



brussels 
AIRLINES

Training Observable Behaviours

The instructor as a role-model

PJ DE JAEGER
FLEET TRAINING MANAGER A32F

brussels 
AIRLINES

15 NOVEMBER, 2023



Brussels International



N'Djili Kinshasa Airport

Brussels International

N'Djili Kinshasa Airport







“...attitude...”



ORCA



Observe

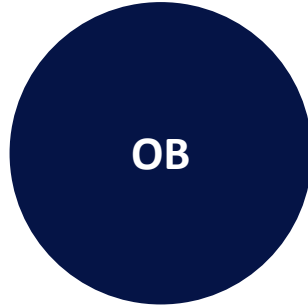
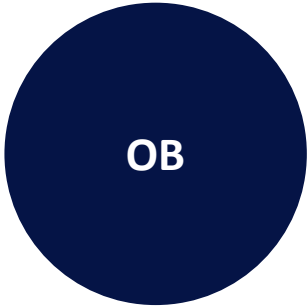
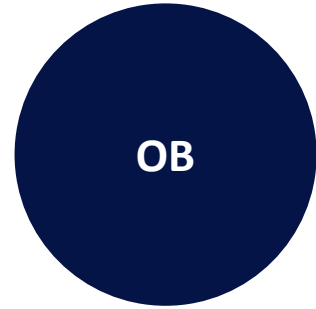
Record

