

EMBRY-RIDDLE

Aeronautical University

A Pre-Flight to AVIATION LEADERSHIP

Presented by

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Office of Professional Education Instructor

Thursday | February 13, 2025 | 13:45-16:00



INTRODUCTIONS

Embry-Riddle Online Course CE2123
Leadership in Flight Department Operations

“Leadership is a practice, not a position.”

LEADER

Visionary

People-focused

Accountable

MANAGER

Structure-focused

Goal-oriented

Team-oriented

DISCUSSION

So, what constitutes a

GOOD LEADER?

Who comes to mind ...

LEADER

Set a vision, inspire, guide,
and motivate their team.

MANAGER

Set goals, manage resources,
analyze performance, make
decisions, and review.

DISCUSSION

How do we recognize

CHARACTERISTICS

of an effective leader? ...

AUTOCRATIC
(aka Authoritarian)

DEMOCRATIC
(aka Participatory)

LAISSEZ-FAIRE

TRANSFORMATIONAL

AUTOCRATIC

(aka Authoritarian)

"Do it because I said so."

WHEN IT WORKS:

When decisions must be made quickly to deal with chaotic circumstances.

Decisiveness, drive, and a clear focus on the task at hand.

WHEN IT DOESN'T:

Seasoned, experienced team.

Comes off as micromanagement with little regard for the team's experience.

DEMOCRATIC

(aka Participatory)

Elicits input from others, then makes decisions based on that input.

WHEN IT WORKS:

Participatory approach - all members of the group feel they have an equal voice.

Brainstorming.

WHEN IT DOESN'T:

Group dynamics can get in the way.

Requires disciplined framework.

LAISSEZ-FAIRE

Empowers team members to make decisions and operate somewhat autonomously to carry out team objectives.

WHEN IT WORKS:

Works well when there is strong trust between leadership and the team.

WHEN IT DOESN'T:

Inexperienced group lacking training and motivation will not do well if their leader isn't around directing.

Hands-off approach will most likely fail.

TRANSFORMATIONAL

Makes life meaningful for their employees - Providing empathy and an atmosphere of loyalty ... which keeps excitement and enthusiasm alive.

WHEN IT WORKS:

Group members rally around company leadership and work in harmony.

WHEN IT DOESN'T:

Lead to early burnout.

Requires constant communication between management and the staff.

ANATOMY OF LEADERSHIP THEORY

USAIRWAYS 1549

January 15, 2009

Airbus A320 | 150 PAX | 5 Crew





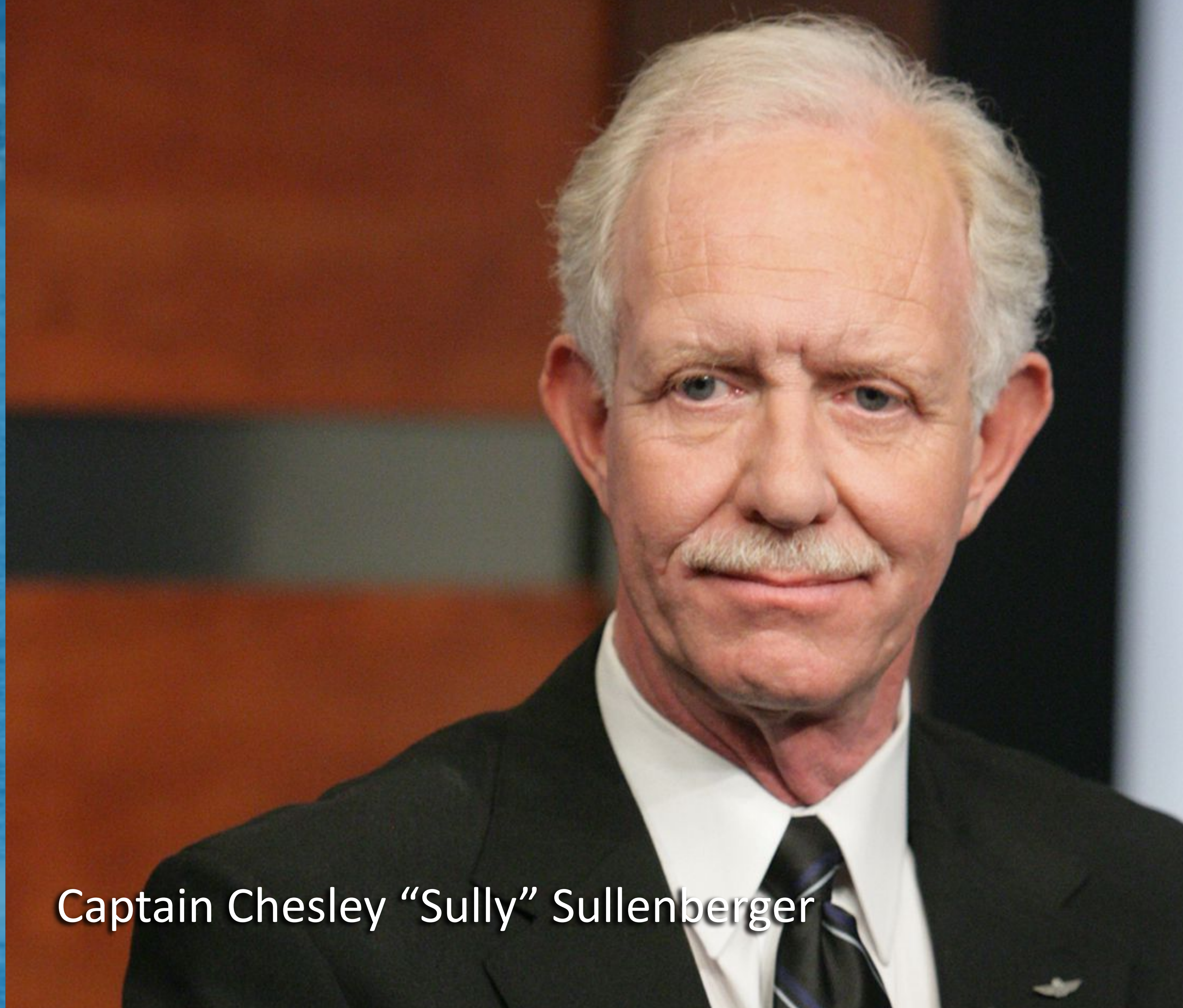
KLGA Tower



CAPT Sullenberger

F/O Skiles

- ☐ Autocratic
- ☐ Democratic
- ☐ Laissez-Faire
- ☐ Transformational



Captain Chesley “Sully” Sullenberger



UNITED AIRLINES 232

July 19, 1989

DC-10 | 285 PAX | 11 Crew | Fatalities 112









- ☐ Autocratic
- ☐ Democratic
- ☐ Laissez-Faire
- ☐ Transformational



Captain Al Haynes

Effective LEADERS

Use all forms of expertise available to help guide their teams to excellence.

- Industry sources
- Professional affiliations
- Trade shows
- Seminars
- Department personnel ...

Elicits input from team members.

DISCUSSION

What sources of information or expertise do you use to conduct your job?

What industry sources are available to use?

Do you network with others in your industry for input?

Does your work require you to use particular sources?

