

# PREVIEW GUIDE



## Teamwork in Crisis: The Miracle of Flight 232

### Table of Contents:

Sample Pages from Leader's Guide and Workbook.....	pgs. 2-11
Program Information and Pricing.....	pgs. 12-13



## BACKGROUND

**Teamwork in Crisis: The Miracle of Flight 232** recounts the story of the July, 1989 crash landing of United Airlines Flight 232. On that day, teamwork in the cockpit of a DC-10 aircraft came together with that of a multiple-county emergency response system in Sioux City, Iowa. The extraordinary effort contributed to the survival of two-thirds of the plane's 296 passengers and crew.

Now crises in your work may never approach (we hope) the dramatic proportions depicted in this video. However, organizations and teams face crises of various types such as:

- A new competitor enters your market with a great new technology and a sophisticated marketing program.
- A major customer defects to a competitor.
- A power outage in your office shuts down your business.
- A fire in your hospital requires the transfer of all patients.
- Three key managers of your most profitable business unit are hired away by a well-funded, start-up company in your industry.

The Flight 232 story is presented in a 28-minute video that incorporates dramatic re-enactment, actual dialogue and news footage from the event. When combined with focused discussion on the concepts and principles it demonstrates, the video-story becomes the basis for a very effective team training workshop.

## VIDEO SYNOPSIS

The video's first segment introduces you to several of this incredible story's key players: the aircraft's pilot and crew, the county's coordinator of emergency services, local health professionals and one very competent air traffic controller.

United Airlines Captain Al Haynes, Flight 232's pilot, introduces the five team factors — **Preparation, Luck, Cooperation, Communication** and **Execution** — that came together that day. Haynes suggests that the same five factors can produce positive team results everywhere.

An undetected flaw in the aircraft engine sets a chain of events in motion. The aircraft's entire hydraulic system is lost. The crew manages to keep the plane aloft while plans are hurriedly implemented on the ground. Agencies and equipment from several counties come together at the regional airport while hospital personnel and volunteers ready themselves at local medical facilities. The elements of **Preparation, Luck, Cooperation** and **Communication** are demonstrated.

You will wonder how anyone could have survived just as the elements come together culminating in the **Execution** of the rescues and evacuation. But two-thirds of the 296 passengers survived!

## PREPARING TO LEAD THE WORKSHOP

**Teamwork in Crisis: The Miracle of Flight 232** organizes its compelling story around the factors of **Preparation, Luck, Cooperation, Communication, and Execution**. At first, some teams may not see how these elements, and the emergency response surrounding the crash landing of a DC-10 some years ago, fit their day-to-day teamwork situations.

As the workshop facilitator, your task will be to draw out the learning points in the video and the Leader's Guide, make them relevant to the participant group, and help participants translate the concepts to their own work environment.

**Preview the video**, and note your own reactions to it. Take note of what impresses you. Some of your reactions may be emotional; if so, try to capture these reactions as they offer clues to what can motivate the participants.

Next, **review one or both of the Training Designs**. Consider the best format for your workshop. It can be:

- Segmented video presentation, interspersing discussion and a worksheet activity between the five video segments (Training Design A); or
- Presenting the whole video presentation at once, followed by discussion and worksheet activity (Training Design B).

Both Training Designs summarize examples of the five elements, restate questions posed in the video, and suggest specific discussion questions. The suggested topics and questions should not limit you; discuss the points in any way that relates to the participant team's situation.

The Designs also suggest how to incorporate the three-part Snapshot Exercise (included in the worksheets) into the discussions.

Before conducting the training session, be sure to **review the PowerPoint™** CD-ROM to determine which slides you wish to include in your presentation. The slide show content follows the Action Learning Summary and can be easily edited to adapt to your needs (you will need some knowledge of PowerPoint™ to do this).

