

# Aviation Human Factors Industry News

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From the sands of Kitty Hawk, the tradition lives on.

Hello all,

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In this weeks edition of *Aviation Human Factors Industry News* you will read the following stories:

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## Investigators: EgyptAir fire, crash may have been caused by overheating cellphone

French investigators examining what caused EgyptAir Flight MS804 to crash in the Mediterranean Sea have singled out the co-pilot's iPhone and iPad as **potential sources of a fire** that caused the plane to go down.

According to reports in the French press, investigators have isolated video of the co-pilot placing the devices, along with bottles of perfume he had purchased at Charles de Gaulle Airport in Paris, **above the dashboard on the glare shield prior to takeoff**. Egyptian authorities have said they believe terrorism caused the plane to crash, citing unconfirmed reports that some of the victims' bodies contained the residue of explosives. French authorities have disputed that allegation, citing data from the Airbus 320's data and voice recorders, which showed a **disturbance** on the right side of the cockpit, next to where the co-pilot was seated, followed by **a smoke detector being activated** in a bathroom behind the co-pilot's seat. There was also a verbal order from the pilot to the co-pilot to extinguish a fire prior to the plane dropping off radar. French authorities have not yet said for certain what they believe caused the plane to crash, killing all 66 people aboard.

Like all mobile electronic devices, Apple products are powered by lithium ion batteries which can catch fire if they overheat. An Apple spokesman told the International Business Times the company was not aware of the potential break in the EgyptAir crash investigation, but that the company's products are manufactured to exceed all international aviation safety regulations.

Airlines have banned carrying a smartphone made by Apple's competitor Samsung, the Galaxy Note 7, after its lithium ion batteries were found to spontaneously explode or catch fire.



## Navy F/A-18 Returns 7 Years After Catching Fire

The two-engine strike fighter suffered an in-flight fire.

A U.S. Navy F/A-18 Super Hornet that caught fire in flight seven years ago is finally being returned to service. The airplane was meticulously repaired by Navy engineers and mechanics who spent more than 10,000 hours replacing parts and certifying the plane to rejoin the fleet. The aircraft suffered an in-flight emergency in 2009 while flying out of Naval Air Station China Lake in southern California. The pilot landed injury-free at China Lake, but the plane wasn't so lucky. It suffered burn damage to its starboard engine door. There were also burns on the engine exhaust nozzle skin, wiring, and fire emergency equipment, and so they needed to be replaced.



At the time of the fire the aircraft had only flown 2,183 flight hours of its estimated 6,000-hour lifetime, so it was worth returning to service. And so the aircraft was driven by flatbed truck to the North Island Naval Station in San Diego (it sustained additional damage during the trip), where the Navy's Fleet Readiness Center Southwest got to work on it.

Approximately 11,000 man-hours went into bringing the Super Hornet back up to operational status. Structural repairs totaled 2,500 man-hours, which included replacing the Super Hornet's damaged 68 engine door, a complex item to repair, let alone replace. The nozzle skin and airframe stiffeners were also replaced.

The fighter will now presumably return to its unit, Strike Fighter Squadron 122, a training squadron located at Naval Air Station Lemoore, California.

## 'Miracle on the Hudson' legacy: 70,000 slain birds

Birds took the blame for bringing down the jetliner that "Sully" Sullenberger landed on the Hudson River eight years ago this weekend. They have been paying for it with their lives ever since.

An Associated Press analysis of bird-killing programs at the New York City area's three major airports found that nearly **70,000** gulls, starling, geese and other birds have been slaughtered, mostly by shooting and trapping, since the 2009 accident, and **it is not clear** whether those killings have made the skies safer. Federal data show that in the years after bird-killing programs LaGuardia and Newark airports ramped up in response to the gutsy landing, the number of recorded bird strikes involving those airports actually went up.



Combined, the two airports went from an average of 158 strikes per year in the five years before the accident to an average of 299 per year in the six years after it, though that could be due to **more diligent reporting** of such incidents.

At the seaside Kennedy Airport, which is on a major route for migrating birds and had a robust slaughter program even before the Flight 1549 crash, the number of reported strikes has ticked up, too, while the number of birds killed there has dropped slightly in some recent years.

Advocates for the birds say officials should find other, more effective ways to protect aircraft.