DISCUSSION

Is having strong

COMMUNICATION SKILLS

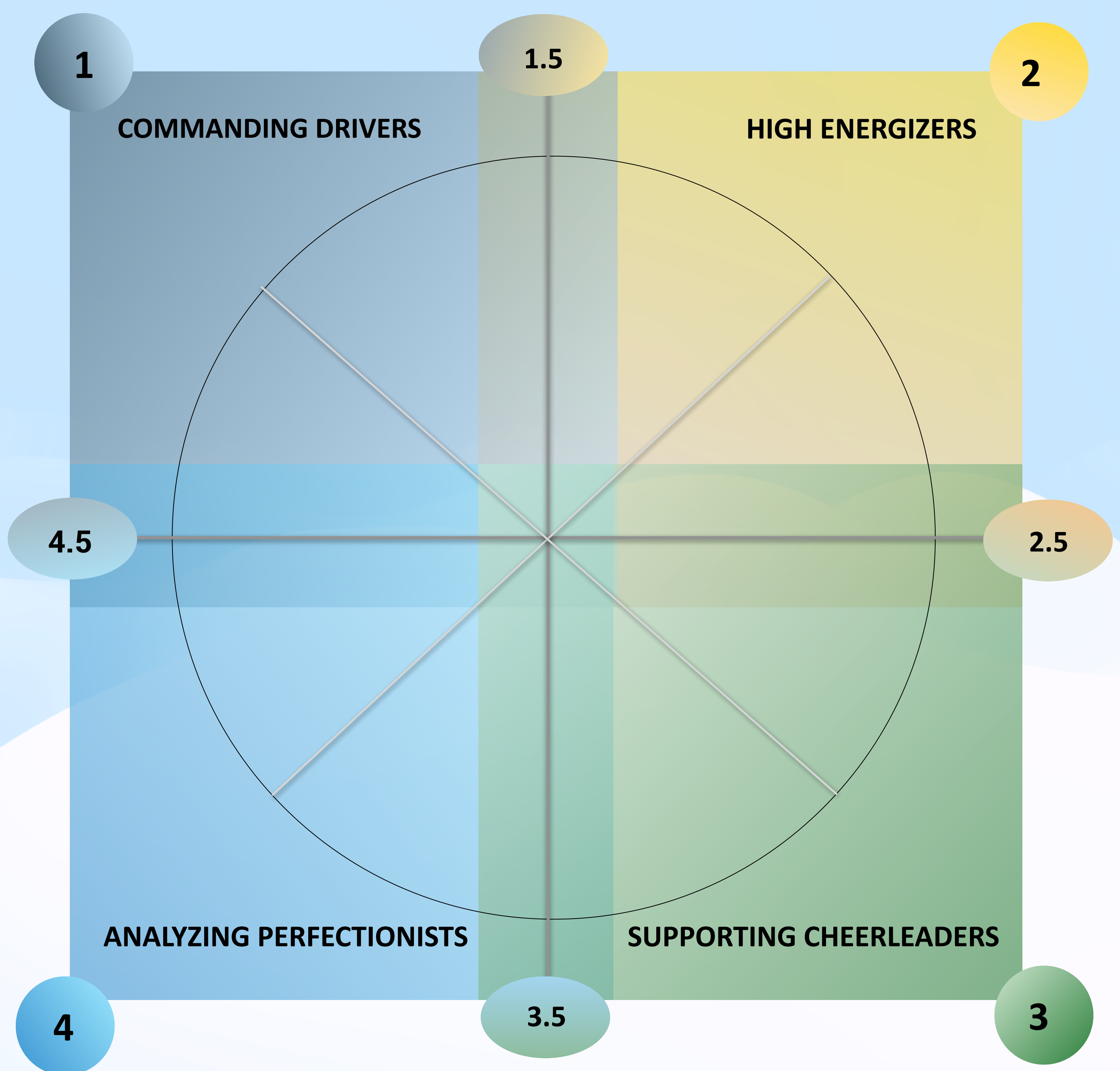
enough to be an effective leader?

PERSONALITY ASSESSMENT

Select one word in each row (1 of 4 words horizontally) that best describes you in your work environment. Do not spend a lot of time thinking and contemplating; select the one word that you agree with how are you now, not how you want to be.

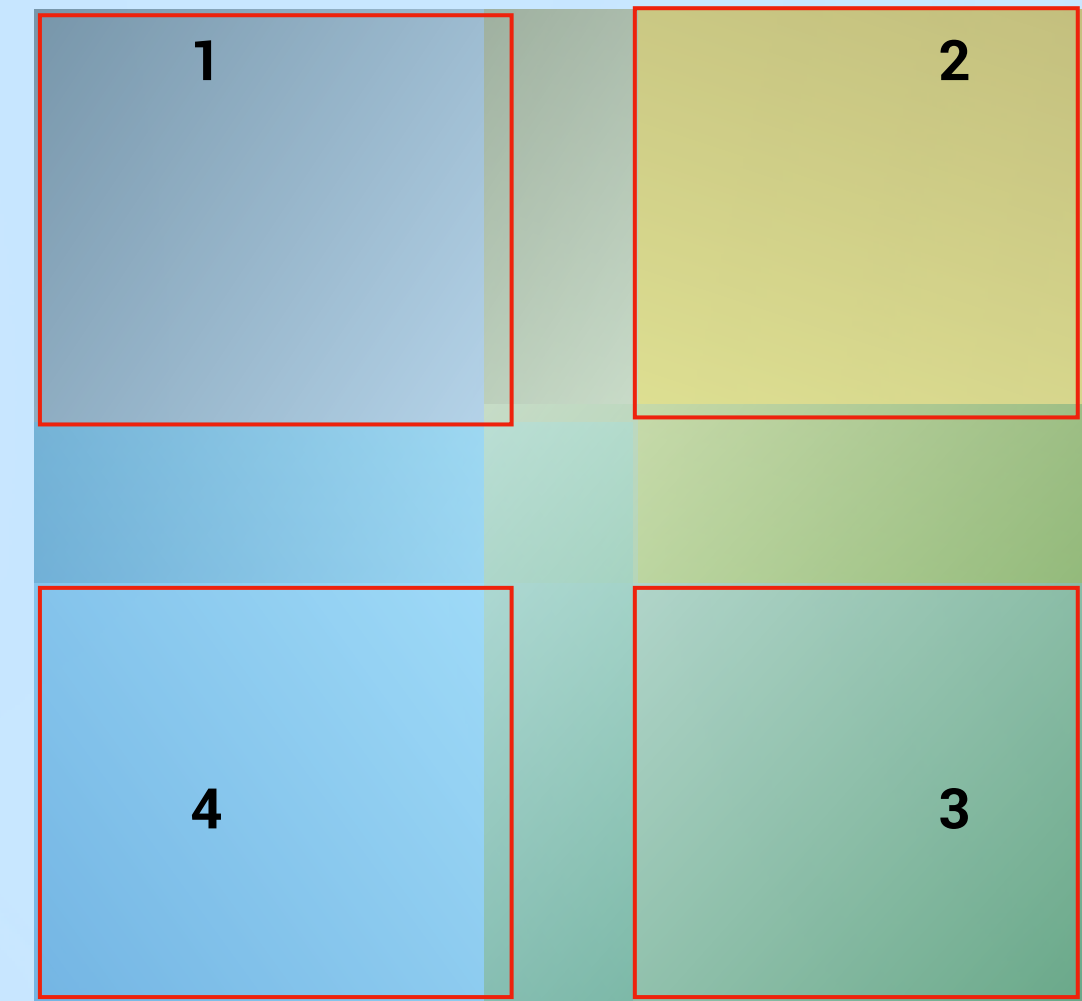
Demanding	Captivating	Contented	Compliant
Competitive	Talkative	Accommodating	Precise
Risk Taker	Excitable	Consistent	Logical
Persuasive	Original	Gentle	Humble
Decisive	Optimistic	Patient	Restrained
Adventurous	Zealous	Discreet	Content
Hard to Please	Charismatic	Humble	Respectful
Thrives on Excitement	Lends a Hand	Adhering Firmly	Carries Out Others Wishes
Willing to Take Risks	Looks on Bright Side	Bighearted	Able to Reason with Validity
Relentless	Full of High Spirited Fun	Delightful	Well Disciplined
Impatient	Vibrant	Kind	Watchful
Strong-Minded	Sociable	Needs Steady Pace	Guarded
Needs Variety	Animated	Diplomatic	Satisfied
Daring	Needs Recognition	Predictable	Introspective
Stubborn	Enthusiastic	Easy-Going	Introverted
Forceful	Attractive	Team Player	Cautious
Determined	Impulsive	Lenient	Refined
Vigorous	Convincing	Calm	Accurate
Outspoken	Good Mixer	Obliging	Reserved
Strong-Willed	Friendly	Cooperative	Systematic
Argumentative	Cheerful	Considerate	Conscientious
Dominant	Light-Hearted	Helpful	Compliant
Pioneering	Expressive	Neighborly	Careful
Restless	Extroverted	Loyal	Analytical
Bold	Appealing	Moderate	Impartial
Brave	Charming	Sympathetic	Controlled
Assertive	Inspiring		
Confident			
Total number of words circled in this column	Total number of words circled in this column	Total number of words circled in this column	Total number of words circled in this column
COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4