**Preview the video one additional time**, this time following along with the Leader's Guide for the Training Design you have selected, and the Participant Workbook. Note that the Participant Workbook is the same for both workshop formats. The Self-Study Exercises and Crossword Puzzle (Workbook, pages 9-13) have been provided for participants to extend the learnings of the workshop, but any or all may be used as group exercises.

## PRESENTATION OPTIONS

CRM Learning recommends that the video be presented in segments, allowing the story to progress over the course of a 1½ to 2-hour workshop. The dramatic nature of the story will keep participants engaged. This agenda is listed as **Training Design A**. If you have less time, show the video all at once, and follow the agenda in **Training Design B**.

TRAINING DESIGN A		TRAINING DESIGN B	
Workshop Activity	Approximate Time Allowance (in minutes)	Workshop Activity	Approximate Time Allowance (in minutes)
1. Session Overview.....	5	1. Session Overview.....	5
2. Video Segment One: Introduction.....	4½	2. Group Discussion/Selection of a Critical Event.....	5
3. Group Discussion/Selection of a Critical Event.....	15	3. Video Presentation.....	30
4. Video Segment Two: Preparation.....	4	4. Group Discussion on Preparation and Luck/ 1st Snapshot Exercise.....	15
5. Group Discussion on Preparation/ 1st Snapshot Exercise.....	15	5. Group Discussion on Cooperation/ 2nd Snapshot Exercise.....	10
6. Video Segment Three: Luck.....	5	6. Group Discussion on Communication and Execution / 3rd Snapshot Exercise.....	15
7. Group Discussion on Luck.....	10	7. Conclusion/Action Learning Summary.....	10
8. Video Segment Four: Cooperation.....	4½		
9. Group Discussion on Cooperation/ 2nd Snapshot Exercise.....	15		
10. Video Segment Five: Communication and Execution.....	12½		
11. Group Discussion on Communication and Execution/3rd Snapshot Exercise.....	15		
12. Conclusion/Action Learning Summary.....	10		
<b>Approximate Workshop Time: 1 Hour and 55 Minutes</b>		<b>Approximate Workshop Time: 1 Hour and 30 Minutes</b>	

### To shorten either workshop, consider:

- Asking participants to complete the three-part Snapshot Activity at one time.
- Cutting back on the discussion topics; retaining those that are most relevant to the group's circumstances.

Still recommended for any abbreviated version is relating the discussions to an example of a specific type of critical or unusual event.

### To lengthen/broaden the workshops:

- Show the Discussion Segments video that has been included in your program. These vignettes can be used to help participants apply the concepts of **Preparation, Luck, Cooperation, Communication** and **Execution** in their day-to-day worklives. (See page 26 for more information .)
- Incorporate more detailed action planning around **Preparation, Cooperation, Communication** and **Execution**.
- Emphasize the relationships among the factors.
- Incorporate one or more of the Self-Study exercises from the Workbook.

More detailed planning could be concentrated at the back end of the workshop, after all video segments have been presented. Use the 1½ - 2 hour version of the workshop as one form of debrief or evaluation with a team that has recently experienced a critical or unusual event. For this option, discussion questions would use each of the factors as a "set-up" for the evaluation.

## TRAINING DESIGN A

*Note: This is the Training Design to be used with a segmented video presentation.*

**Provide session overview for participants.** Allow approximately 5 minutes for the introduction to the workshop. **Tell the participants that:**

- They will view **Teamwork in Crisis: The Miracle of Flight 232** which recounts the story of the July, 1989 crash landing of United Airlines Flight 232. That day, teamwork in the cockpit and among emergency responders in Sioux City, Iowa contributed to the survival of two-thirds of the DC-10's 296 passengers and crew.
- This workshop will run for 1 hour and 55 minutes.
- They will view the story of Flight 232 in five video segments, each followed by a 10-15 minute discussion. They will also complete a "Snapshot Evaluation" of their group's readiness for an unexpected or critical event as they define this hypothetical event for their own team.

