

# Training for managers and employees of the High Reliability Organization



## The problem

Company failures, system crashes, mistakes, serious incidents or even accidents are usually not caused because the people involved have not had the necessary technical knowledge or skills. Often it is not the failure of the technical systems that can be cited as the reason for the failure. No, it is mostly the behavior of the people in the human and interpersonal sphere.

The „human factor“ is probably one of the biggest risks we must expect. By learning more about our behavior and how we can influence and adapt it, we protect ourselves against serious mistakes and lay the foundation for a solid performance.



## Experience from aviation

The civil aviation industry works intensively with this problem because in this industry, mistakes have catastrophic consequences. The working environment in aviation is characterized by short-term enormously increasing workloads, large amounts of information that must be processed, restrictive rules, scarcity of resources and stress. In this industry it is essential to master dynamic processes that cannot be stopped and that force the players to make decisions and act. Whenever people come under pressure, it is crucial that team functions remain intact. Individuals often show unpredictable behavior under pressure and stress and often deviate from normal decision-making and work processes. If their actions are not supported by a team, this can have fatal consequences.



This is reason that aviation stakeholders launched a training initiative dealing with the „human factor“. After the first trials of the new training, it became clear that behavioral markers had to be developed for a goal-oriented training and for a factually correct assessment of individual and team performance. Extensive research efforts were undertaken, and these markers are now known. They define the relevant team behavior for pressure situations in a dynamic environment. To this day, they are the only valid normative system that provides scientifically confirmed conclusions about optimal teamwork in such environments.

## A simulator for interpersonal skills

GemaSim™ was developed from all these findings. It is a „soft factor training software“ that makes use of the



significant psychological research results and is based on the system and content of the behavioral markers in the training concept. Just as simulators have long been used for learning technical skills, GemaSim™ now also allows human and interpersonal skills to be practiced and consolidated in a simulated environment.

## An expedition in outer space

In teams of four, the participants set off on a spectacular scientific expedition to the Galaxy Quadrant X-578. Their space shuttle has two unequally configured stations. Since each station contains only some of the controls and displays required for successful mission execution, the four

crew members must work together efficiently and communicate as smoothly as possible. The dynamics of the space flight will expose them to a high workload. Success or failure will be determined by a team's ability in terms of cooperation, leadership, communication, overview, decision-making and time management. Experience shows that the participants demonstrate authentic behavior in this dynamic and challenging environment.

## Visible results

After landing, a thorough evaluation of the work performed is made in a guided debriefing. Participants reflect on their own behavior based on inputs from team members, trainers, and analysis of video recordings. A second mission allows them to implement and apply their personal insights and thus visibly consolidate adapted behavior.

- What you learn:
- You will know the critical elements of leadership under pressure and will be able to apply successful leadership techniques in pressure situations.
- You will learn more about your personal behavior under pressure and learn how to adapt it.
- You will know the behavior patterns of successful team players.
- You will be able to perform better in a team under pressure.

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