PERSONALITY ASSESSMENT



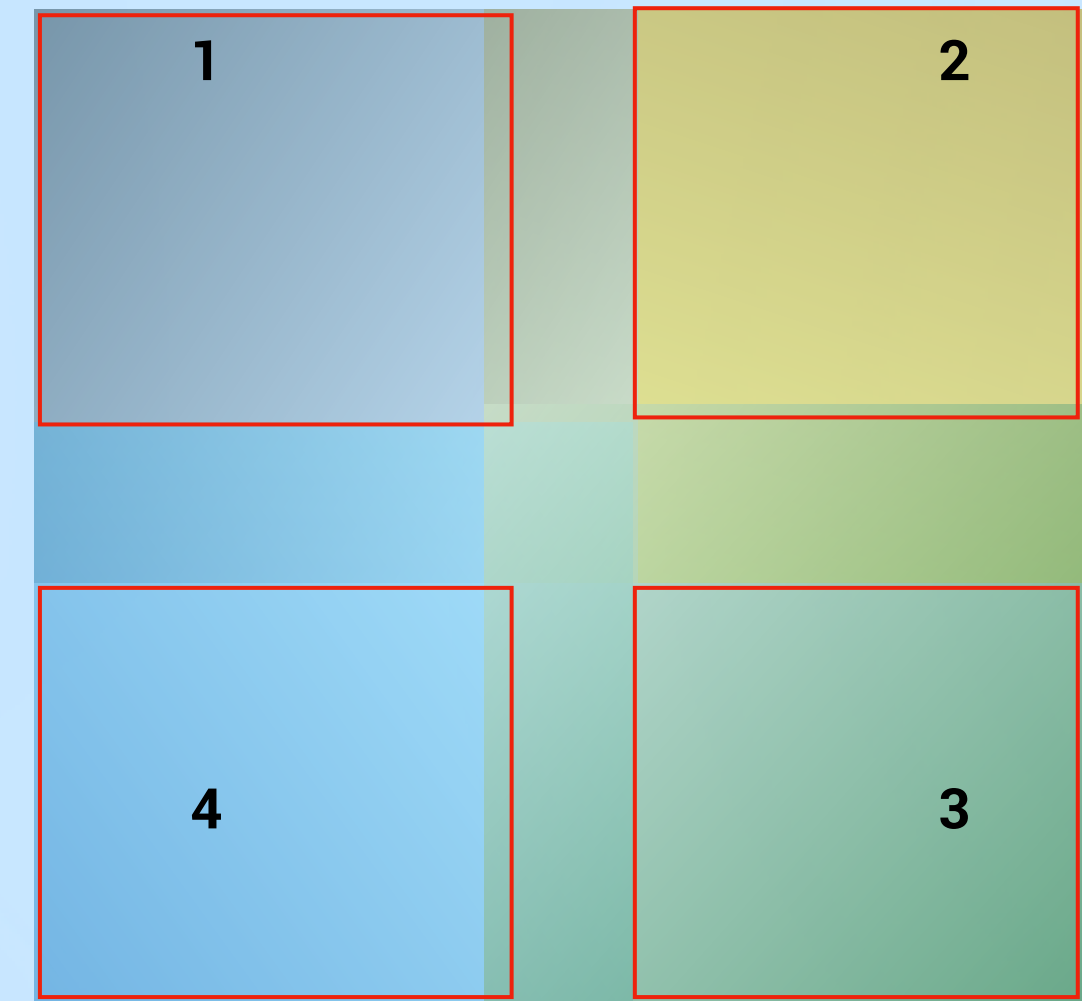
1 COMMANDING DRIVERS

- Driven, dominant, direct and decisive in thoughts and actions
- Displays a take-charge attitude with stated deadlines
- Firm handshake with steady eye contact
- Communicates forcefully or confrontationally
- Competitive: needs a challenge with risks involved
- Can easily get impatient or frustrated with a slow pace
- Values efficiency over accuracy



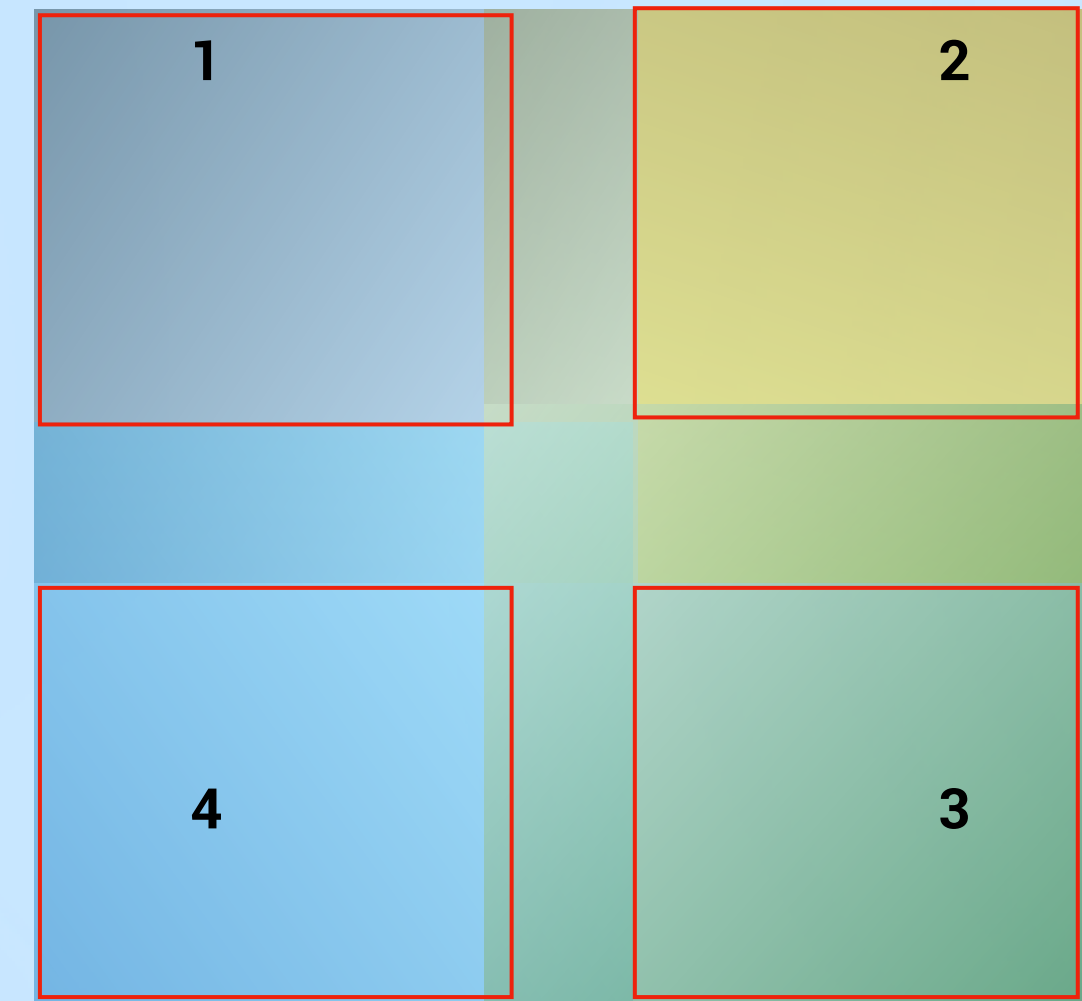
2 HIGH ENERGIZERS

- Very much a socializer, easily excitable
- Tells stories with animated gestures and facial expressions
- Communicates on an informal and personal level
- Lots of voice inflection and vocal variety
- People-oriented, well-liked
- Creative, has a strong sense of humor
- Energetic speakers, motivators and team leaders



