

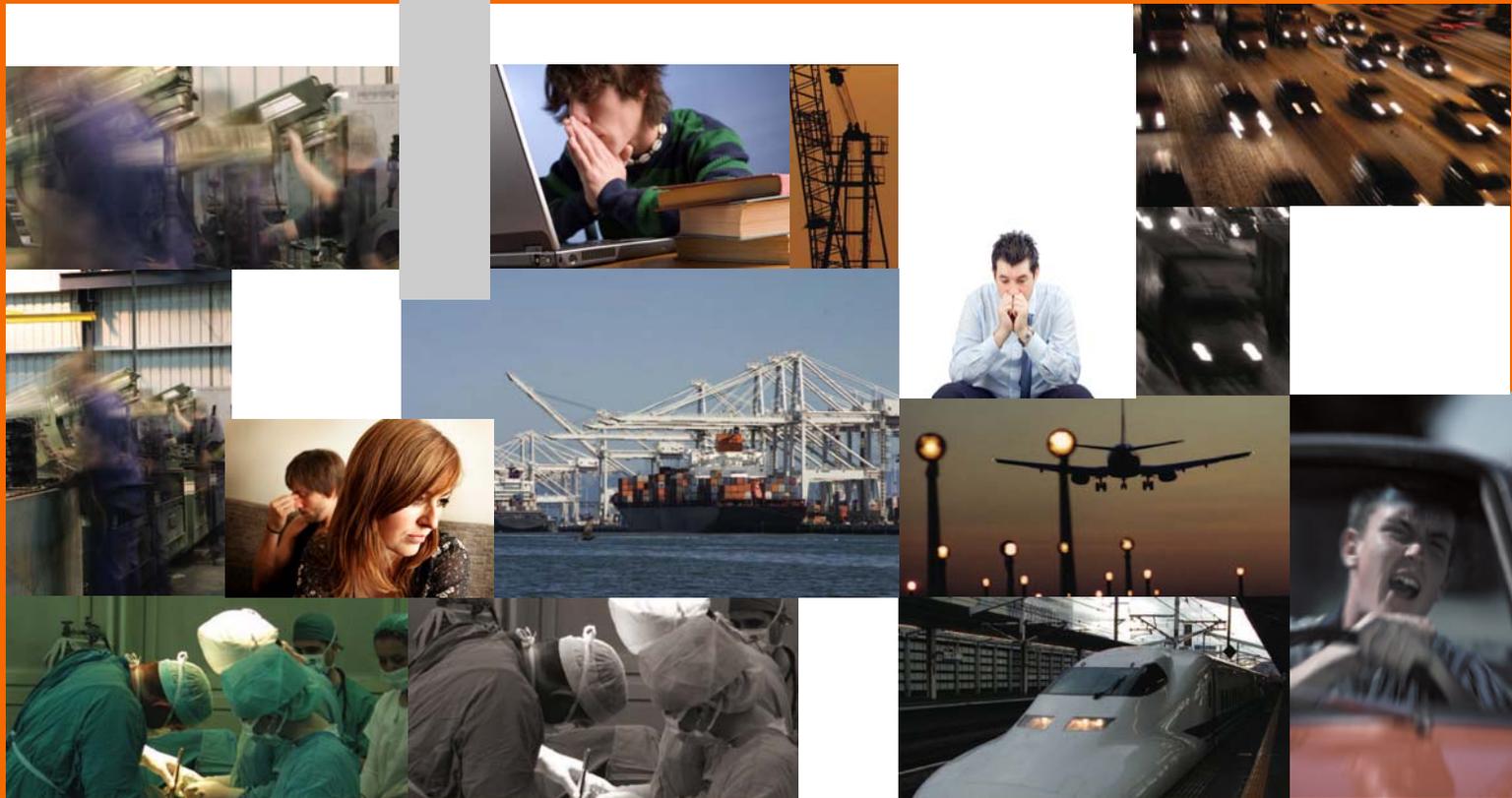
 process
 communication
 model

decoding behaviour

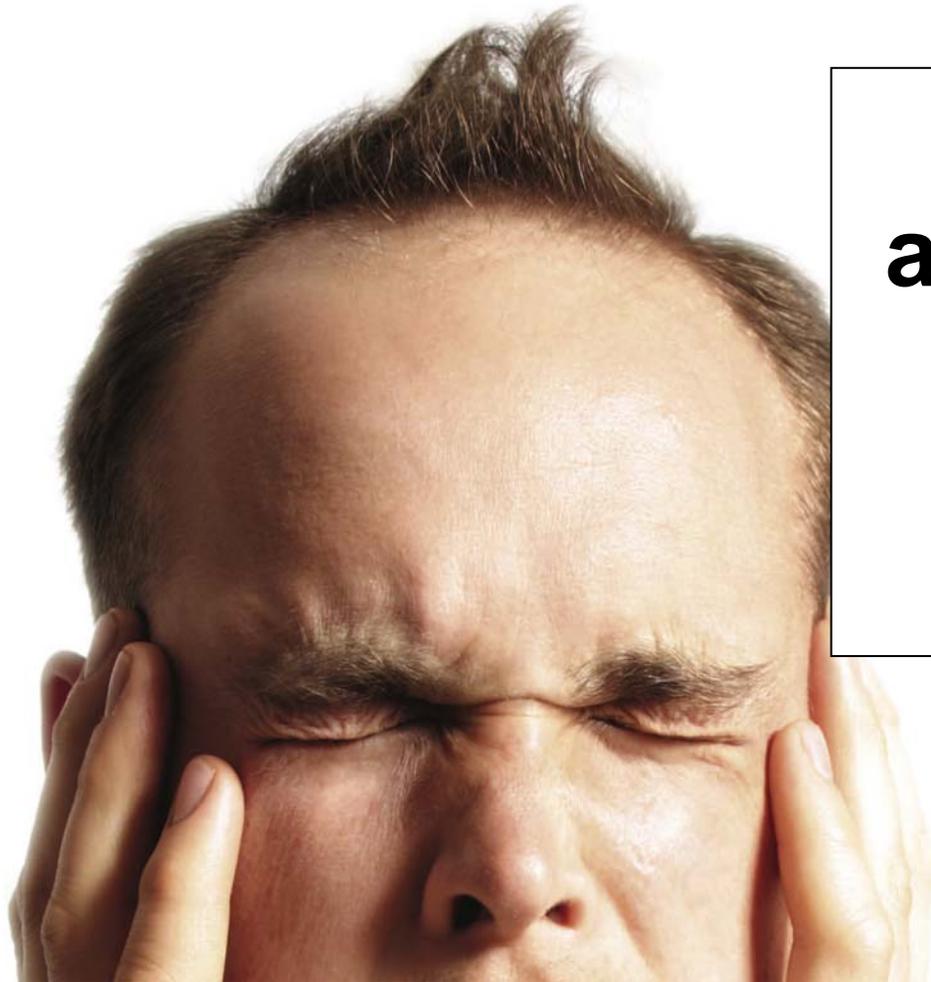
the missing link in people management

werner naef - kahler communications oceania ltd
anzsasi 2008 adelaide

what do they have in common?



😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model



**people
and a high risk
when things
go wrong**



Competence by:

- Simulator based training
- Initial and recurrent training
- Normal, abnormal and emergency training
- Crew training.



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😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model



- ☺ ☹ ☹ process
- ☺ ☹ ☹ communication
- ☺ ☹ ☹ model



Doctor a

REBECCA PALMER

A DOCTOR will appear in court today accused of stabbing another during a staff meeting at Palmerston North Hospital.

Detective Sergeant Gary Mulligan said the victim, 31, suffered a stab wound in the upper body during the meeting on Monday morning.

Knife-charge doctor barred from hospital

BRITTON BROWN

AN OVERSEAS doctor charged with stabbing a colleague at a staff meeting has been barred from Palmerston North Hospital and ordered to undergo psychiatric evaluation.

The man, 48, appeared in Palmerston North District Court yesterday on a charge of wounding with intent to injure and was granted bail.

Police say he took a knife to the Monday meeting and stabbed a junior doctor, 31, in the chest. He later handed himself and the weapon in.

Judge Gregory Ross ordered the doctor be assessed by an independent psychiatrist. "Some suggestions were raised over the state of his health. The sooner these matters are explored, the better for him and for others," he said.

Outside the court the defendant said he had not decided what his plea would be and described the junior doctor as a "respected colleague".

Bail conditions include having no contact with the victim and not entering MidCentral District Health Board premises in Heretaunga St.

league

in the incident, which took clinical area.

said he understood the as an overseas-trained doctor for part of his assessment happened when he had

described it as a sad and

examples

😊 😐 😞 **process**
😊 😐 😞 **communication**
😊 😐 😞 **model**

- Following a normal takeoff and initial climb, the C-5 aircrew observed a No. 2 engine Thrust Reverser Not Locked indication light. They shut down the No. 2 engine as a precaution and returned to Dover AFB.
- The board determined that during the return to the base:
 - The pilots and flight engineers **continued to use the shut-down No. 2 engine's throttle** while leaving the fully-operational No. 3 engine in idle.
 - Both instructor and primary flight engineers **failed to brief, and pilots failed to consider and use, a proper flap setting**.
 - The pilots' **attempt at a visual approach** to runway 32 resulted in the aircraft descending well below a normal glide path for an instrument-aided approach or the normal visual flight rules pattern altitude.
 - The aircraft **commander failed to give a complete approach briefing** that would have included non-standard factors, configuration, landing distance and missed approach intentions.

• WHY?

[C5 Animation](#)

😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model

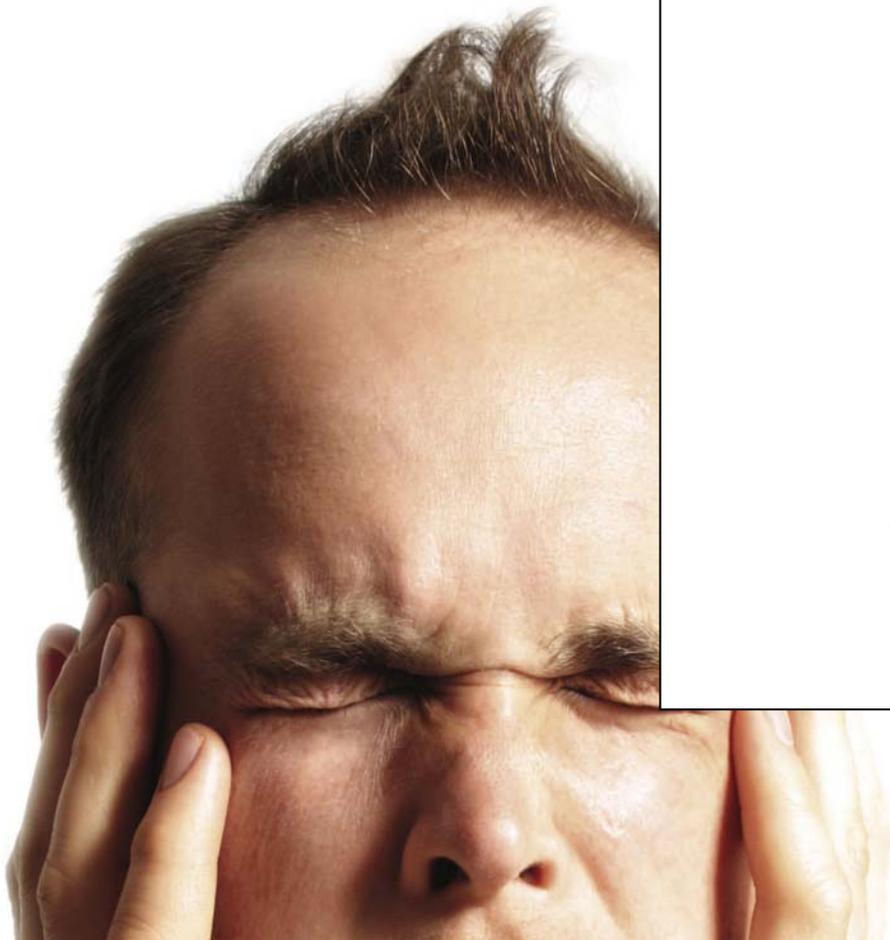
psychological injuries



workplace stress

what about this?

😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model



**people
under distress
sabotage their
professional
and private life**

Let's focus on the most straightforward link between causal factors and cost:

Psychological Injuries and Workplace Stress





In 2003-2004, Australian Government claims for psychological injury accounted for 7% of total workers' compensation claims, though nearly 27% of total claim costs

VIC 2007: Psychological injury: 12%

The average cost of a psychological injury claim is about 6-7 times higher than the average cost for a non-stress claim

Tip of the Iceberg!

Not in stats: sick leave, absenteeism, walking away from job...



work-related contributing factors (according to a case study undertaken by the Centre for Corporate Health, 2004) :

- Exposure to traumatic incidence
- Performance investigations / complaints
- Performance management
- Exposure to aggressive clients
- Conflicts with colleagues
- High workload
- Poor management skills of managers/supervisors
- Transfers
- Poor person-job fit.



work-related contributing factors (according to the Australian Customs Services' OHS Hazard Instruction and Guideline, 2007) :

- Lack of communication
- Culture of blame
- Expectations that people will regularly work long hours / fast working pace
- Too much to do, not enough to do
- Confusion about responsibilities / too much responsibilities
- Role requires employee to behave against personal values / in conflicting ways
- Poor relationships with team / bullying
- Change in workplace / fears over job security
- Little opportunity for challenge, lack of control over activities
-



But:

The study showed that claims are usually made only when distress has become significant and people are already suffering from clinical levels of distress.