"There has to be a long-term solution that doesn't rely so extensively on killing birds and also keeps us safe in the sky," said Jeffrey Kramer, of the group GooseWatch NYC, suggesting better radar systems to detect problematic flocks.

Officials involved in the bird-killing programs say they believe they've made flying safer, with their strongest argument that there hasn't been a major crash involving a bird strike in the New York area since the "Miracle on the Hudson."

We do our best to reduce the risk as much as possible," said Laura Francoeur, the chief wildlife biologist at the Port Authority of New York and New Jersey, which oversees the airports. "There's still a lot of random chance involved."

That was the case on Jan. 15, 2009, when US Airways Flight 1549 took off from LaGuardia and almost immediately soared into a flock of big Canada geese. Two engines were knocked out. Sullenberger guided the powerless jet over the Hudson River and glided it safely down in the frigid water. All 155 people on board survived.

Sullenberger became a national hero. [Geese became public enemy No. 1](#). They were targeted around LaGuardia, JFK and Newark airports by wildlife officials with shotguns. In some cases, birds were rounded up in traps and killed.

But the Port Authority data of bird-slaughter campaigns around the three major New York City-area airports between 2009 and last October show thousands of smaller birds were also swept up.

Of the 70,000 birds killed during that time, [the most commonly slaughtered](#) were seagulls, with 28,000 dead, followed by about 16,800 European starlings, nearly 6,000 brown-headed cowbirds and about 4,500 mourning doves. Canada geese come in a little further down the list, with about 1,830 dead.

While aircraft hit birds over New York on a daily basis, incidents resulting in damage to a plane remain relatively rare and usually involve larger bird varieties.

Of the 249 birds that damaged an aircraft from 2004 to April of last year, 54 were seagulls, 12 were osprey, 11 were double-crested cormorants and 30 were geese, according to Federal Aviation Administration data. The species wasn't known in 69 instances.

Close to 35,000 European starlings were slaughtered at the three airports during that time period, but only one was involved in a strike that actually damaged an aircraft.

A starling, probably weighing less than 3 ounces, hit a JetBlue flight coming in for a landing at JFK on Sept. 10, 2008, breaking a taxi light. The FAA recorded 138 other instances of European starlings being hit by planes over those dozen years without any harm to the aircraft.

History serves as a reminder that the starling, while small, can still be dangerous. A flock of the birds was blamed for one of the deadliest bird strikes in history, [a 1960 crash in Boston that killed 62 people](#).

Francoeur noted that lethal control represents just one way in which airport officials try to keep birds out of a 5-mile radius around the airports' runways.

Officials trap and relocate some birds, use pyrotechnics and lasers to disperse others, and even change the habitat surrounding airports by planting grass and trees or introducing certain insects to discourage nesting.

Last year, the Port Authority signed a five-year, \$9.1 million agreement with the U.S. Department of Agriculture to survey, manage and research the wildlife around the airports.

At JFK, an official with a 12-gauge shotgun shoots birds from May through October as part of the Bird Hazard Reduction Program, which seeks to reduce a Laughing Gull colony in the Jamaica Bay Wildlife Refuge that had exploded in size.

"One must consider the consequences if this proven shooting program was discontinued and a serious bird strike occurred while the colony was still present," Port Authority documents state.

## **January's GAJSC Safety Topic**

This month's General Aviation Joint Safety Committee's (GAJSC) Loss of Control Work Group's Safety "Topic of the Month", which [The FAASTeam](#) supports and promotes, is [Single-Pilot Resource Management \(SRM\)](#).

The air carrier industry has embraced **Crew Resource Management (CRM)** as a necessary initiative that has helped mitigate aircraft accidents caused by **human error**.

Even though traditional CRM focused on multi-crewed environments, several elements (such as communications, teamwork, decision making, and situational awareness) can be applied to single-pilot operations. The Risk Management Handbook defines SRM as, "the art and science of managing all the resources (both onboard the aircraft and outside sources) available to a single-pilot (prior to and during flight)".



That sweeping statement is further defined with respect to **6 SRM Components**:

That sweeping statement is further defined with respect to **6 SRM Components**:

\* Aeronautical Decision Making (ADM)

o Acquiring relevant data & making decisions based on the data

\* Risk Management

o Hazard identification, risk assessment, & mitigation

\* Task Management

o Managing pre and in flight tasks

\* Situational Awareness (SA)

\* Controlled Flight into Terrain Awareness (CFIT-A)

\* Automation Management

o Familiarity with equipment

o Over reliance on automation

The GAJSC recommends that pilots practice CRM to reduce mishap risk.