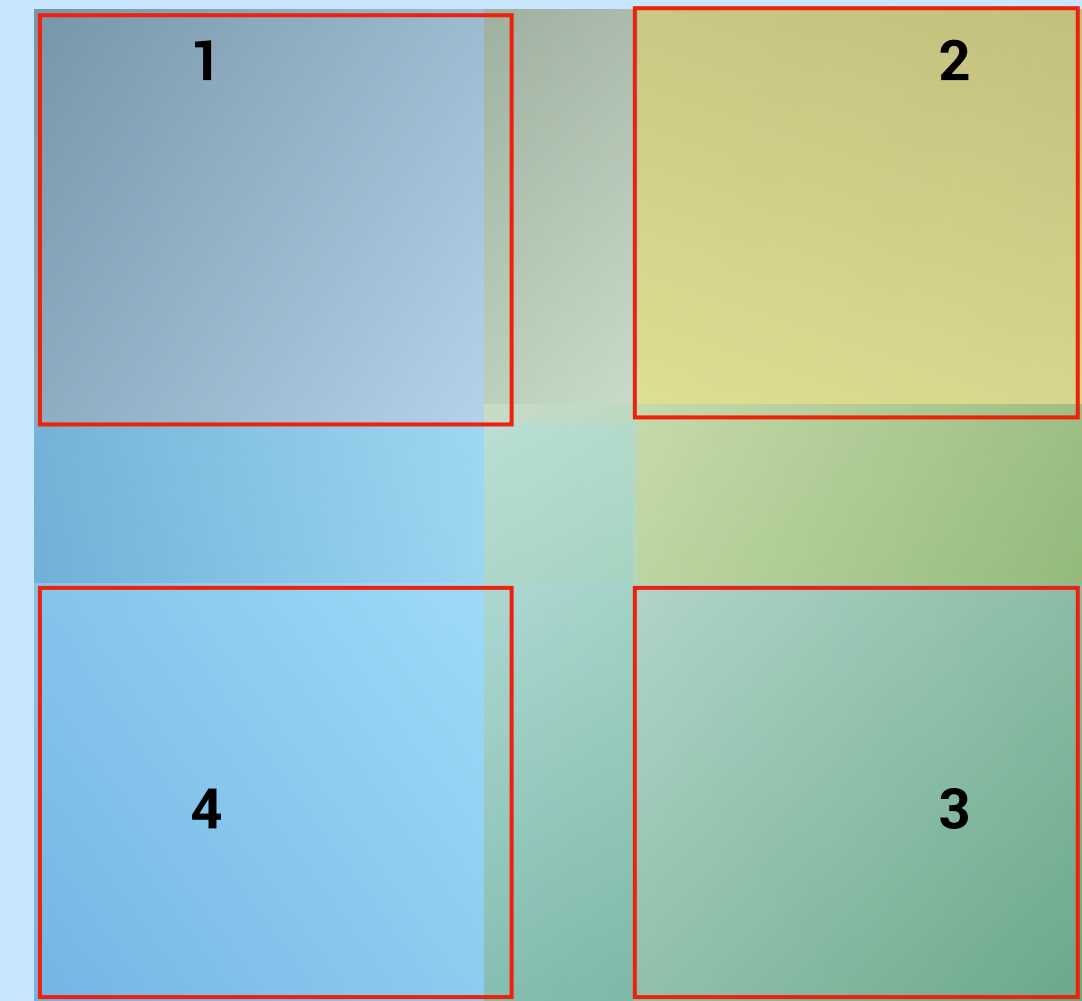
3 ANALYZING PERFECTIONISTS

- Highly organized, detail and task oriented
- Needs facts and supporting documentation
- Formal, focused, written communication
- Analyzes and systematically works through problems
- Monotone voice with few arm and face gestures
- Reason excites them, calculated critical thinkers
- Prefers not to speak until all data has been reviewed



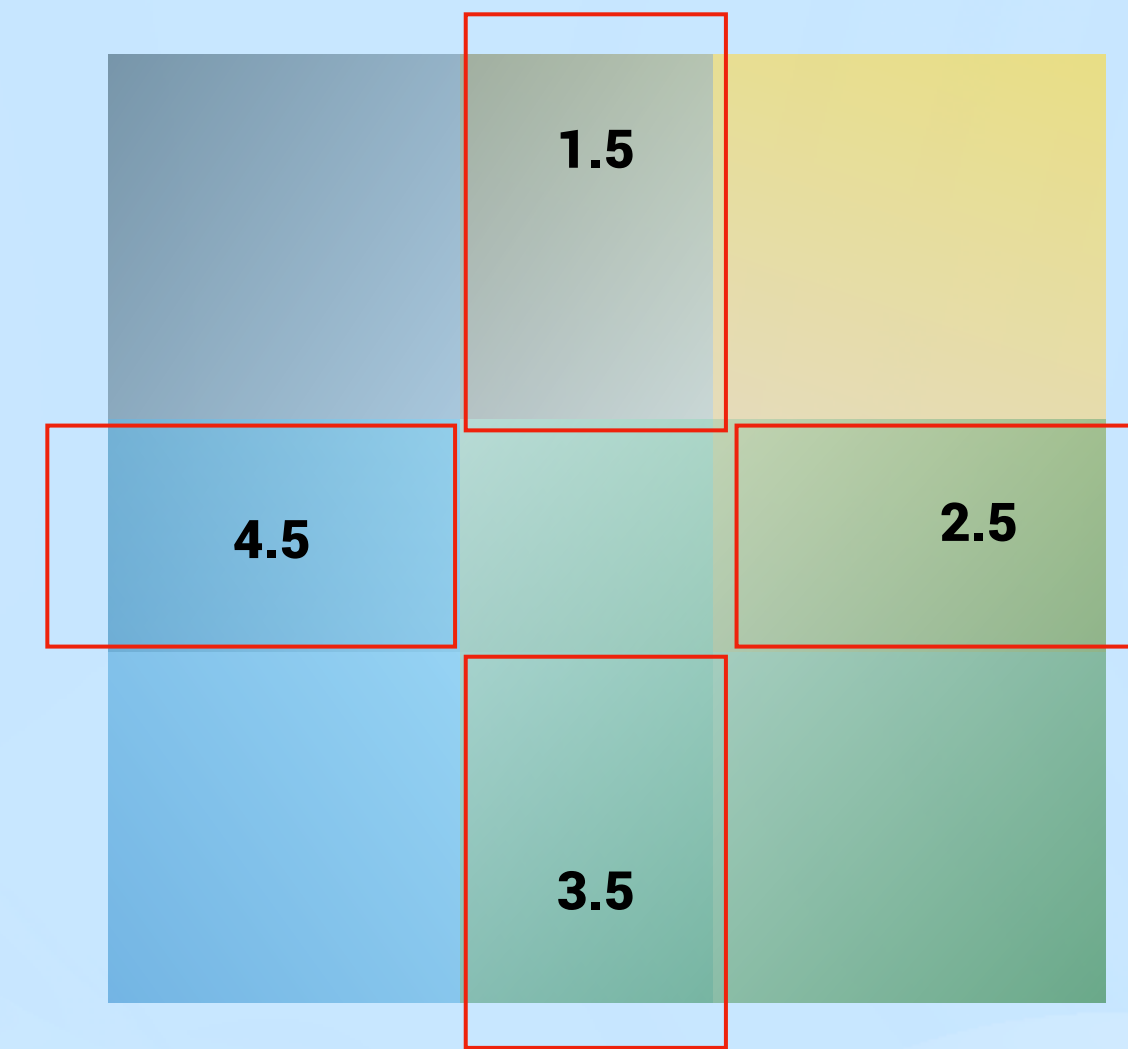
4 SUPPORTING CHEERLEADER

- Solid, stable, steady worker
- Listens more than talks
- Talks slower, quieter, even tempered voice
- Values teamwork and harmony
- Patient, loyal, dependable
- Needs and creates a predictable and supportive environment
- Team player, establishes and maintains rapport with others