**Discuss the learning objectives:**

- To examine how five factors can be brought together to achieve a significant team goal, even against the odds.
- To better understand the specific roles of **Preparation, Cooperation** and **Communication** in minimizing the impact of unfortunate circumstances, or capitalizing on unexpected opportunities.

**Important: Discuss/Review why the session is being held for this particular group. The session may be being held:**

- In anticipation of upcoming events that might be out of the team's ordinary scope.
- For general preparedness and readiness.
- Following a response to a situation that was less than successful, perhaps as a part of an evaluation or debrief.

**Emphasize these (or similar) points:**

- The efforts made to prepare a team for a critical or unusual event will almost always improve their performance under normal circumstances.
- There is a difference between *responding* and *reacting*. Unexpected circumstances, especially those that present possible loss or serious impact, call for well-considered responses rather than knee-jerk reactions.
- When a team reacts rather than responds, **Luck** becomes the main determinant of the outcome, and **Luck** is hardly reliable or consistent.

## TRAINING DESIGN B

*Note: This is the Training Design to be used with a full, all-at-once video presentation.*

**Provide Session Overview for Participants.** Allow approximately 5 minutes for the introduction to the workshop. **Tell the participants that:**

- They will view **Teamwork in Crisis: The Miracle of Flight 232** which recounts the story of the July, 1989 crash landing of United Airlines Flight 232. That day, teamwork in the cockpit and among emergency responders in Sioux City, Iowa contributed to the survival of two-thirds of the DC-10's 296 passengers and crew.
- This workshop will run for 1 hour and 30 minutes.
- The main content points of this program are contained in the **Action Learning Summary** section of this Guide (Page 32).
- They will view the story of Flight 232 in its entirety, and follow the presentation with discussion. As a part of the discussion, they will complete a "Snapshot Evaluation" of their group's readiness for an unexpected or critical event, as they define this hypothetical event for their own team.

**Discuss the learning objectives:**

- To examine how the five factors can be brought together to achieve a significant team goal, even against the odds.
- To better understand the specific roles of **Preparation, Cooperation** and **Communication** in minimizing the impact of unfortunate circumstances, or capitalizing on unexpected opportunities.

**Important: Discuss/Review** why the session is being held for this particular group. **The session may be being held:**

- In anticipation of upcoming events that might be out of the team's ordinary scope.
- General preparedness and readiness.
- Following a response to a situation that was less than successful, perhaps as a part of an evaluation or debrief.

**Emphasize these or similar points:**

- The efforts made to prepare a team for a critical or unusual event will almost always improve their performance under normal circumstances.
- There is a difference between *responding* and *reacting*. Unexpected circumstances, especially those that present possible loss or serious impact, call for well-considered responses rather than knee-jerk reactions.

## USING THE DISCUSSION SEGMENTS VIDEO

The "Discussion Segments" video contains six vignettes of teams facing a variety of common workplace problems. These problems have arisen due to a lack of one or more of the following: **Preparation, Luck, Cooperation, Communication** and/or **Execution**. They are designed to spark discussion on how the concepts presented in the *Teamwork in Crisis* video apply equally well to the handling of day-to-day situations.

### SYNOPSIS OF VIGNETTES:

**Vignette 1:** An organization has missed their sales goal for the previous quarter—partially because of problems with a new product. The team has been asked, once again, to come up with ways to improve results.

**Vignette 2:** A misunderstanding between a sales representative and a manufacturing supervisor result in a botched client demo.

**Vignette 3:** An accounting supervisor for a manufacturing company goes head-to-head with her co-worker over his order for more stock. Neither shows an interest in the other's needs while they vigorously defend their positions.

**Vignette 4:** Managers receive the definite word that the organization is going ahead with a reorganization. Despite the fact that they knew something was coming, none are prepared for the depth of personnel cuts being made.

**Vignette 5:** A female boss and her subordinate have a conversation in which neither party is communicating directly or listening actively.