For the January Topic of the Month(TOM) we have the attached resources along with this link to a Voice PPT.

<https://drive.google.com/open?id=0ByzDLwg1bGS2cFNHZXF5Z3RtaE0>

References:

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## **Drunk Pilot Prompts Safety Workshop**

Canada's Transport Minister Marc Garneau will convene a "workshop" with the leaders of the country's airlines to ensure everything possible is being done to avoid a repeat of a widely publicized drunk pilot incident earlier this month. A heavily drunk Sunwing Airlines captain was pulled from the cockpit after passing out before a flight from Calgary to Regina, Saskatchewan, and then to Cancun. His blood alcohol readings were **more than .24, three times the legal driving limit in Canada** and in violation of Sunwing's 12-hour bottle-to-throttle rule. All Canadian airlines ban alcohol use at least eight hours before flight crews (including cabin staff) report for work but Garneau, a former air force pilot and astronaut, said in a letter to the airlines he wants to ensure their **internal checks are working**.



“The incident in Calgary reminds us all of the need to ensure that protocols are up to date and that they are being implemented with all the required resources, including measures designed to confirm pilots’ fitness to fly,” he wrote. They must respond in writing to Garneau by Feb. 15 outlining their programs and how they’re implemented. Canada [does not have a system](#) of random drug and alcohol tests for flight crews like the U.S. does and airlines and pilots appear to be trying to head that kind of initiative off.

Most airlines responded publicly with assurances that the multiple layers of checks are effective at preventing the alcohol- or drug-impaired from actually getting airborne. Sunwing noted that the pilot involved, a Slovakian national in Canada on a temporary work permit, was reported by staff at every step of his journey to the cockpit that morning, including his first officer who put a final stop to the flight. The Airline Pilots Association issued a statement in support of Garneau’s letter but included a reminder about the [layers of safety](#) that are in place. “Multiple safeguards, including regulation [CAR 602.03], various safety programs at each individual airline, ALPA’s internationally recognized Pilot Assistance Program, and flight crew monitoring on every flight to ensure that crewmembers comply with government regulations and company policy, provide a thorough and effective approach to advancing aviation safety,” ALPA’s Canadian board of directors said in a news release.

## **Confessions Of A Former Line Boy**

I know it’s hard to believe, but there was a time when Coors Light didn’t exist. In fact, if you lived on the East Coast, even regular Coors wasn’t available. It was a mystique beer in 1973, available only to those lucky enough to live in the Wild West, or to a few lucky line boys who worked on the night crew at Piedmont Aviation in Norfolk, Virginia. Fortunately for us, there was a 1966 Jet Commander based there in those days, and flown by pilots who always [took great care of the line crew](#).

On more than one occasion, the crew of N222GL would provide us a case of Coors when they returned from one of their trips to the Rockies. It's no wonder that the pilots of N222GL were our favorite flight crew. Being thoughtful of those [who do the tough jobs](#) for little pay can make a big difference in their lives. I never forgot the lesson.



You see, being a line boy teaches us how to treat people and, in turn, how we like to be treated. The fact that I can remember N222GL, N399TL, and N11LA from 43 years ago, but can't remember what happened last week is probably more indicative of age, but also a [vivid reminder of the experiences](#) around each of these airplanes.

Line boys have their favorite airplanes. A Beechcraft Duke, N399TL was my dream airplane, but the airplane didn't feel the same way about me. The Duke has a long nose, and once the towbar was attached to the tug, there's [not much clearance between the two](#).

I was charged with parking the airplane in the group hangar on a [very dark, cold, and rainy night](#) in February of 1973. We had an old tug that must have been built in WWII. As I was backing the Duke into the hangar, my [foot slipped off](#) the clutch pedal. The tug lurched ahead, punching a softball size hole directly in the nose of the Duke. I felt horrible! [I should have asked for help](#), and now I had to wait until morning, worrying how to break the news to the station manager. They called him "TC" and he was tough.