(Case study undertaken by the Centre for Corporate Health, 2004)

In Australian Customs Services' OHS Guidelines we read:

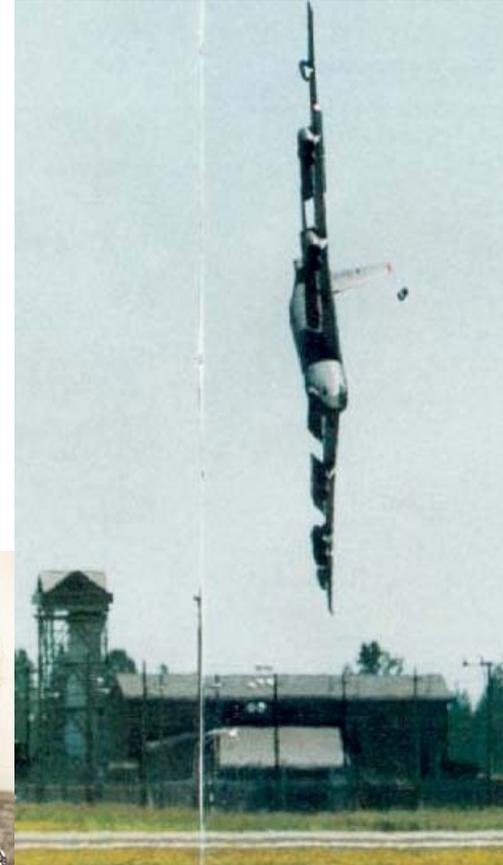
- “It is important that employees are clearly
w

Do we have to accept?

- It is however important that **everyone understands**
the
inj
those employees at greatest risk.

how to do this?

☹️☹️☹️ process
☹️☹️☹️ communication
☹️☹️☹️ model



why again and again?

😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model

There are early warning signals, but we have to be able to ...

- identify
- decode and
- understand these signals.

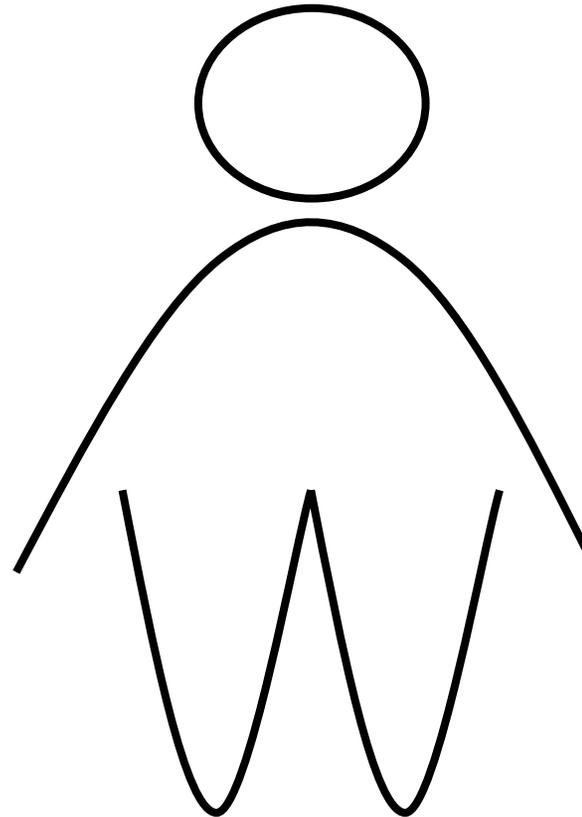


workplace stress

😊😊😊 process
😊😊😊 communication
😊😊😊 model

application software

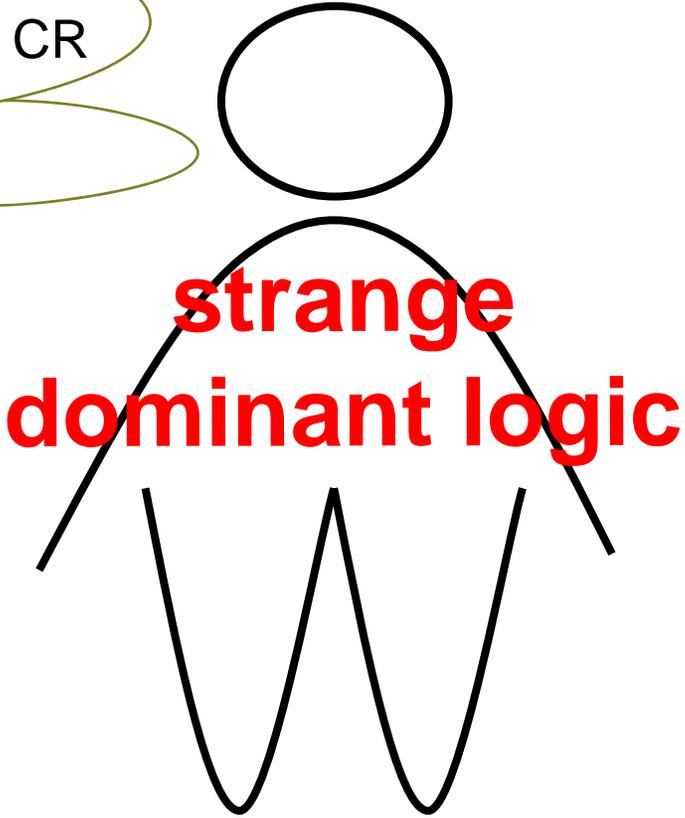
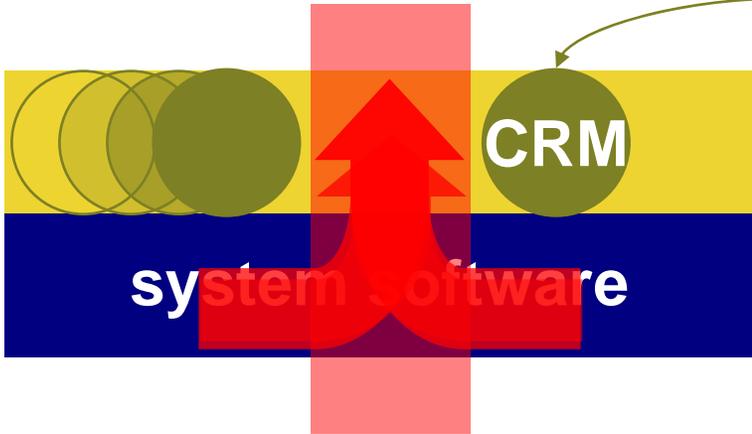
system software