**Vignette 6:** A government team receives word that the Strategic Plan they submitted was not realistic and must be rewritten.

### Here are a few ways these vignettes can be used:

**Option 1:** Show the vignettes one at a time, stopping after each episode to ask the group how the absence of one or more of the five factors may have contributed to the situation at hand. Then ask which of the five factors could now be employed to improve the situation.

You can capture results on a flip chart (see figure 1). Use one color pen to identify which factors could have prevented the problem and another color pen to checkmark those factors which could now be employed in solving the problem.

	Vignette 1	Vignette 2	Vignette 3	Vignette 4	Vignette 5	Vignette 6
Preparation						
Luck						
Cooperation						
Communication						
Execution						

Figure 1

## PREPARATION SNAPSHOT WORKSHEET

**Instructions:** Keeping in mind the “unexpected” or critical event your group has identified:

- Evaluate your team’s current state of **Preparation** on a 1 – 10 scale. (“10” represents a high condition of readiness; “1” represents a very low level.) Use the sample descriptions in the first column as examples or guidelines only.
- ONLY for the rating you select, write short phrases or bullet points in the right hand column to justify your rating. (For example, for a “5” rating you might write, “Needed supplies not ordered.”)
- At the bottom of this page, write your opinion of the most important step your team would need to take to raise **Preparation** to the next highest score.

PREPARATION	POINTS	WHAT MAKES YOU THINK SO?
Practices and simulations (based on plans) have been conducted and <i>evaluated</i> . Steps taken to revise any parts of procedures found deficient. Supplies and equipment are stocked and checked.	<b>10</b>	
Training has been conducted based on plans. Team members are trained in tools, procedures, etc.	<b>8 - 9</b>	
Plans have been developed and distributed, but not yet coordinated or aligned with all parts of the team. Some supplies, tools and equipment may have been ordered.	<b>6 - 7</b>	
Resources, supplies and equipment that could be needed have been identified only in general terms.	<b>5</b>	
The topic of critical events has been raised at one or more meetings; the topic has been assigned for further study without a specific timeline.	<b>3 - 4</b>	
The team, and perhaps the larger organization, has not acknowledged the possibility of a critical event, or only in a superficial way.	<b>1 - 2</b>	

Your opinion: What is the **most important next step** towards raising the team’s preparedness to the next highest score?

---



---



---



## COOPERATION SNAPSHOT WORKSHEET

**Instructions:** Keeping in mind the “unexpected” or critical event your group has identified:

- Evaluate your team’s current state of **Cooperation** on a 1 – 10 scale. Use the sample descriptions in the first column as examples or guidelines only.
- ONLY for the rating you select, write short phrases or bullet points in the right hand column to justify your rating. (For example, for a “5” rating you might write, “Interdependencies identified, no contact with outside others.”)
- At the bottom of this page, write your opinion of the most important step your team would need to take to raise **Cooperation** to the next highest score.

COOPERATION	POINTS	WHAT MAKES YOU THINK SO?
All affected groups have participated in debriefs or evaluations, and corrective actions taken.	10	
Practices and simulations have included groups, teams and individuals outside your team.	8 - 9	
Verbal or written agreements and plans have been generated to cover a variety of unusual events. Your team has consulted with other affected teams, and modified plans based on their needs and resources. You are prepared to help others should they encounter a critical event. Reviews are held on a regular basis.	6 - 7	
Planning has included all roles on your team, and some outside the team. Questions such as "What support would we need from others?" and "What support would they need from our group?" have been considered.	5	
Roles of immediate team members are fairly clear, but have yet to be tested during "out-of-the-ordinary" circumstances. Team members require strong direction and guidance from a leader at the hint of any unusual situation.	3 - 4	
Teamwork under normal working conditions is lacking or inconsistent.	1 - 2	

Your opinion: What is the **most important next step** towards raising the team’s preparedness to the next highest score?