He was livid about my error. For the next couple of days I had to look at my favorite Duke sitting in front of the maintenance hangar with a pink nose made of "curing body filler." It was a fitting punishment. [Lesson learned: never be afraid to ask for help!](#)

## 717 took abnormal taxi path before colliding with Fokker 100

The Australian Transport Safety Bureau (ATSB) has found that the captain of a Boeing 717's decision to use a non-standard taxi path with the help of an engineer led to a ground collision with a Fokker 100 at Paraburdoo airport in Western Australia.



The incident happened on 5 October 2016, and involved a QantasLink 717 (VH-NXN) which was departing on a scheduled passenger service from Paraburdoo to Perth. The captain had commenced taxiing from bay 2 for a departure from runway 24 when he sighted another 717 about to land on runway 06. The captain quickly assessed that due to the limited apron space at the airport, he needed to taxi behind a Network Aviation F100 (VH-NHF) parked on bay 1, to allow the inbound 717 to pass and taxi to bay 2.

He had asked the first officer to request ground staff to act as a wing walker to ensure sufficient clearance between the two aircraft. An engineer who had been working on the F100 however observed the 717 taxiing. As the aircraft taxied forward, the engineer checked the clearance between its wingtip and the tail of the F100, and gave the captain the “thumbs up” signal to indicate that the aircraft was clear.

The captain of NXN assumed that the aircraft was clear and continued taxiing around the back of the F100. He then **turned the aircraft sharply** to the right, with the aim of leaving enough room for the inbound 717 to past and continue onto the taxiway.

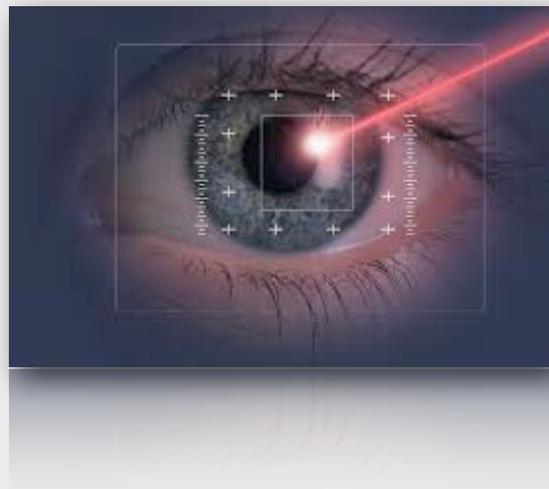
**However the engineer expected** NXN to taxi towards the runway. When he saw the aircraft turn right, he immediately assessed that the horizontal stabilizers of the two aircraft might collide and so tried to signal for the 717 to stop, **but was no longer in the crew's line of vision**

By the time the engineer ran towards the front of the aircraft to alert the captain, the 717's horizontal stabilizer had slid under the F100's, scraping the surface and causing minor damage to both aircraft.

The ATSB also found that NXN's **crew was unaware** of the inbound 717 until after taxi had commenced, and that **there was no procedure** for the aircraft operator to notify pilots of the potential for multiple aircraft to be at Paraborndoo airport at the same time.

## **Helicopters Vulnerable to Laser Incidents**

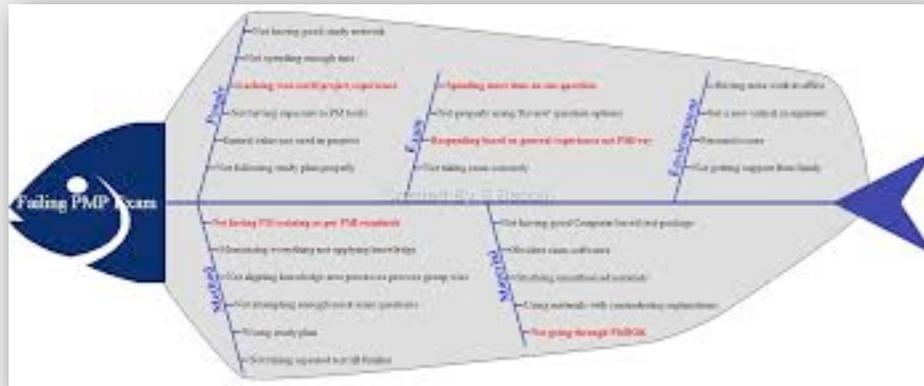
The number of laser strikes directed at aircraft **doubled** between 2014 and 2015, and more than **6,700** were reported during the first 11 months of 2016, according to the FAA. Helicopters are particularly vulnerable, given their relatively slow speeds, low cruising altitudes and reliance on manual controls. Thanks to a 2012 law, pointing a laser at an aircraft is a federal offense punishable by **up to five years in prison and a \$250,000 fine**.