background

☺☺☺ process
☺☺☺ communication
☺☺☺ model

SA DM COM COOR WLM SM CR



background

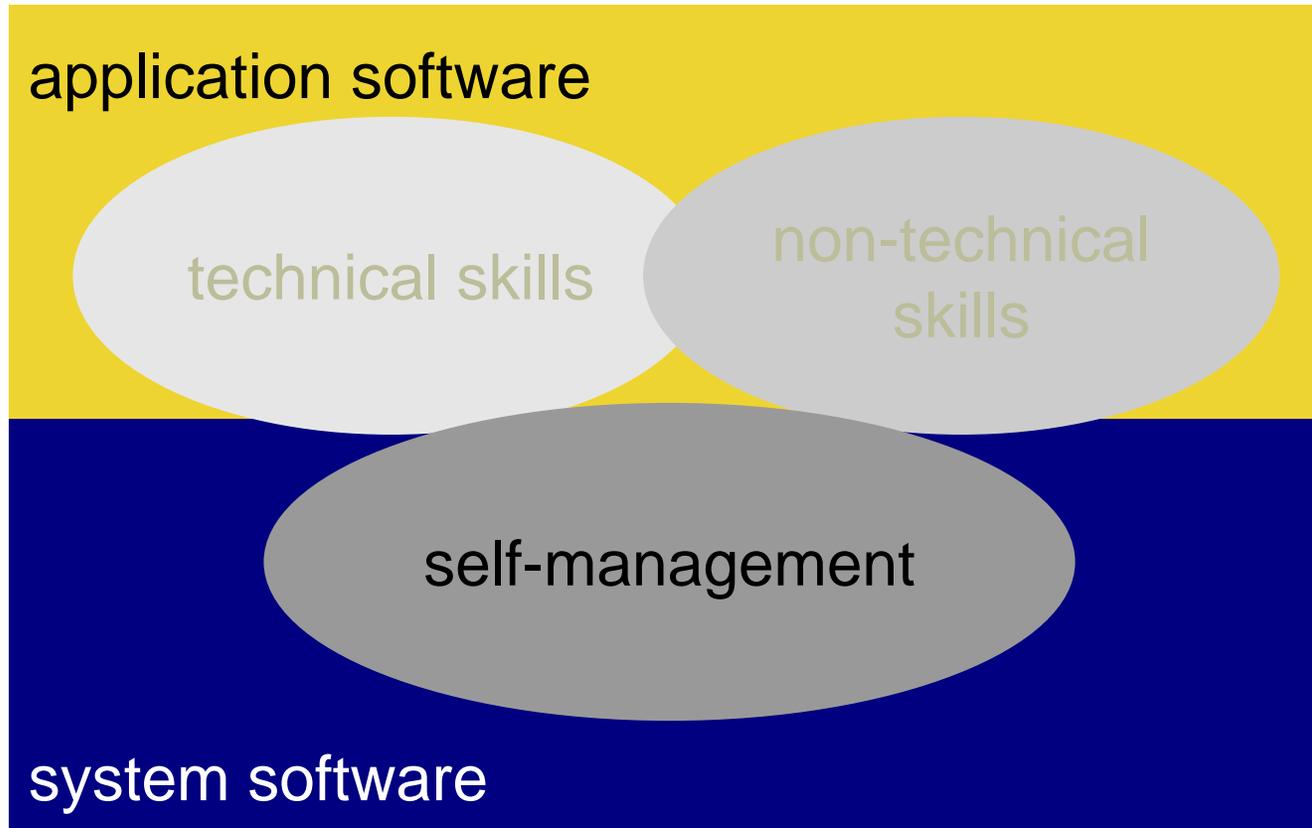
☹️☹️☹️ **process**
☹️☹️☹️ **communication**
☹️☹️☹️ **model**

application of few
strange dominant logic

mis-communication
underperformance
mis-management
conflict
failure
damage, injury and death

need to focus

😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model



need to focus

😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model

The Tool to ...

- identify
- decode and
- understand these signals:

Process Communication Model[®] (PCM)



workplace stress

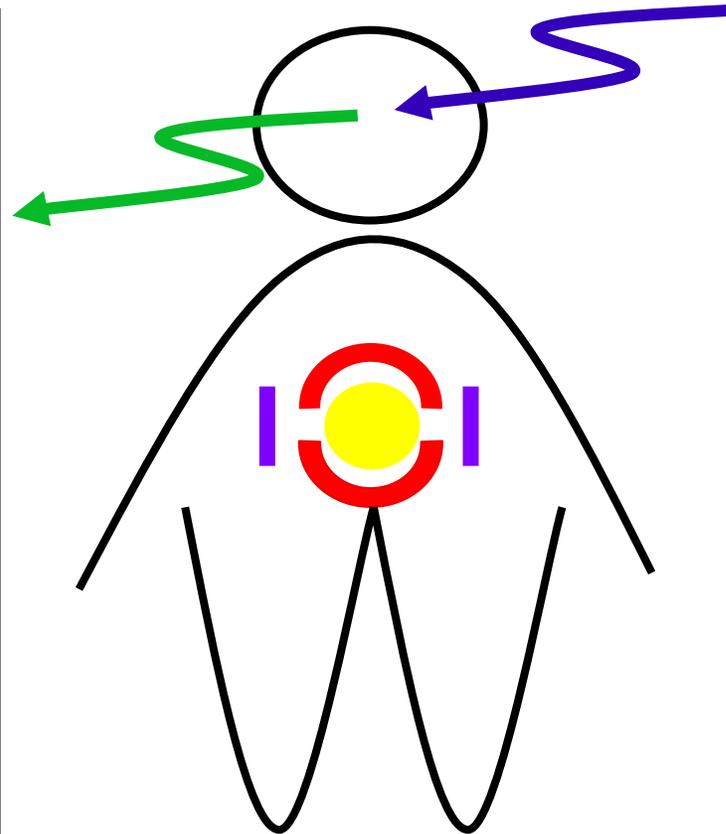


Process Communication Model® (PCM)

- early 70's: US research in clinical environment
- Dr Taibi Kahler: 1977 Eric Berne Memorial Award
- 1978 NASA
- US, Europe, Africa, Japan, Australasia
- Business, Operations, Therapy, Education, Politics.

