

Any strength overused becomes a weakness. Scoring high in one area can squash or diminish the effectiveness of other areas. Balancing these traits and behaviors can impact interactions with others thus leading to greater success.

Category/Element	Behaviors
<p><i>Self-Perception/</i> <i>Self-Regard</i></p> <p>Recognizing your strengths and limitations to ensure safe and effective performance.</p>	<p>High: You may be perceived as arrogant and believing you know what the best course of action should be. In doing so, you disregard feedback and perhaps other viable suggestions.</p> <p>Low: You underestimate yourself and your abilities and are tentative to try something new until you get positive outside confirmation.</p>
<p><i>Self-Perception/</i> <i>Self-Actualization</i></p> <p>Realistic assessment of your capabilities to ensure safe operations.</p>	<p>High: Colleagues may anticipate that you always have the right solutions. As a part of your safety culture, continue fostering teamwork by seeking input from crew members and promoting open discussion of safety ideas.</p> <p>Low: You set out to achieve only what you know you can. Taking very little initiative, you can seem to be disengaged and acting without any sort of plan in place. Your focus is only on the day-to-day tasks, not long term.</p>
<p><i>Self-Perception/</i> <i>Emotional Self-Awareness</i></p> <p>Awareness of your emotions in the moment and their effect on others' safety and well-being.</p>	<p>High: You can become overly sensitive to your emotions during safety-critical situations, potentially leading to misinterpretation of risks or hazards as being more severe than they objectively are.</p> <p>Low: Limited Emotional Self-Awareness can result in expressing emotions without fully understanding or identifying them or anticipating their effects on crew coordination and safety. This could contribute to miscommunication or errors, potentially leading to unsafe situations despite a clear grasp of technical procedures.</p>
<p><i>Self-Expression/</i> <i>Emotional Expression</i></p> <p>Ability to clearly communicate your feelings to match your thoughts to support safe operations.</p>	<p>High: Frequent emotional expression can affect crew members, especially if such expressions are not appropriate or relevant to operational tasks or flight safety, potentially impacting team cohesion and overall safety performance.</p> <p>Low: Others may sense your disinterest in them and hesitate to engage with you honestly, constructively and with purpose. This can result in not getting the support you need or want. You may also be adding to others' stress level because they cannot gauge your thoughts or reactions.</p>

Category/Element	Behaviors
<p><i>Self-Expression/ Assertiveness</i></p> <p>Ability to communicate with the appropriate voice tone and mannerisms, and an awareness of how others may respond.</p>	<p>High: The tone of your voice and your behaviors may come across as aggressive or stubborn. Others may not be comfortable speaking up, especially if it is not in line with what you are saying.</p> <p>Low: You stick to the basic emotion descriptions to express yourself. You may appear passive, disinterested or not involved about the topic at hand, you go along with the team even when you believe your view is not heard.</p>
<p><i>Self-Expression/ Independence</i></p> <p>Ability to maintain self-direction and manage thoughts and behaviors independent of others to support safe operations.</p>	<p>High: You may not be considered a team player, opting instead to do the tasks yourself and not share ideas or ask for help. You make all decisions without team input. This does not apply to a crisis.</p> <p>Low: You need to confer with every team member to get reassurances before you finalize a decision. This can make you appear unsure of your abilities and lacking self-confidence. You may skirt responsibility and want to be told what to do.</p>
<p><i>Interpersonal/ Interpersonal Relationships</i></p> <p>Ability to build trust-based, cooperative relationships that support safe operations.</p>	<p>High: When you devote time to interacting with colleagues, there may be less time available for critical safety tasks or routine operational work, potentially affecting overall safety and job effectiveness.</p> <p>Low: When you rarely engage in personal conversations, opportunities to fully understand your team members' perspectives or draw on their expertise may be missed—potentially compromising situational awareness and the problem-solving required for safe operations. Inadequate approachability may lead to poor information sharing and decreased team commitment, increasing the risk of misunderstandings and errors.</p>
<p><i>Interpersonal/ Empathy</i></p> <p>Ability to recognize and appropriately respond to others' feelings and thoughts in real time to support safe operations.</p>	<p>High: In the safety realm, disregarding or not understanding crew members' emotional cues may cause miscommunication, erode trust, and compromise overall decision-making.</p> <p>Low: You may not understand how others feel, or the impact your actions have on your team. It is difficult for you to console or relate on an interpersonal level.</p>