But few offenders are ever caught, and those who are **often receive lenient sentences**. In December, however, a federal judge sentenced a man to eight months for pointing a laser at a news helicopter in San Antonio, and this month a Michigan man received a year for pointing a laser at a state police helicopter that was investigating a reported laser attack on a regional jet near Saginaw, Michigan, a crime for which he was also suspected but not charged.

## **Maximizing the Benefit: Applying Risk Management Tools to Achieve Operational Excellence**

One of the benefits of an effective, enterprise-wide **risk management program** is the opportunity to break down pre-existing barriers between and within



departments. Yes, many organizations' administrative and technical departments **still operate in silos**, where information and the means to communicate are not shared. The silos exist for a variety of reasons; **for example**, a lack of trust or understanding of the other department's need to know, a manager's compulsion to maintain strict control of information, or even fear of exposing the actual level of performance of a department. Forensic post-event analysis revealed these and many other similar conditions, highlighting the need for enhanced communication and information sharing between operational and administrative departments, such as Risk Management.

To ensure you have an effective Risk Management program within your organization, many Risk Managers look to [independent validation](#) of their programs, focusing on those leading indicators that reveal the effectiveness of the organization's safety and loss control programs. Relying on lagging indicators such as loss history suggests a backwards, custodial view—"Yes, we had another loss. Now what?" Focusing on leading indicators from your enterprise-wide EH&S program and SMS will provide a [much clearer picture](#) of the terrain ahead.

To help an organization's Risk Management program evolve and mature, Finance and Risk Managers should ensure they are involved and [spend quality time](#) on the shop floor and flight line. This is particularly important when dealing with companies with diverse organizational risks. Governance principles require it, by ensuring there is a process to engage all impacted stakeholders through a process of inclusion, transparency and, above all else, accountability.

[Managers must also understand](#) the intent and content of the organization's safety and quality programs, and invest the time to determine if they are functioning effectively—again, supporting basic governance principles. Finance and Risk Managers need to treat safety management like any other management system, requiring a defined structure, a well thought-out and communicated plan, budget, applied resources, management controls and performance goals and objectives. Equally important is the data sharing connection between Risk Management and Safety. The safety department should have a keen sense of [where resources](#) need to be focused, mainly from leading indicators derived from proactive safety assurance exercises and safety audits, as well as lagging indicators from loss history. By educating Risk Management on the ever-changing operational risk profile of the company, they can better prioritize risks and apply mitigations while communicating necessary information upwards throughout the management system, and serve to introduce bespoke services and resources to operational departments.

[An informed management team is an engaged management team](#), and an engaged management team is more likely to recognize and support the need to invest in necessary programs, training, equipment, or insurance products.

An important role for the [Risk Management leadership](#) is ensuring that there is a conduit for all vital safety and risk information to reach the management team and the Board.

Risk Managers who are aware of what the industry can offer (i.e., external loss control services, or providing access to service providers and resources via a bursary account), play a vital role in the maturation of the Enterprise Risk Management program.

In today's highly competitive, dynamic aviation marketplace, maximizing your organization's Risk Management performance is assured by taking advantage of available resources to make your organization a more attractive risk.

## **[Learn About New FAA Regulations for Small Unmanned Aircraft Systems with Free Online Course from Embry-Riddle](#)**

If you received a small unmanned aircraft system (sUAS), or drone, as a gift this holiday season, or if you want to stay updated on the latest FAA regulations for these aircraft, Embry-Riddle Aeronautical University is providing a free, two-week online course-Small Unmanned Aircraft System (sUAS) - Key Concepts for New Users. [Registration for the course is now open.](#)



The Massive Open Online Course (MOOC) runs [Feb. 6 to 19](#) and introduces novice UAS users and seasoned aeronauts to numerous aspects of unmanned systems, as well as current and future applications. The MOOC also offers guidance on responsibly piloting aircraft in the National Airspace System (NAS).