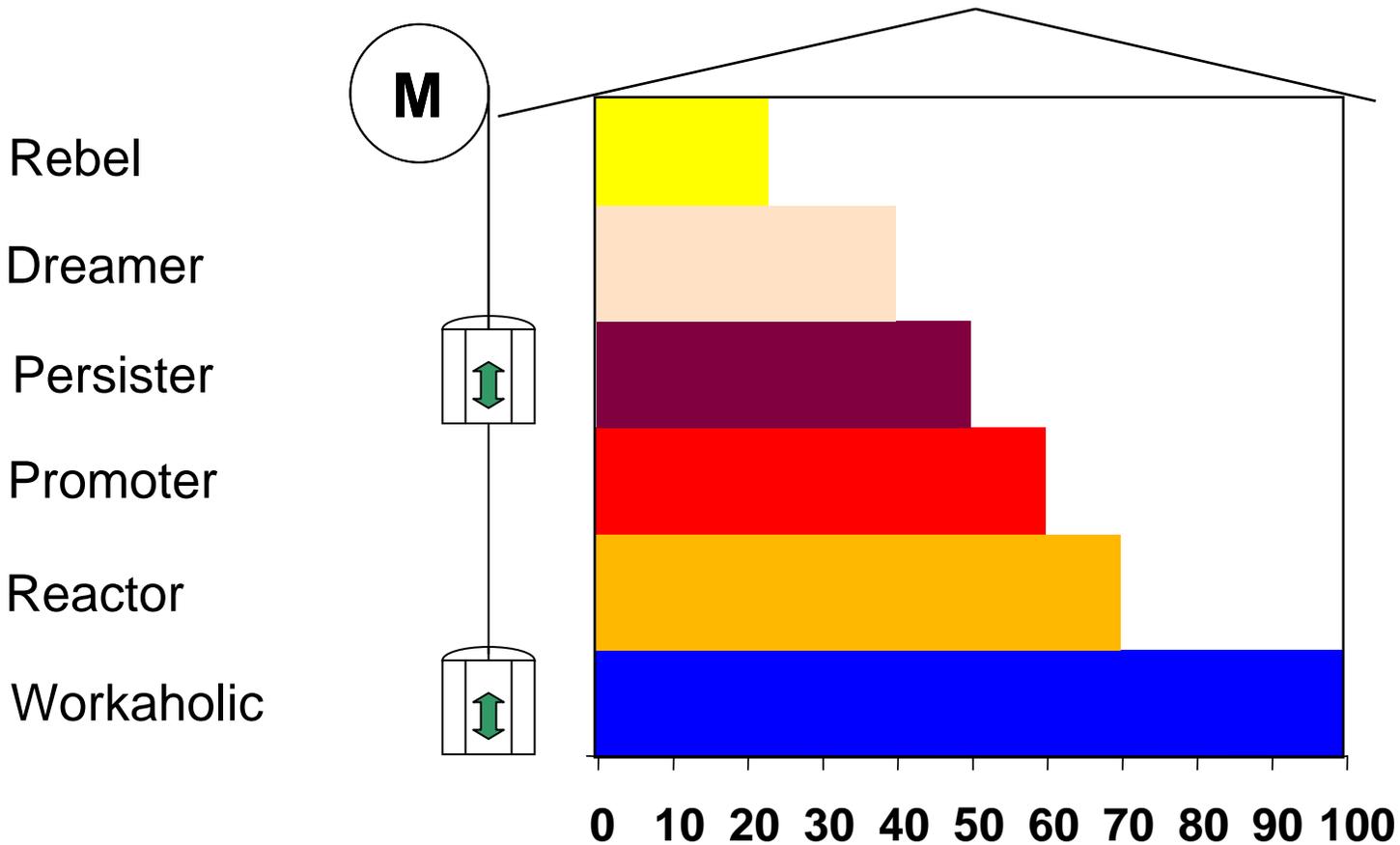
😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model

- 6 types
- all in us
- individual order
- individual energy
- we do use one or two
- we can use all