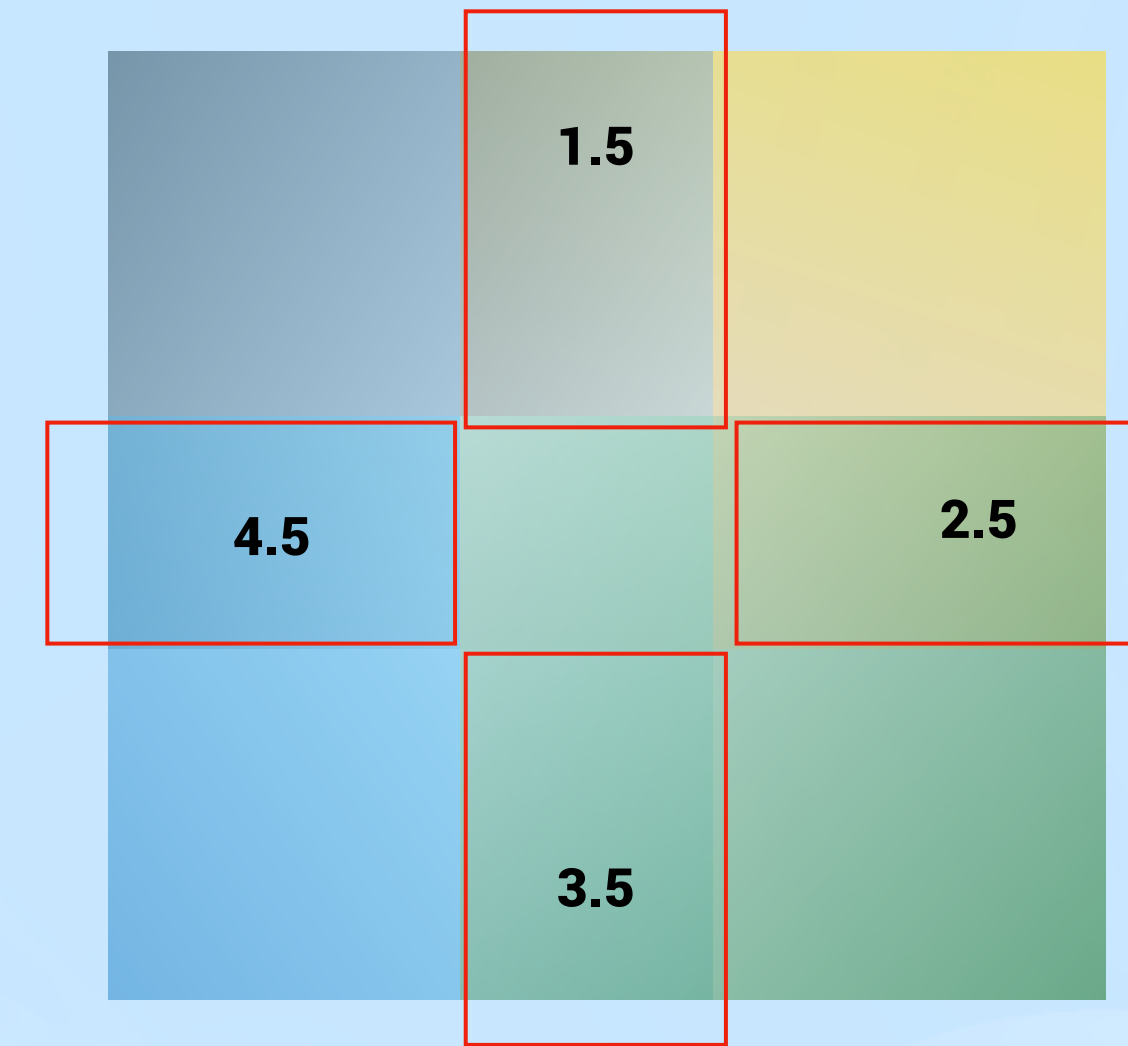
1.5

- See the world, and projects, at the 50,000' level
- Do not concern themselves with details of any kind
- Want results told to them quickly and directly
- Energetic and action oriented – walk fast, talk fast, think fast – and have a difficult time sitting still or standing in one place
- Have a high degree of self-confidence and assertiveness; their attitude can border on arrogance
- Take control of a situation, regardless if they have the leader title or not
- Motivated by opportunities, freedom and taking risks



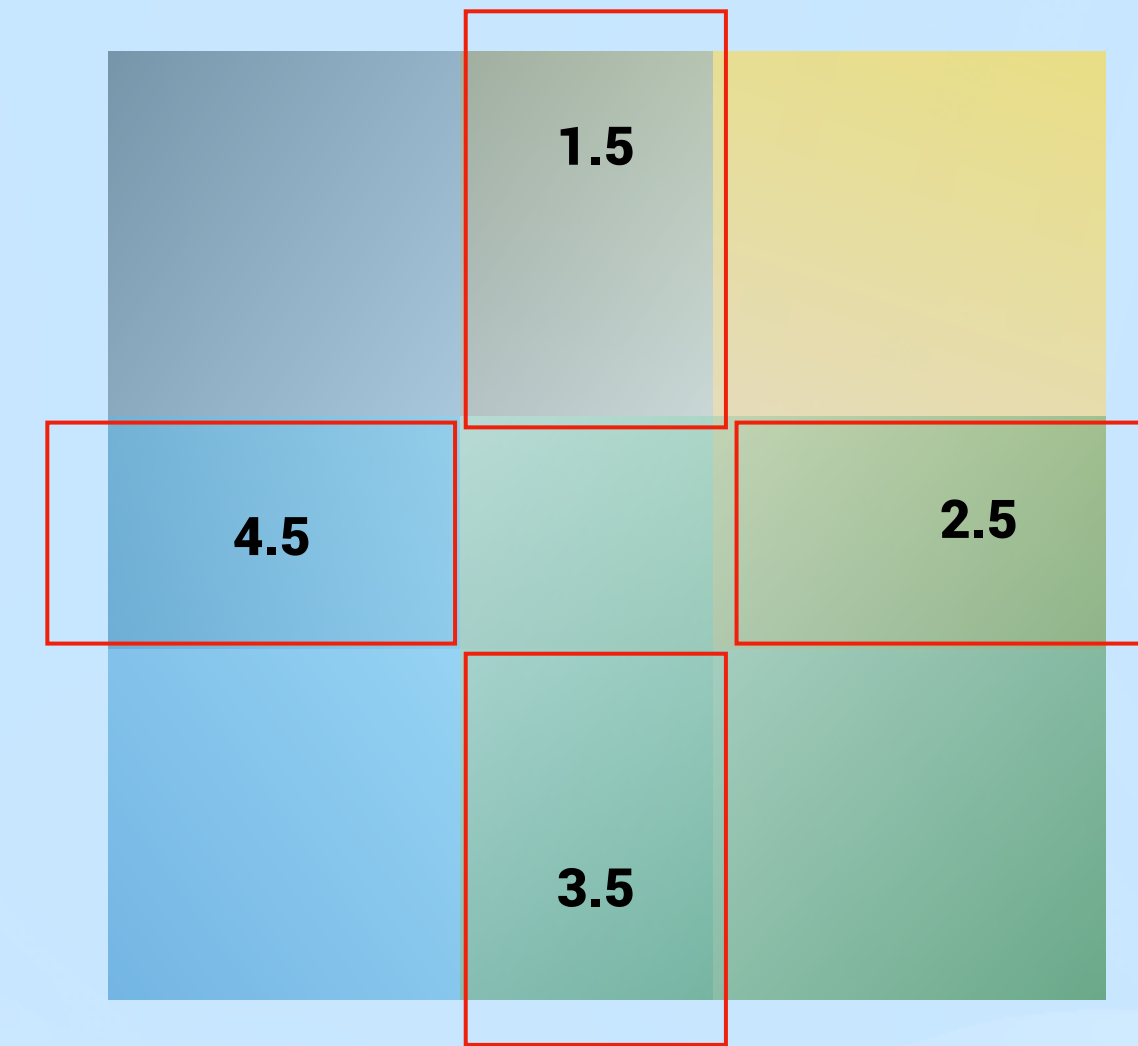
2.5

- Connecting with people is the top priority
- Will ask you about your family and social activities
- Will share their personal information along with stories of their outside work life
- Enjoy talking about any event that has people involved
- Prefer team activities or interactions where they can exchange and share ideas
- Need to feel they are part of a group
- Small talk is essential – just jumping into business will unsettle them
- Need the friendly, personal smile that makes them feel like they are an important member of the team