[This course is taught by a team of UAS experts](#), led by Dr. Scott Burgess, Associate Professor at Embry-Riddle Worldwide's College of Aeronautics. Dr. Burgess has over 30 years of aviation expertise in both military and civilian aircraft, including helicopters and unmanned aircraft systems.

"This post-FAA Part 107 course will focus participants toward regulations, safety of flight and flight planning considerations," said Burgess. "We have an outstanding team of faculty with private, commercial and government sector experts [teaching on topics such as](#) UAS integration, regulation, international operations, safety and systems. We will also harness the power of social media so participants can interface directly with each other and faculty."

Students will learn the basic elements of safety, and airspace definitions and regulations so those individuals using the NAS understand and use best practices for reducing the risk of collisions between aircraft when operating a sUAS. This popular course, previously offered in 2016, [has been updated](#) to include the FAA's new 2016 regulations (FAA Part 107) for sUAS operators.

[Register for Massive Open Online Course for sUAS Operators, which begins Feb. 6](#)

## **Driving home from night shift may be safer with light therapy**

Exhausted shift workers may be safer driving home at night when they're exposed to [bright light before they hit the road](#), a small study suggests.

To test the effect of light therapy on driving, researchers did a series of three experiments with 19 adults. In two scenarios, participants spent a night being sleep-deprived in a lab and then spent 45 minutes in dim or bright light before a driving test. For a third test, people got a good night's sleep at home and then went to the lab for 45 minutes of bright light exposure before a driving test. After sleep deprivation in the lab, five people exposed to dim light



therapy [got in car accidents during the driving simulations](#). None of the people who slept at home crashed, and neither did any of the sleep-deprived people [who got bright light therapy](#) before getting behind the wheel, the study found.

"We experience [severe sleepiness](#) toward the end of the night shift, and this may overlap with our commute time," said senior study author Dr. Ralph Mistlberger of Simon Fraser University in British Columbia, Canada.

"[Sleep deprivation](#) makes this worse of course, and together with the clock, this conspires to impair our ability to sustain attention to task (e.g., driving), and avoid distraction, and react quickly to external stimuli like traffic lights, brake lights in front of you, road signs, etc," Mistlberger added by email.

"Bright light is alerting," Mistlberger said.

[Sleepiness is a leading risk factor for automobile accidents](#) because it can make drivers less vigilant, slow reaction times and dull cognitive abilities, researchers note in Sleep Medicine.

Shift workers with chronic sleep deprivation also face [an increased risk of accidents](#). Strategies like drinking coffee or soda, napping before a drive or blasting music or rolling down the windows in the car may help increase alertness behind the wheel, [but none of these strategies is fool-proof](#).

For the current study, researchers wanted to see if bright light might help reduce driving impairments related to sleep deprivation.

They found participants had lower body temperatures after spending a sleep-deprived night in the lab, as well as longer reaction times and increased sleepiness.

Exposure to bright light didn't appear to improve reaction times or sleepiness. [But light was associated with better driving.](#)

Beyond its small size, other limitations of the study include the reliance on lab conditions for sleep deprivation and light exposure, which may not match what shift workers would experience on the job, the authors note.

"There is evidence that the use of bright light at the office (or even at home directly prior to beginning the work shift) [may be beneficial in preventing sleep deprivation-related motor vehicle collisions,](#)" said Russell Griffin, a researcher at the University of Alabama at Birmingham who wasn't involved in the study.

"That said, there is not enough evidence to date to fully suggest the use of bright light therapy to avoid collision," Griffin added by email.

The proven way to avoid the effects of sleepiness on the road [is to consistently get enough sleep,](#) said Dr. Flaura Koplin Winston, a researcher at the University of Pennsylvania and the Children's Hospital of Philadelphia who wasn't involved in the study.

["Drowsy driving](#) is perhaps the most under-recognized cause of serious crashes and sadly, the evidence is not there on how to counter it," Winston said by email.

More research is needed on the potential of bright light therapy to make exhausted drivers safer, said Dr. Donald Redelmeier, a researcher at the University of Toronto who wasn't involved in the study.

But there are still things drivers can do now to stay safer on the road.

"Safety strategies while driving can include minimizing distractions, stopping at stop signs, respecting speed limits, yielding right-of-way, buckling a seatbelt, signaling all turns and not driving after drinking alcohol," Redelmeier said.

SOURCE: [bit.ly/2ghLalo](http://bit.ly/2ghLalo) Sleep Medicine, online November 16, 2016.