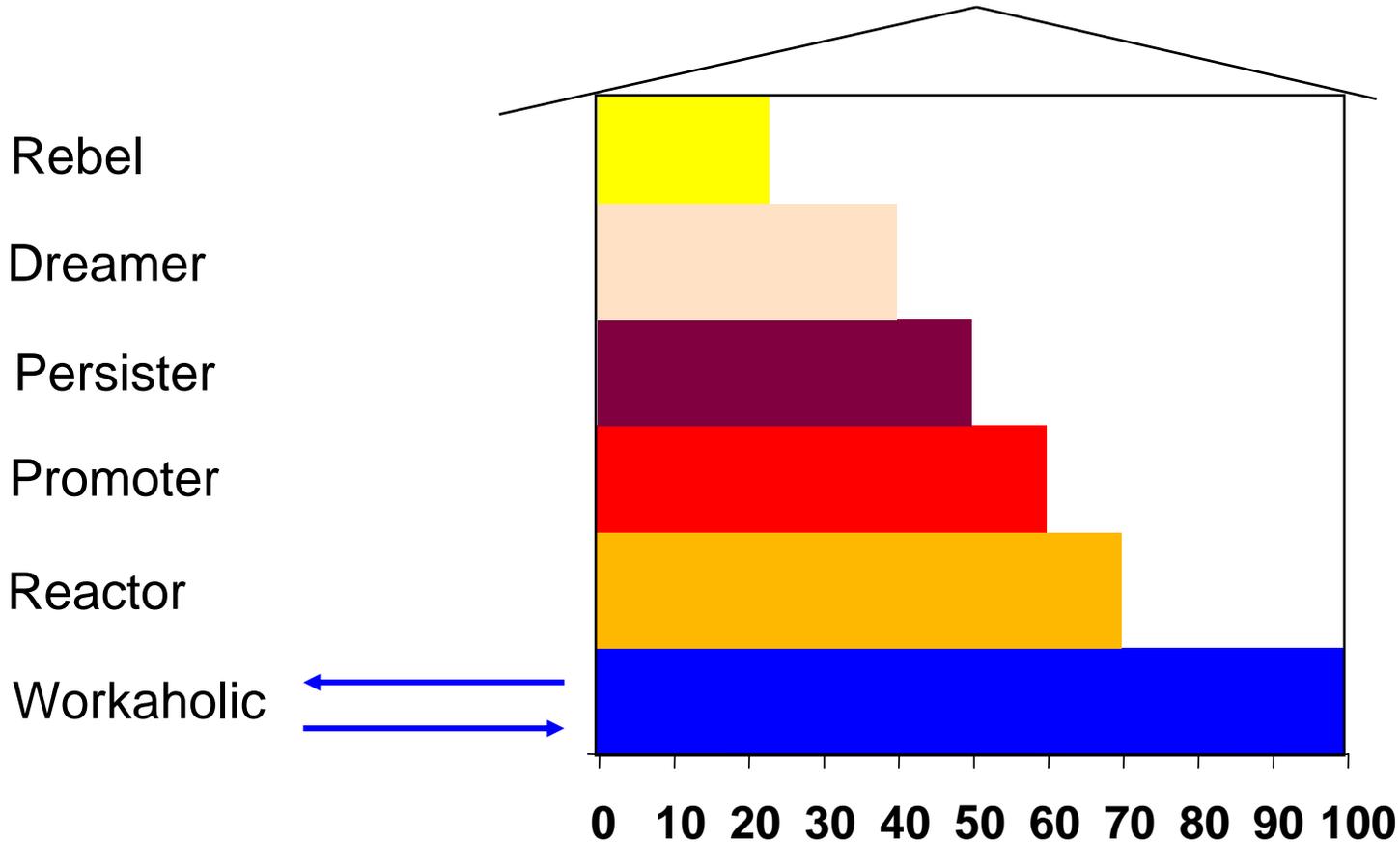
the pcm model

😊 😐 😞 **process**
😊 😐 😞 **communication**
😊 😐 😞 **model**



how it works

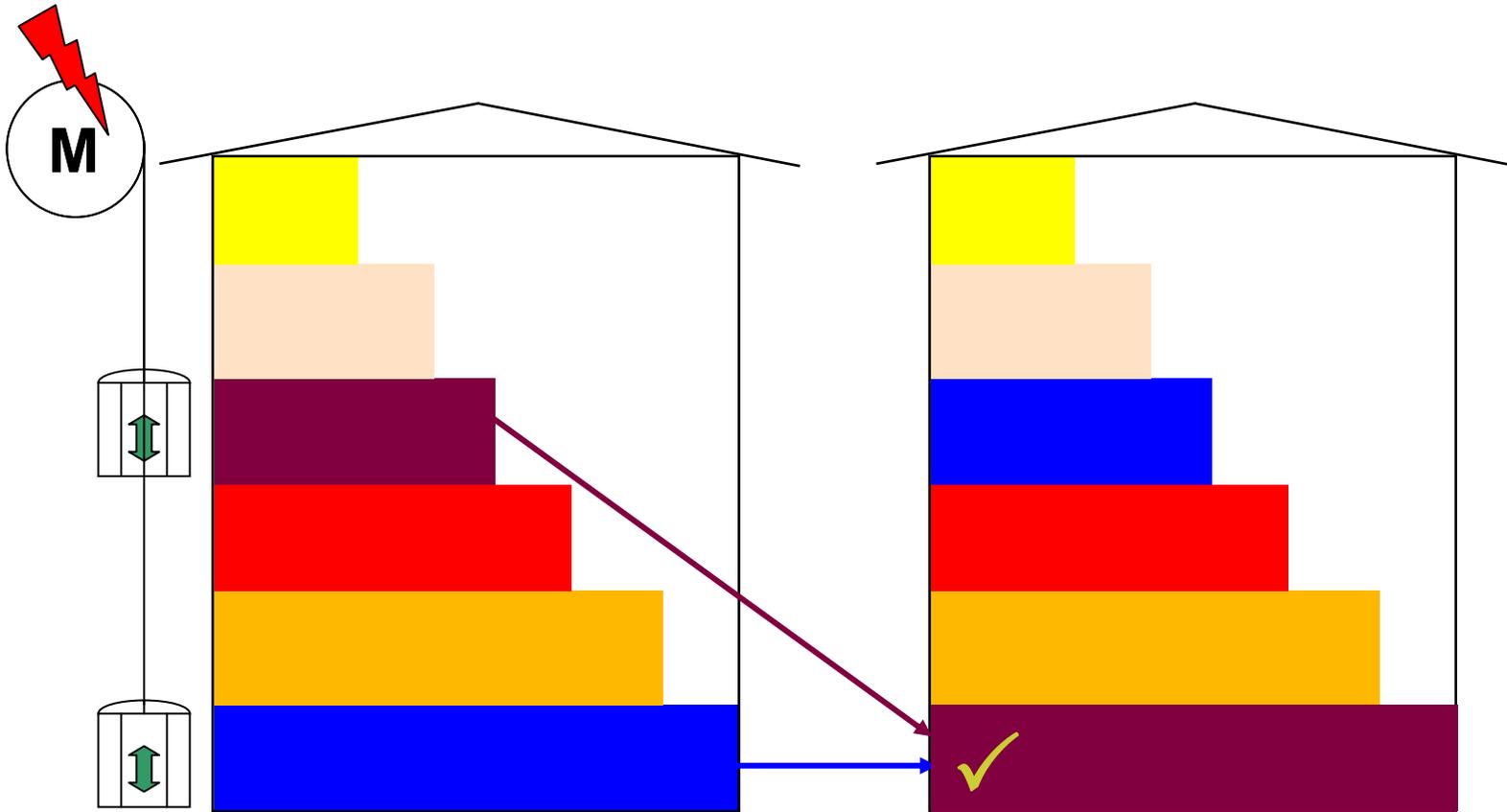
😊 😐 😞 **process**
😊 😐 😞 **communication**
😊 😐 😞 **model**



how it works

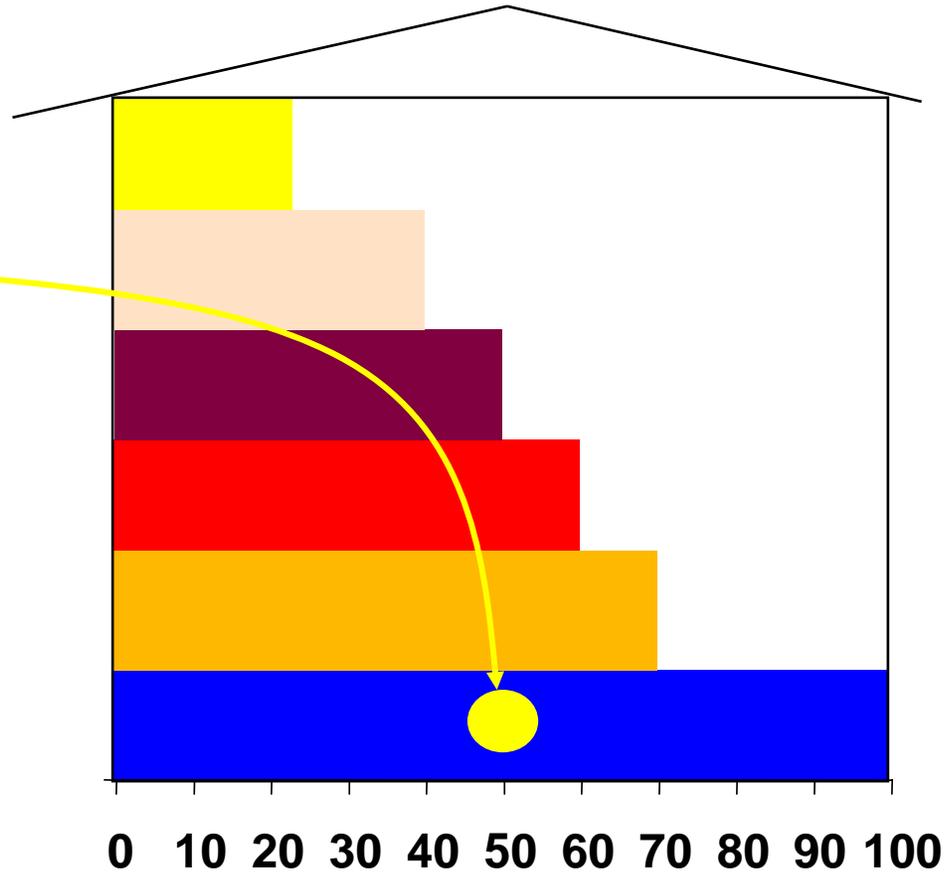
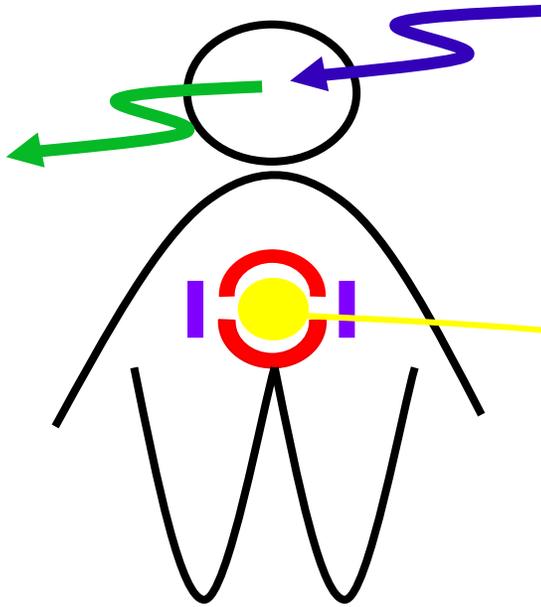
😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model