---



---



---

## COMMUNICATION SNAPSHOT WORKSHEET

**Instructions:** Keeping in mind the “unexpected” or critical event your group has identified:

- Evaluate your team’s current state of **Communication** on a 1 – 10 scale.
- Only for the rating you select, write short phrases or bullet points in the right hand column to justify your rating. (For example, for a “5” rating you might write, “Communication plans in place, possibly too limited a definition of unusual event.”)
- At the bottom of this page, write your opinion of the most important step your team would need to take to raise **Communication** to the next highest score.

COMMUNICATION	POINTS		WHAT MAKES YOU THINK SO?
Plan is clear for communication within the team and external to the team, before, during and following the event. Supplies and tools are ready and team members trained and tested in their use.	<b>10</b>		
Methods and systems have been tested, evaluated and revised. Procedures with outside teams and others involved have been developed and tested. Communication equipment important to the plan has been purchased; people are trained in its use.	<b>8 - 9</b>		
More detailed communication plans are prepared, including back-up mechanisms.	<b>6 - 7</b>		
General plans in place for how communication would occur within the team during an unusual event.	<b>5</b>		
Communication methods in place among team members, but specific methods have not been discussed relative to a critical event.	<b>3 - 4</b>		
Under normal working conditions, communication procedures and tools are underdeveloped or not practiced.	<b>1 - 2</b>		

Your opinion: What is the **most important next step** towards raising the team’s preparedness to the next highest score?

---



---



---



## Materials Included With *Teamwork in Crisis*

---

The workshop designed to accompany the video-based program is a flexible, yet comprehensive half-day training design. The workshop kit includes all the materials you'll need to run the program:

- ◆ The **DVD** of *Teamwork in Crisis: The Miracle of Flight 232* provide the theory and examples to illustrate the workshop topics. This program shows in dramatic detail what can happen when team members pull together to achieve an important goal: saving lives. The chaptered DVD includes bonus discussion segments. The DVD is closed-captioned.
- ◆ The **Leader's Guide** provides step-by-step instructions for introducing activities, leading discussions, and making transitions between the video, group discussions, and exercises. Two complete training designs are included, and offer options to help you shorten or lengthen your workshop with additional activities and discussions, as desired.
- ◆ A **PowerPoint® presentation** contained on a **CD-ROM** can be used to highlight key content and discussion points during the training session.
- ◆ The **Participant Workbook** contains the worksheets for the suggested exercises in the Leader's Guide. Also, the majority of the information contained in the PowerPoint slides is reproduced in the Participant Workbook so participants spend less time taking notes. 10 Workbooks are included with purchase.
- ◆ **Reminder Cards** with the program's key learning points are distributed to participants at the workshop's conclusion for their use following the session. 10 Reminder Cards are included with purchase.



# Program Information and Pricing

---

Purchase Price: \$995.00

Rental Price: \$275.00 *(five days, does not include participant materials)*

Preview Price: Free

Running Time: 39 minutes

Materials included with purchase: chaptered DVD with additional Discussion Segments, Leader's Guide, CD-ROM with PowerPoint® presentation, 10 Participant Workbooks, 10 Reminder Cards.

## Quantity Pricing Discounts

---

### **Teamwork in Crisis Program**

2 copies	10% off
3-5 copies	15% off
6-10 copies	20% off
11-15 copies	25% off
16+ copies	(call for quote)

Industry discounts may apply: call your Sales Consultant for more information.

### **Participant Workbooks**

1-50 workbooks	\$14.95 each
51-250 workbooks	\$13.46 each (10% off)
251-500 workbooks	\$12.71 each (15% off)
501+ workbooks	\$11.96 each (20% off)

### **Reminder Cards** (sold in packs of 10)

1-50 packs	\$5.00 each
51-250 packs	\$4.50 each (10% off)
251-500 packs	\$4.25 each (15% off)
501+ packs	\$4.00 each (20% off)

(contents, pricing & discounts subject to change without notice)