## Katie Drentlaw



February 4, 1980 –  
April 25, 1998

On April 25, 1998, 18 year-old Katie Drentlaw had every reason to feel excited about life. She had just accepted an offer for a full track scholarship at Southeast Missouri State University. She had spent the day watching her future teammates compete in Des Moines, Iowa, and was headed back to her hometown three and a half hours away. Tragically, she never made it. Just 12 miles from her house, Katie fell asleep at the wheel, crashing her sport utility vehicle. Her passenger, a friend and fellow athlete, suffered several broken bones. Katie was killed instantly.

## **COMPANY CULTURE AND BUSINESS EVOLUTION**

*6 tips to get you started crafting an organizational culture that makes employees feel respected, empowered, and humanized by company leadership.*

When it comes to business growth, a major key to success is the **viability of your company culture**. Not only is culture a huge consideration for potential new hires—with nearly **80% of Millennials** reporting they are looking for a great culture match with employers—but it also can make a difference in your bottom line. How much of a difference? Researchers found that **revenue growth** for companies with **performance-enhancing cultures** was, on average, about 516% more than their counterparts.

How can companies create or improve upon their culture? One important thing to understand is how business culture has changed in recent years from what it always has been. Historically, most businesses operated under more of a **“dictator” model**, with directives coming from the top down and employees simply expected to deliver results.

As our culture as a whole has evolved, however, this model became antiquated and essentially unacceptable. Employees want—and more than ever *expect*—**to feel respected, empowered, and humanized by company leadership**. Basically, we all want to believe we matter, and today’s workers won’t stick around long at a company where their worth isn’t made abundantly clear.

### **Crafting Your Company Culture—The Right Way**

You know you need it, now you’re ready to get to work creating it, or transforming what you have into something better. Here are some essential tips to get you started.

1. **Model strong, clear, approachable leadership.** All great company cultures start from the top down. As a leader who is passionate and excited about your work, you have a better chance of attracting and retaining others who share your enthusiasm. The other key piece here is to realize that the energy of your team begins with you. For example, if you are stressed out all the time and unapproachable, your team will feel isolated from you and less driven to succeed.

2. **Know your people.** Again, employees want to know they matter to you. Ask them how their vacation went. Smile, look people in the eye, and greet them when you see them. Invest your caring in your people and they will invest their caring in your company.
3. **Problem solving as a team.** Working through business challenges together empowers the entire team to be part of the solution. Get together for an all-day brainstorming session. Post your challenges on the wall and let the ideas pour in. You will be surprised at the creative solutions your team can offer. Giving everyone a hand in making the workplace a more pleasant and effective place to be encourages participation and support.
4. **Be solution oriented.** When problems arise, focus on the solution more than the issue. Make the workplace a “negativity-free zone.” Tell people to check problems at the door when they come in and make sure you do the same. Everyone has a bad day sometimes, but letting the office be the dumping ground for everyone’s problems will only lead to more of the same. Create a positive work environment and your employees will feel better working and being there.
5. **Celebrate accomplishments.** Everyone likes to hear they’ve done a good job. When people feel their efforts are lost in the shadows, they are less likely to be motivated to continue those efforts. Celebrate successes, small and large, every day, every week, every month, every year. My team does what we call the “RAD Report” every two weeks, highlighting team members who have accomplished something radically wonderful—it could be reaching a goal or even helping someone else out.
6. **Work-life balance.** Encourage and respect time off. Time away from the office should be revitalizing and rejuvenating, and employees need to feel like they can truly disconnect without consequences to their job security or the people within the company who depend on them. This starts with a clear structure for scheduling off hours. Make the ideal 30 days in advance to plan time off, compromising when possible for shorter notice. Then, empower employees to send appropriate communications to affected team members prior to their vacation to ensure their time away goes smoothly for everyone. The more rejuvenated your team is, the more energy they have to give to their work.

These tips will get you started. From here, take a leadership role in crafting your unique company culture around your specific team of people. Plan group outings and brainstorm sessions. Consider whether your team would be more comfortable in casual dress rather than business attire. Is your office dog friendly? Do you have plenty of natural light, cheerful colors, and office plants? Take the time to outline what kinds of things would really light up your particular team and then set those pieces in motion. [Make your workplace a place employees really want to be.](#)