communication



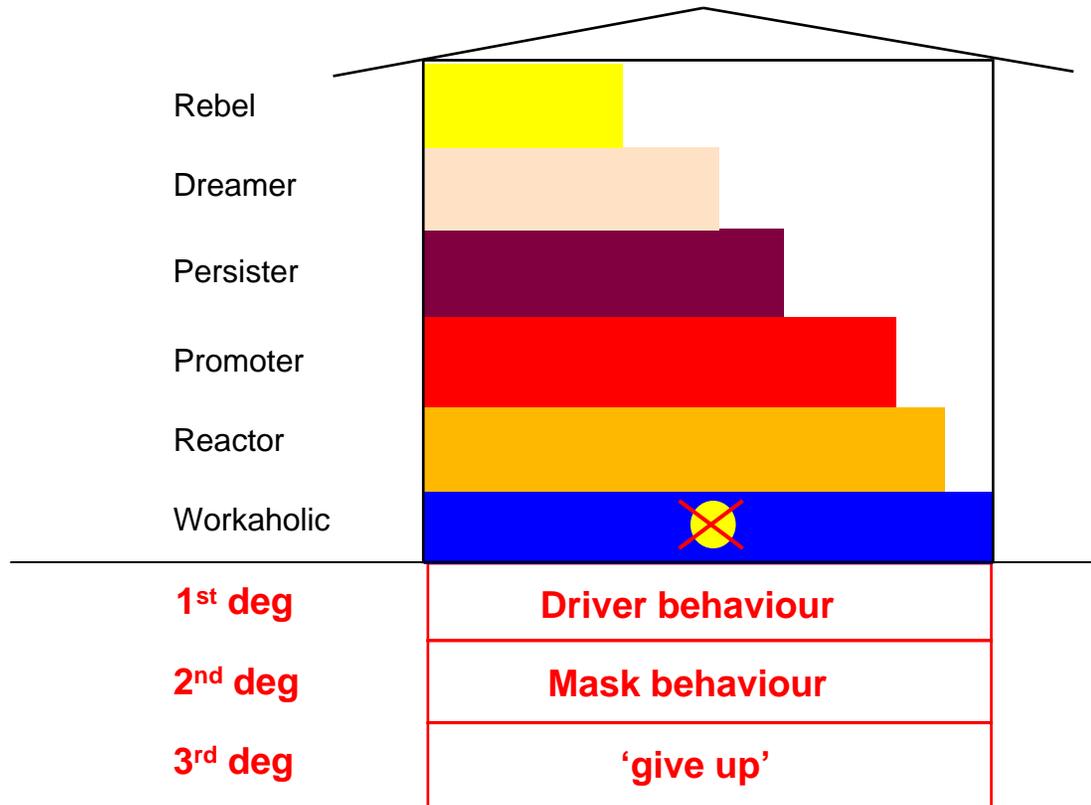
how it works

☺☺☺ process
☹☹☹ communication
☹☹☹ model



how it works

distress





PCM:

- Detects, identifies and decodes early stress warning signals
- Improves communication, motivation, stress and conflict management
- Supports risk assessment and situation management
- Complements existing safety processes and tools
- Enhances Just Culture.

 **process**
 **communication**
 **model**

- Achieve listening skills to a mastery level
- Have an effective communication model
- Decode and understand other people's behaviour
- Predict and identify the onset of behavioural failure patterns
- Intervene constructively through communication
- Detect and correct miscommunication before it contributes to the incident or accident
- Find out why something has happened
- Respond quickly to situations and defuse stress or amplify safety messages
- Invite people on the way to making a U-turn away from potential harm back into safe behaviour.



PCM:

- Is not the silver bullet
- Needs time and practice
- Does not come free
- Needs the full commitment of management and staff.

😊😊😊 process
😊😊😊 communication
😊😊😊 model



Excellence requires Training!

let's not forget

process
communication
model



😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model



😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model



MASTER WARN MASTER CAUT

System not connected

BOOSTER 1

BOOSTER 2

BAT1 067.5

BAT2 035.6

BAT3 050.8

BAT4 066.9

SYSTEM

RESERVE

BAT5 021.3

BAT6 079.6

BAT7 063.2

BATTERY CHARGING

GENERATOR OUTPUT

Start

OFF

Stop

SOLAR PANEL 000%

INDUCTION COIL 067%

Window

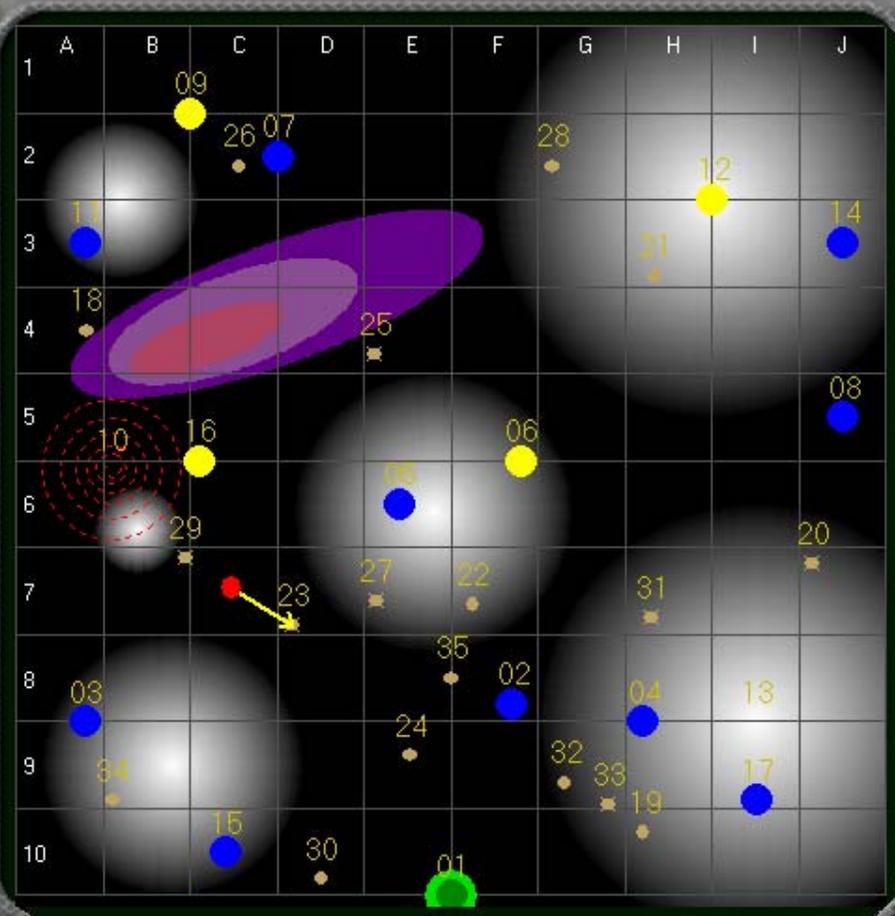
Camera up

Camera <

Camera >

Camera down

Open/Close Visual Window



MESSAGE

Approaching Waypoint 29!