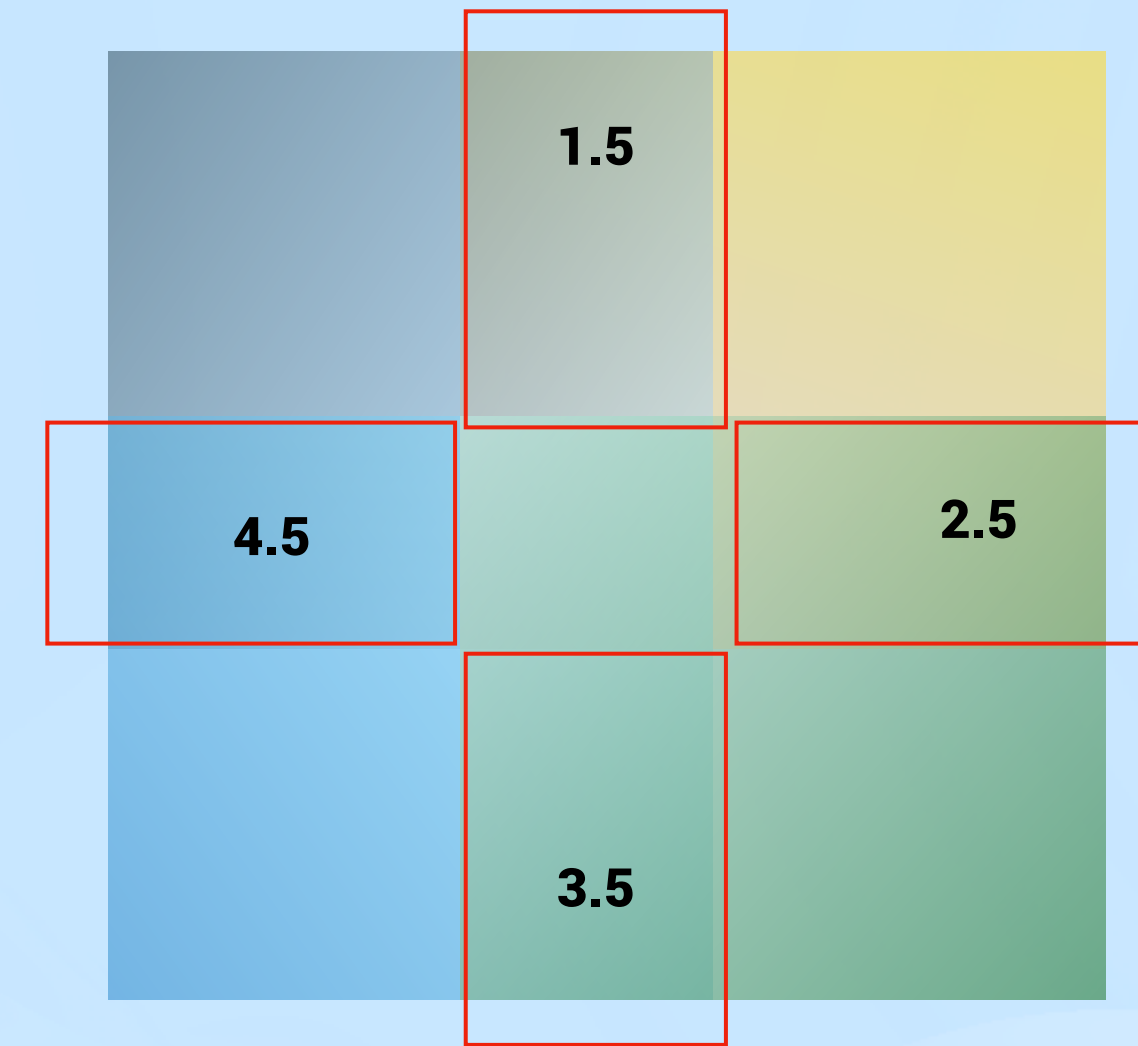
3.5

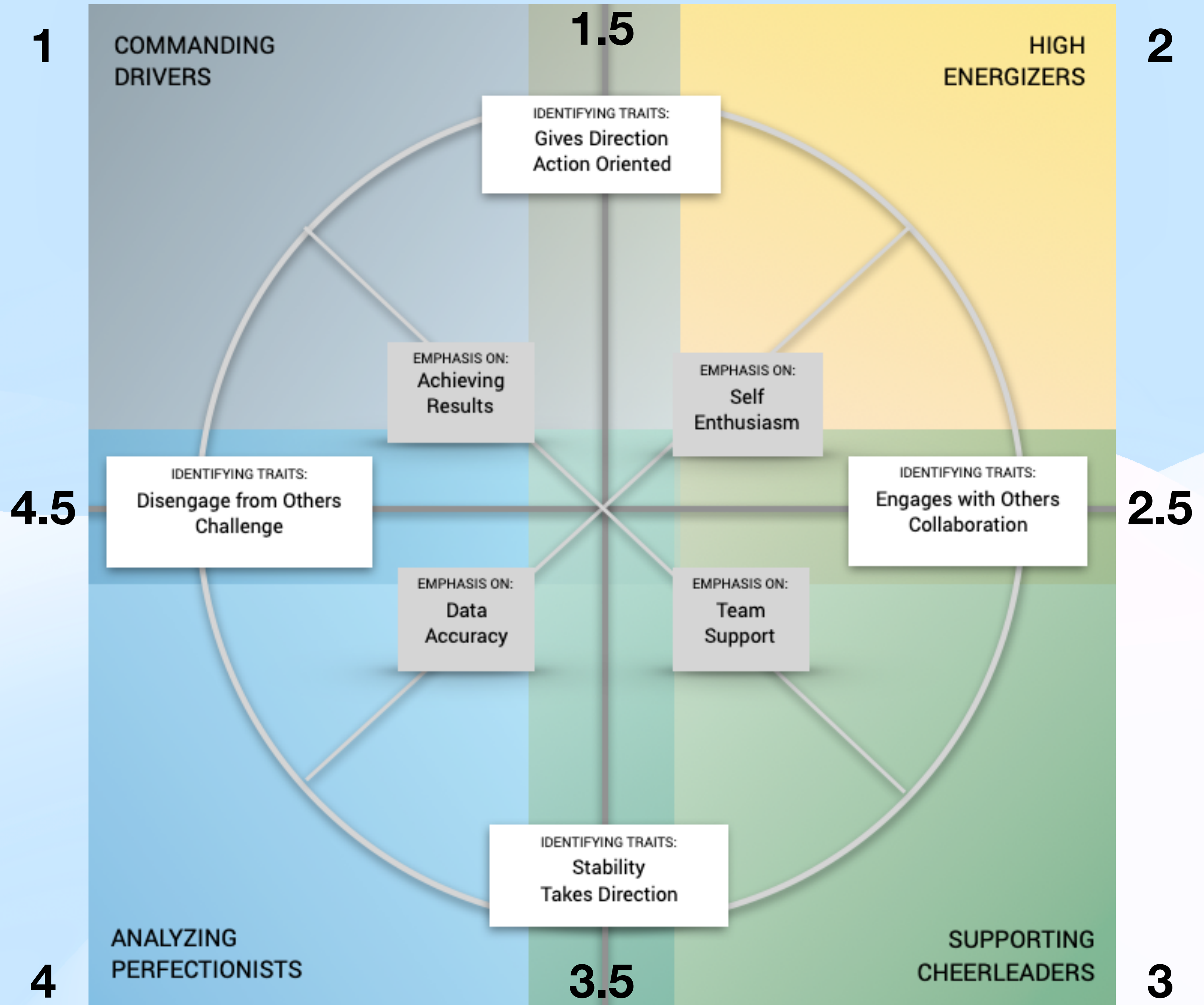
- More inwardly focused
- Need time to think through in their own mind at their own pace
- Will not make quick decisions
- Take notes, pause between sentences and nod their head
- Need time to process information before they will speak up
- Do not feel a need to be in control of the overall project, just over their area of expertise
- Require clear expectations and corresponding timelines
- Pride themselves in high standards and following proper procedures
- Enjoy routine and a stable, even-paced environment



