noticed something troubling: The green nose-wheel light wasn't illuminating.

Seated beside me, Volker didn't panic. For the next hour, he calmly proceeded with the flight lesson. We reviewed gear-failure procedures and tried to force the nose wheel to lock down. When that failed, we turned toward Nashville's international airport and declared an emergency.

The final moments of that flight were strangely lovely-the flash of fire truck lights, sparks shooting by as we touched down and the nose cone ground a line down the runway centerline.

My instructor had performed a masterful emergency landing. We slid down the wing, not even a scratch. I was in awe of him. Throughout the "lesson," I'd followed his lead. He appeared confident and unruffled, so I concluded that this situation called for deliberate action, not for fear. And because we had practiced the procedures for a gear failure emergency so many times,

we knew just what to do when it actually happened.

Most organizations don't like to dwell on negative eventualities. But imagine the alternative: Your VP's thoughtless tweet goes viral; there's a hostile takeover on the horizon; or far worse, the firm's container ship sinks-and you have no idea what to do next.

MAKE A CHECKLIST FOR THE FIRST FEW STEPS YOU'D TAKE. THOSE FIRST STEPS CAN QUIET YOUR MIND ENOUGH TO GET IT BUSY SOLVING THE PROBLEM.

As a company leader, people look to you in a crisis. It's your responsibility to keep calm and lead, but that's never entirely a matter of gut instinct. It takes rational forethought. Think through possible emergency situations and make a checklist for the first few steps you'd take. Those first steps can quiet your mind enough to get it busy solving the problem. If you have a plan, you'll know what to do. And knowing what to do keeps fear and paralysis at bay.

2. "FAKE IT TILL YOU MAKE IT" DOESN'T MEAN WHAT YOU THINK

Several years later, I had my turn at the helm during an emergency. As my student flew us back to our home airport one afternoon, my Cessna 172's engine went down about 12 miles out. We'd thrown a valve and were running on partial power. My heart rate accelerated to match the irregular churn of the wounded engine, but my mind stayed quiet. "I've got the plane," I told my student. We declared an emergency and turned toward the nearest airport.

The engine carried us there, unhurt and-at least in my student's case-unruffled. He told me later he hadn't felt afraid. "You had control of the situation," he said.

He'd been watching me for cues. Because I didn't seem frightened, he'd felt safe. Of course I was on edge, and for good reason. But I had a checklist to turn to and two people's safety to look out for. There was no time for panic.

To most people, "fake it till you make it" means feigning competence until you've actually gained it. But overconfidence is almost never useful, especially in an emergency. Instead, confidence should equal ability. Pretending to know what you're doing to fool your colleagues and employees into thinking you've got it

under control won't help you manage the problem. But if you do know what you're doing, pretending you aren't afraid can help see you it through with a steady hand.

3. YOU CAN ELIMINATE SOME SURPRISES AND PLAN AHEAD FOR OTHERS

I once took a two-day spin-training course with a well-known aerobatics instructor. The first time we stalled and spun his little Cessna 152, my stomach lurched. As the sky disappeared and farm fields rotated in the windshield, my brain went into chaos mode. But by the end of the course, I could calmly count the number of turns as we spun, and I'd even started to enjoy the ride.

PILOTS DON'T LIKE SURPRISES, BUT WE LEARN TO BE READY FOR THEM.

I'm neither an especially calm person nor a thrill-seeker. But what helped me keep my cool as the altimeter spiraled down was the knowledge of what was coming. The instructor had prepared me for how we would enter the spin, what the instruments would read while we spun, and how we'd recover. After a few practice runs, I actually felt more curious than queasy.

It's not that pilots are born preternaturally calm in the face of danger; it's that we review emergency procedures so many times that they come to seem almost routine. Pilots don't like surprises, but we learn to be ready for them.

Most of the time, flying isn't nearly as exciting as people think. That's why, during the routine, blue-sky moments when the engine thrums with health, a good pilot is busy planning what might happen within the next hundred miles or before reaching the destination-and imagining what she'd do, just in case something goes wrong. ✈

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