CLEAR

TASK

Perform Task N001 (300sec)

CLEAR

Get Task

A B C D E

SEND



MISSION STATUS

TOTAL SCORE 84

TIME ELAPSED 19:01

FLIGHT CONTROL

SPEED 83

LAUNCH LANDING ABORT

LAUNCH LANDING ABORT

MASTER WARN MASTER CAUT

System not connected

Window

Camera up

Camera <

Camera >

Camera down



Open/Close Visual Window

MESSAGE

Approaching Planet 7 perform landing-checklist!

CLEAR

EXPERIMENT

Perform experiment E006 (320sec)

CLEAR

BOOSTER 1 BOOSTER 2

BAT1 ON BAT2 OFF

BAT3 ON BAT4 ON

SYSTEM

BAT5 OFF

BAT6 RESERVE BAT7

BSTR 2 SYS BSTR 2 SYS

BSTR 1 OFF BSTR 1 OFF

SOLAR PANEL INDUCTION COIL

OFF OFF

TOTAL ENERGY



EXPERIMENT CONTROL

Photo Dust sampler Seismic

Radiation Cargo on/offload Communication

Feed + groom Space walk Data docu

EXECUTE EXPERIMENT

MISSION STATUS

TOTAL SCORE 114

TIME ELAPSED 10:02

NAV PLAN FLIGHT CONTROL

DIRECT TO DELETE LAST WAYPT DELETE ROUTE

ACCEL SPEED



: OPERATIONS MANUAL ENGLISH

القطار الفضائي

Left Command Module

1 Master Warning/Master Caution

Latent or immediate dangerous status of any spacecraft component is indicated with the assistance of these visual and acoustic instruments. The warning light goes out as soon as appropriate countermeasures to alleviate the critical condition have been successfully executed.

2 Energy Monitoring Unit

The Bat1 to Bat7 indicators allow you to monitor the remaining charge status of all 7 battery packets. Remaining charge **000 – 025** means: battery is empty to maximum 1/4 charged
 Remaining charge **026 – 050** means: battery is in the critical range
 Remaining charge **051 – 100** means: battery is at least 1/2 to fully charged

3 Battery Charging

This instrument is for recharging of the battery packs on specific planets with re-charging functions*. Press START to begin the fast-charging, high-power process, and push STOP to end the process. This procedure allows for a quick turn-around and fast-charging of all of your battery packs at the same time.

*see the chapter on galaxy X578 for more on way-points, stars, planets and powerplanets (p. 17/18)



Checklists

C015 «Seismic»

1. Open visual window
2. Solar panel retracted
3. Bat 5 (system) ON
4. Push «seismic» button once (selected pushbutton will be highlighted).
5. Measurement of seismic activity runs by itself once the «execute experiment» button has been pushed.

Warning: Push «execute experiment» only when all necessary steps of the experiment have been performed.

C016 «Spacewalk»

1. Open visual window
2. Bat 5 (system) ON
3. Acceleration-lever set to zero
4. Push «spacewalk» button once (selected pushbutton will be highlighted).
5. Extravehicular activity and space rover preparation run by themselves once the «execute experiment» button has been pushed.

Warning: Push «execute experiment» only when all necessary steps of the experiment have been performed.

C017 «Dust Sampler»

1. Open visual window
2. Bat 6 (reserve) on SYS
3. Induction coil position 3
4. Push «dustsampler» button once (selected pushbutton will be highlighted).
5. Sampling of ground level dust runs by itself once the «execute experiment» button has been pushed.

Warning: Push «execute experiment» only when all necessary steps of the experiment have been performed.

™ GEMASIM



:TASK MANUAL

1

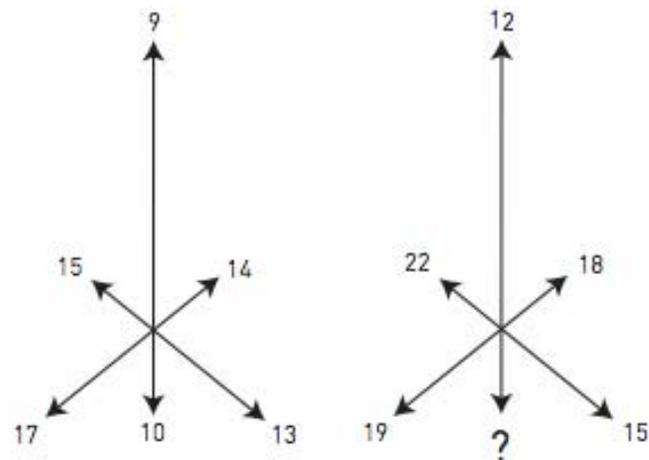
ENGLISH

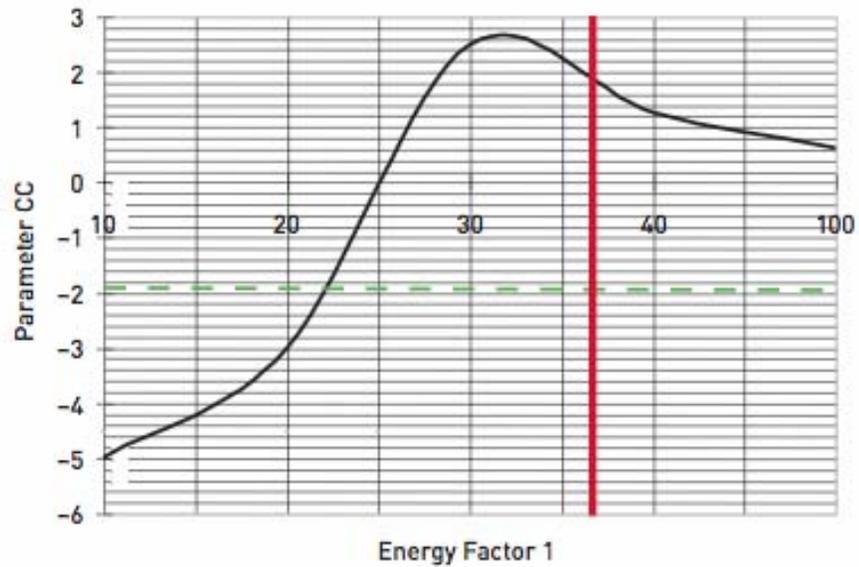
GEMASIM

1024

Provide the missing number

- A) 5
- B) 6
- C) 7
- D) 8
- E) 9





G002

What exactly is the parameter CC if the energy factor 1 has reached a value of 5 times 7?

- A) -3.123
- B) -2.200
- C) 2.200
- D) 1.200
- E) 1.700

USAF's four most common causes in mission failures and breakdowns (A-10, F-15C, F-15E, F-16, MQ-1):

- Channelised Attention
- Task Misprioritisation
- Selected the wrong CoA
- Crew Coordination
- [SBIR Phase I & II](#)

☹️☹️☹️ process
☹️☹️☹️ communication
☹️☹️☹️ model



😊 😐 😞 process
😊 😐 😞 communication
😊 😐 😞 model



 process
 communication
 model

**thank you
for your attention!**

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anzsasi 2008 adelaide

 **process**
 **communication**
 **model**

- for PCM research data, validation and background
- for PCM endorsements and worldwide links
- for further information go:

www.processcom.com.au

www.kahlercom.com.au

- for GemaSim info go:

www.gemasim.com