4.5

- Discussions are business related and small talk is considered ‘fluff’
- Create boundaries around them and maintain their own identity
- Value their personal space, their privacy and their autonomy
- Sharing stories of a technical or non-personal nature cements relationships
- Objectivity, data and facts support their decisions
- Details (the how, when and why) are important to them
- Give them an agenda or a schedule and they will follow it
- Persuade them with your logic and rationale

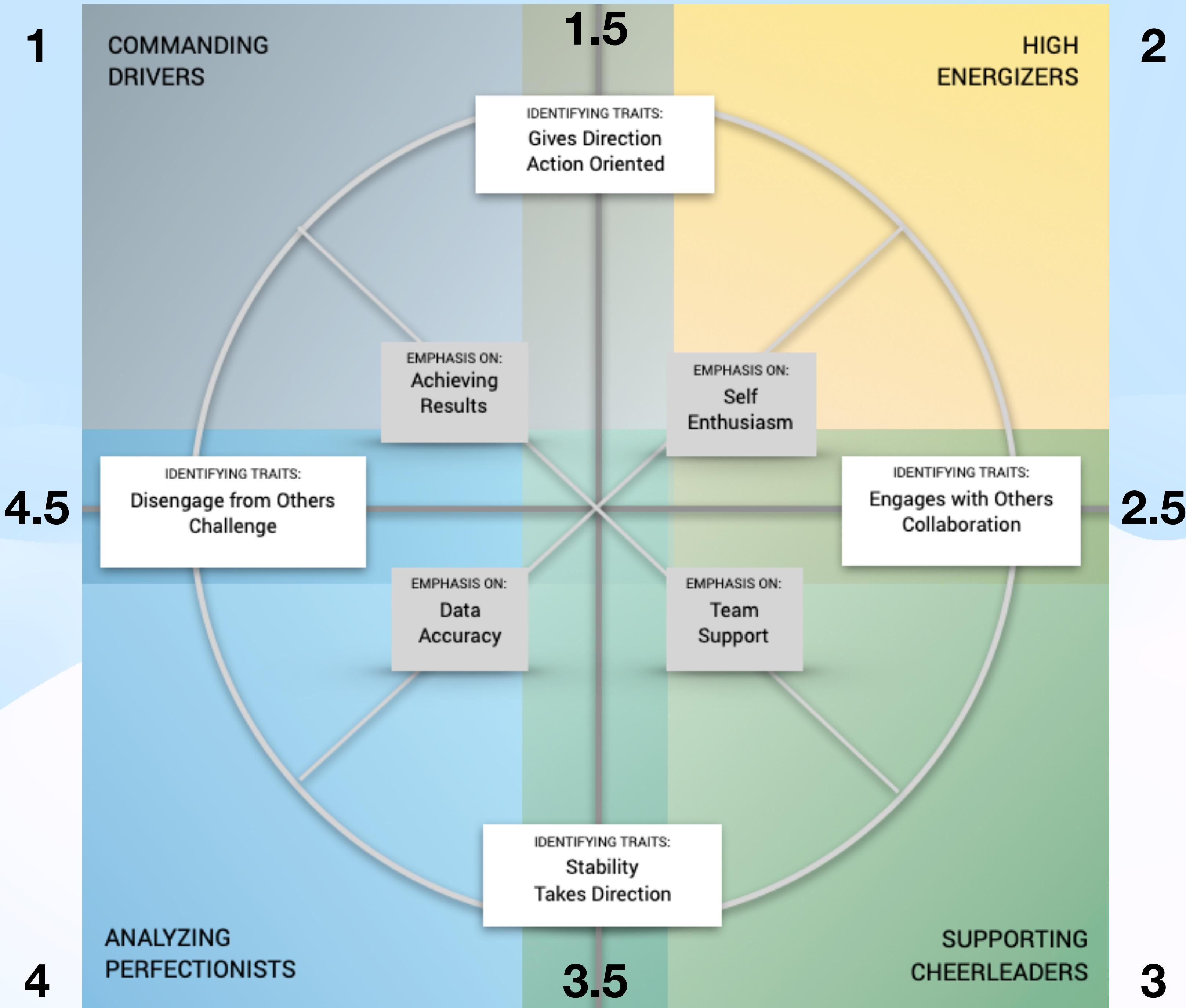




DISCUSSION

Which of these styles is your natural style?

Which is the one you revert to when you are under pressure?



The importance of

MENTORSHIP

DISCUSSION

What do you feel are the top three qualities of an effective mentor?

Let me ask
you this ...

Do you feel you hold these qualities?

*If not, how would you go about
changing yourself to mentor a mentee
properly?*

LEADERSHIP & EI

(Emotional Intelligence)

LEADERSHIP AWARENESS

On a scale from 1 to 7 with 1 being "Never" and 7 being "Always" [realizing of course, that those words and this scale is subjective], how often do you

		1	2	3	4	5	6	7
1	Able to monitor your emotions in diverse circumstances?							
2	Able to be empathetic in your responses when another is under pressure or asking for help?							
3	Let your true reactions show, then apologize or act as if nothing happened?							
4	Consciously choosing to <i>act</i> in a tense situation and not <i>react</i> to the other person?							
5	Respecting others when you are angry, upset, jealous or afraid?							
6	Taking the lead in resolving conflict or bringing things to light?							
7	Accurately assessing the other person's feelings and act appropriately?							
8	Criticizing with little regard on how your remarks are heard and felt?							
9	Partially listening when others come to you with their problems?							
10	Hate when your time is wasted by staff complaining about other members?							
11	Willing to check your emotions and do what's best for the situation?							
12	Choose to avoid discussing how you feel and instead offer excuses?							
13	Take chances to increase your personal interaction effectiveness?							



DISCUSSION

What is your initial reaction to this video, the message?

DISCUSSION

Leadership & EI

Think of your best boss – what characteristics did he/she have?

- Empathy?
- Self-confidence?
- Was he/she in tune with your feelings?
- Did he/she know what to say and when to say it to you?
- Was he/she supportive, yet firm?
- Did you feel he/she looked out for you, your best interests, and your career?
- What emotions do you remember about your 'best boss'?

DISCUSSION

Leadership & EI

Now think of your WORST boss – what characteristics did he/she have?

- Was he/she selfish?
- Arrogant?
- Narcissistic?
- A bully?
- What emotions do you remember about your 'worst boss'?

Leadership & EI

Many people feel more valuable, a stronger sense of self-satisfaction and are motivated to do more for the 'best boss' than they were for the 'worst boss'.

Your 'best boss' had a higher degree of EI than your 'worst boss' did.

EI is also known as:

'people skills' or 'people common sense'.

RANKING

Leadership & EI

On a scale from 1 to 7 with 1 being "Never" and 7 being "Always" [realizing of course, that those words and this scale is subjective], how often do you

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RANKING

Leadership

& EI

If you answered **HIGHER** to questions:
1, 2, 4, 5, 6, 7, 11 or **13**

and **LOWER** to questions
3, 8, 9, 10 or **12**

your emotional intelligence techniques are very good.
Congratulations and keep up the good work!