Category/Element	Behaviors
<p><i>Interpersonal/ Social Responsibility</i></p> <p>Willingness to contribute to the well-being and safety of the aviation community.</p>	<p>High: Taking on too many obligations, both volunteer and paid, can compromise your own performance and overall safety. Avoid prioritizing other activities to where you neglect vital tasks or safety protocols.</p> <p>Low: Uncommon participation in outside association activities may indicate a tendency to place a lower priority on the safety of the crew and passengers. While focusing on individual responsibilities can be necessary, crew members could interpret this as a lack of commitment to the shared safety culture.</p>
<p><i>Decision Making/ Problem Solving</i></p> <p>Ability to recognize emotional influences on decisions and maintain a safe, solution-focused mindset under pressure.</p>	<p>High: Others may see your decisions as insensitive and detached from any effects it will have on others. You may also look for a solution where none currently exists. Both may influence crew communication, potentially impacting safety outcomes.</p> <p>Low: You may not make the best decision because you put too much emphasis or weight on the emotional effects your decision will have on your crew. You may rationalize a less effective decision because of that.</p>
<p><i>Decision Making/ Reality Testing</i></p> <p>The capacity to assess a situation with clear, unbiased awareness ensuring that actions are based on reality rather than wishful thinking or apprehension.</p>	<p>High: To you, situations are black and white, and, as a result, your decision will be cut and dry, offering the same solutions that worked in the past. You do not entertain any creative ideas.</p> <p>Low: You may seek information that confirms your biases, overlook objectivity, and read causes of behaviors that may not be accurate. You then risk credibility with others. This can result in misjudging critical situations, ignoring potential hazards, and impairing decision-making, ultimately increasing the risk of incidents by distorting the reality of operational conditions.</p>
<p><i>Decision Making/ Impulse Control</i></p> <p>Ability to stay composed and clear-headed to ensure safe decisions under pressure.</p>	<p>High: Spontaneity and quick reactions are not part of your character. You resist peer pressure to respond quickly, which can be seen as not progressing toward any action.</p> <p>Low: Knee-jerk, fight or flight reactions, whether they are explosive or not are part of your MO. You prefer to act now and think about the consequences later, rationalizing the 'why' and 'how' of your actions.</p>

<b>Category/Element</b>	<b>Behaviors</b>
<p><i>Stress Management/ Flexibility</i></p> <p>Ability to adapt in thought, stay emotionally balanced, and act with purpose while navigating change.</p>	<p>High: It may appear that you are acting without a plan, that your thinking is scattered and that you are finding it difficult to commit to a plan.</p> <p>Low: Feeling hesitant or struggling to adapt your thoughts, and behaviors to changing procedures or regulatory requirements could impact your ability to align with critical safety enhancements and organizational changes essential for maintaining high safety standards.</p>
<p><i>Stress Management/ Stress Tolerance</i></p> <p>Ability to model calm, clarity, and proactive action in challenging situations, inspiring confidence in others.</p>	<p>High: In aviation safety, expecting team members and staff to manage stress exactly as you do can be viewed as lacking in empathy or understanding, and may not be realistic given differing levels of individual resilience within high-pressure flight environments.</p> <p>Low: When situations do not proceed as planned, you become more anxious and frustrated. You have difficulty handling sudden changes and you react with poor concentration and may have emotional outbursts.</p>
<p><i>Stress Management/ Optimism</i></p> <p>How quickly you embrace the encouraging side of any situation, even the most unpleasant ones.</p>	<p>High: Your rose-colored glasses may cause you to ignore data which could derail your plans. Others may see you as being out of touch and unrealistic. Although pleasant to be around, their enthusiasm could be seen as idealistic and detrimental to problem solving.</p> <p>Low: You voice the downsides of situations without investigating the details (which is different than playing devil's advocate). You do not strive to achieve any task that takes additional effort.</p>

The behaviors listed above for both the high and the low scores must be coupled with the related scores; for instance, flexibility affects impulse control, and assertiveness is influenced by empathy.

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