If you answered **LOWER** to questions
1, 2, 4, 5, 6, 7, 11 or **13**

and **HIGHER** to questions
3, 8, 9, 10 or **12**

your emotional intelligence techniques may be missing the mark.

On a scale from 1 to 7 with 1 being "Never" and 7 being "Always" [realizing of course, that those words and this scale is subjective], how often do you

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RANKING *Leadership & EI*

Several things you can do immediately to improve:

- Stop and think how you will feel interacting with this person in the future. *Just the thought of eating crow can be a tremendous deterrent!*
- Remember that the other person is a person with thoughts and feelings just like you have.

They see the world from their own perspective, which is colored by their own past experiences and memories.

Take a deep breath, count by three's or four's, ask questions ... anything, so your emotional brain can take a step backwards and release your primary thoughts.

DATA

Leadership & EI

- 71% of workers have had a toxic boss at one point in their career.
- 57% quit their boss, not their job.

LEADERSHIP

*Steps to improve
performance.*

EI has become more prominent in today's view of leadership skills.

As a result, leaders must be able to ascertain what their team members are thinking and feeling.

LEADERSHIP

*Steps to improve
performance.*

Get to know each team member individually.

Establish expectations for behavior.

Define the goals.

Recognize the team is continually evolving.

Keep a sense of humor!

GOLDEN RULE

versus

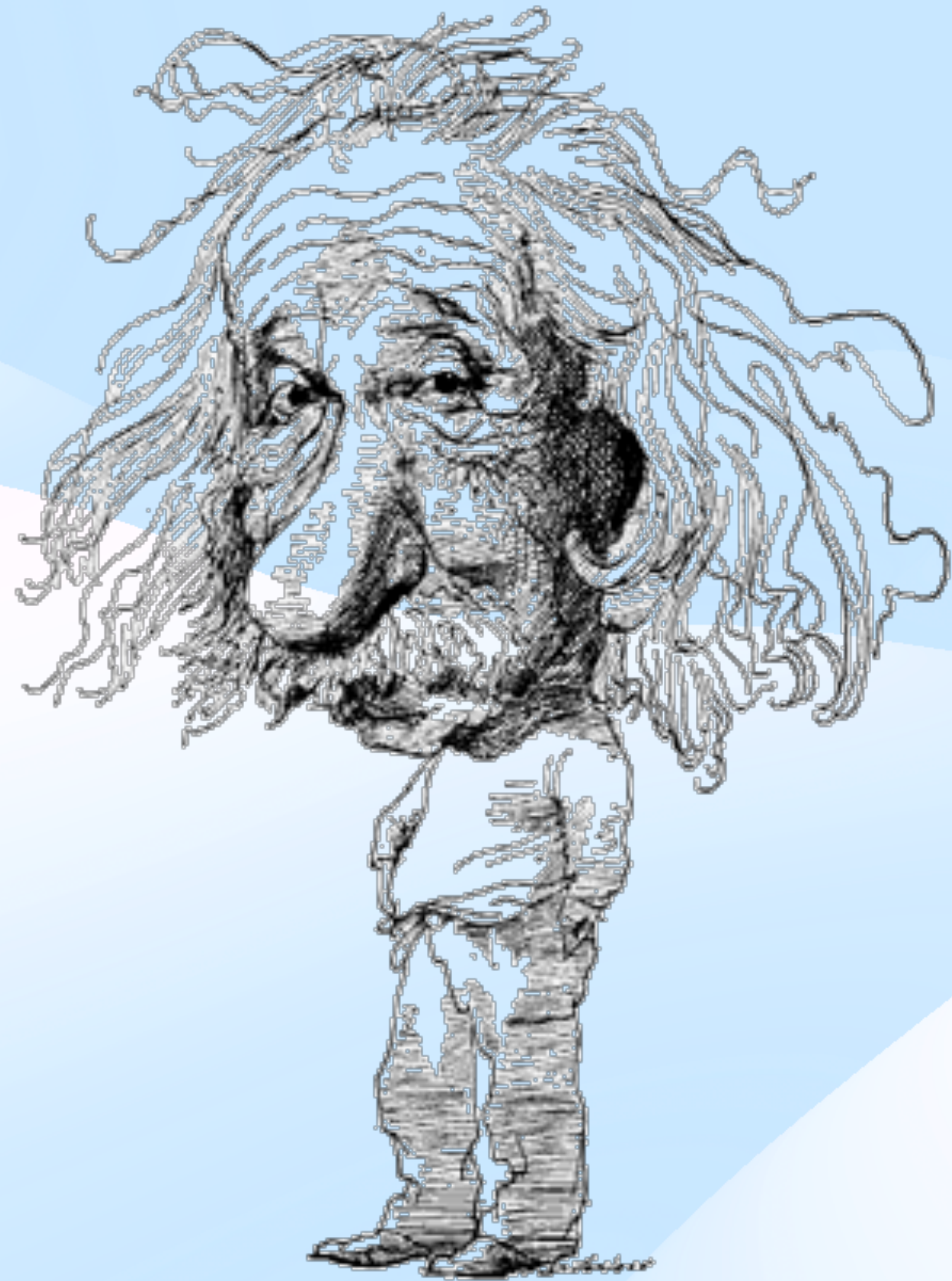
PLATINUM RULE

The "**Golden Rule**" states that you should treat others as you would want to be treated.

The "**Platinum Rule**" suggests treating others as they would like to be treated.

Essentially putting more emphasis on understanding the other person's needs and preferences rather than assuming they are the same as yours.

Golden Rule is more self-centered, while the Platinum Rule is more other-centered.



*“Try not to become a person
of success,
but rather try to become a
person of value.”*

- Albert Einstein



Embry-Riddle Aeronautical University

PROFESSIONAL EDUCATION



Accident Investigation



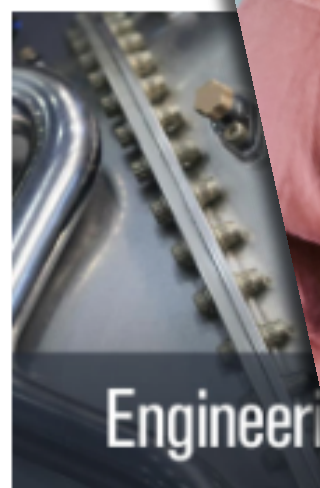
Airport



Business & Finance



Cybersecurity



Engineering



Ground Schools



Law



Management



Pilot & Crew



Safety & Risk



Uncrewed Aircraft

LEADERSHIP IN FLIGHT DEPARTMENT OPERATIONS [CE 2123] CERTIFICATE

Embry-Riddle Aeronautical University's (ERAU) Leadership in Flight Department Operations will review leadership styles and characteristics that are germane to any working group but with a focus on flight department operations. Team building, group dynamics, and ways to maximize a team's performance are covered, as well as the necessity for ethics and morals in all flight departments.

This course awards 1.2 Continuing Education Units upon completion.

Digital certificates are available upon successful completion of individual courses.

Since aviation management affects every individual and department, professionals working in various capacities across the aviation industry can benefit from this knowledge including:

- Business aviation and corporate flight department managers
- Corporate pilots taking on new management rolls in their corporate flight department
- Professionals working in the industry looking to advance their understanding of business aviation operations

Course Information

This is an online, asynchronous, instructor-facilitated course with weekly modules and assignments but no scheduled meeting times.

Students should plan to spend approximately 10-15 hours per week working through the course.

Coursework is web-based with no additional software required, although a reliable internet connection is recommended.

All courses open 48 business hours in advance of each start date and must be completed by their scheduled end dates.

Contact Information

 training@erau.edu

 1-386-481-9070

EMBRY-RIDDLE
Aeronautical University

To register, scan the QR

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PRESENTATION RESOURCES

&

CE2123

Leadership in Flight Department Operations



Thank you!

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