Classify

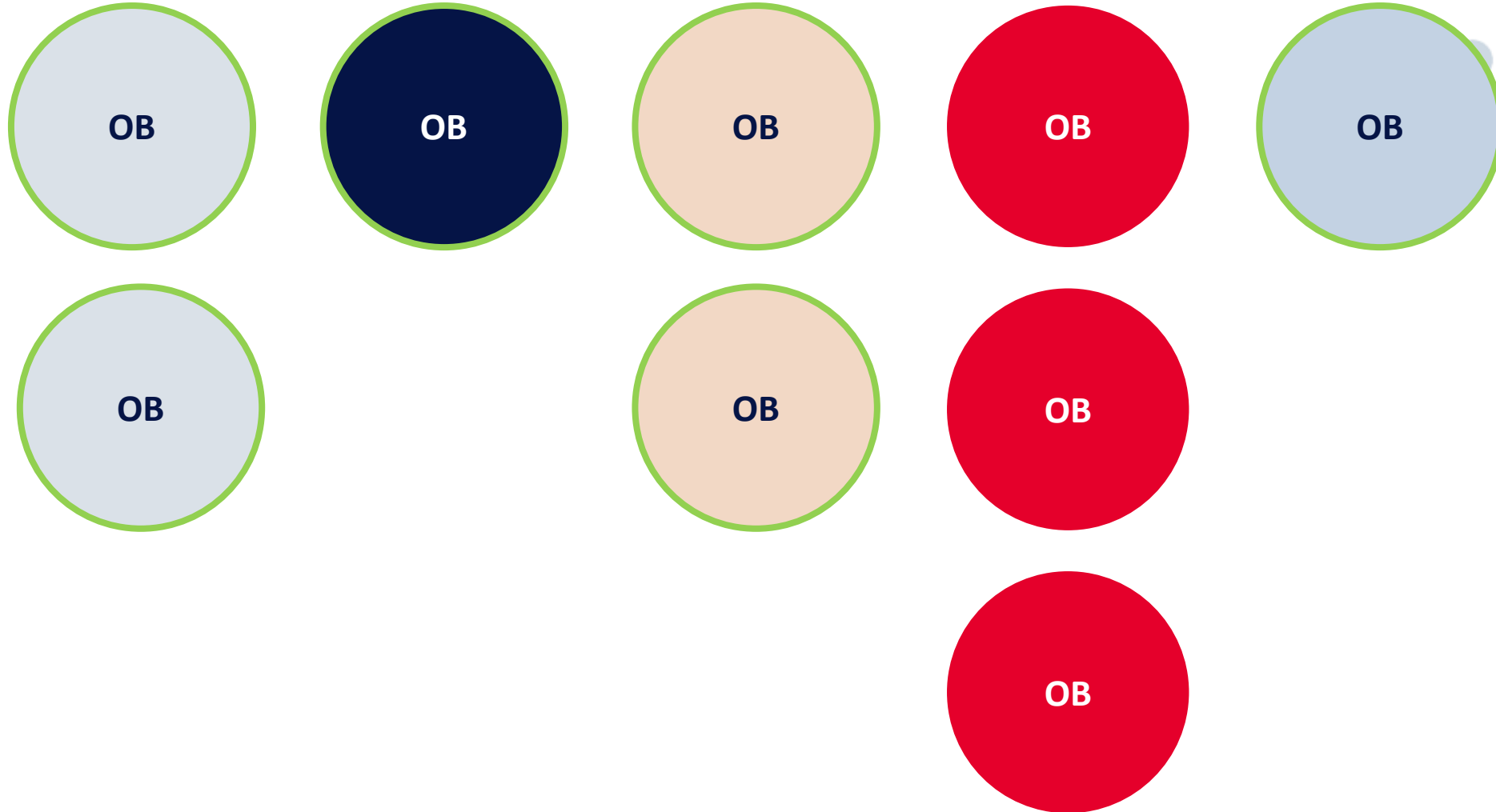
Assess



Classify

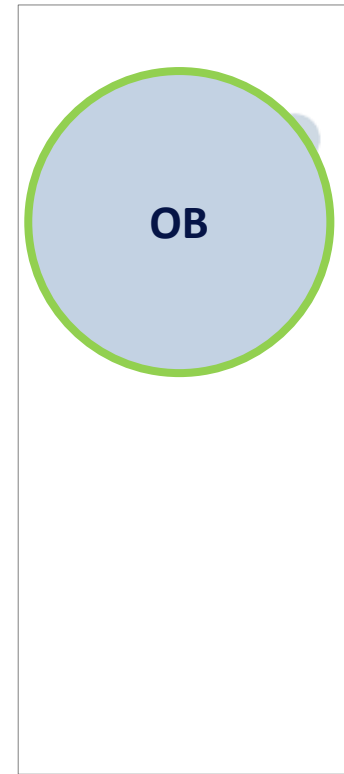
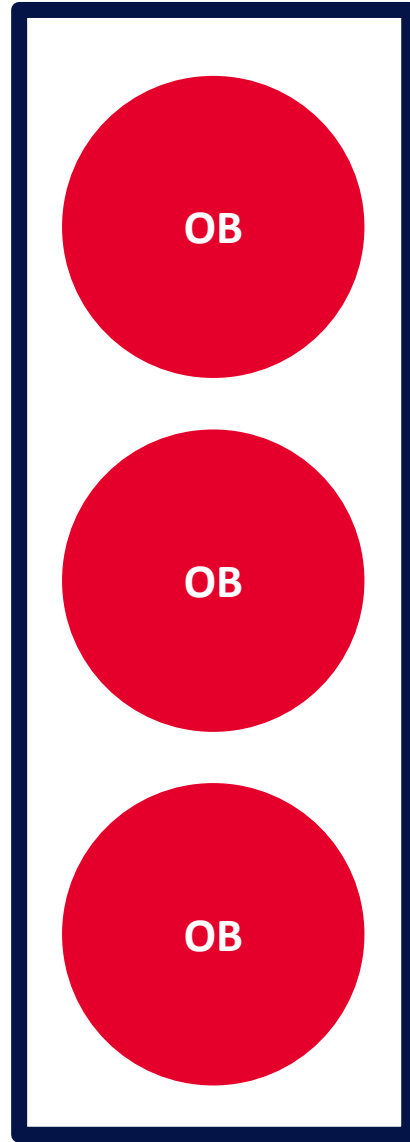
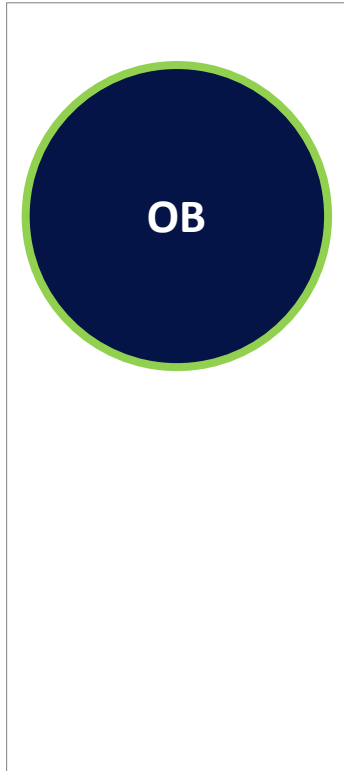
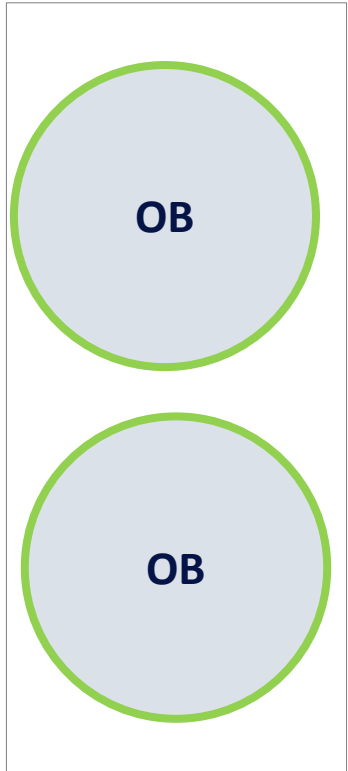


Classify



Classify

5 - LTW



5 - LTW

Leadership & teamwork

OB 5.1 Encourages team participation and open communication

OB 5.2 Demonstrates initiative and provides direction when required

OB 5.3 Engages others in planning

OB 5.4 Considers inputs from others

OB 5.5 Gives and receives feedback constructively

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

OB 5.7 Exercises decisive leadership when required

OB 5.8 Accepts responsibility for decisions and actions

OB 5.9 Carries out instructions when directed

OB 5.10 Applies effective intervention strategies to resolve identified deviations

OB 5.11 Manages cultural and language challenges, as applicable



OB 5.1 Encourages team participation and open communication

OB 5.5 Gives and receives feedback constructively

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner



ASSESSMENT

CBTA

OB 5.1 Encourages team participation and open communication

OB 5.5 Gives and receives feedback constructively

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner



OB 5.1 Encourages team participation and open communication

OB 5.5 Gives and receives feedback constructively

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner



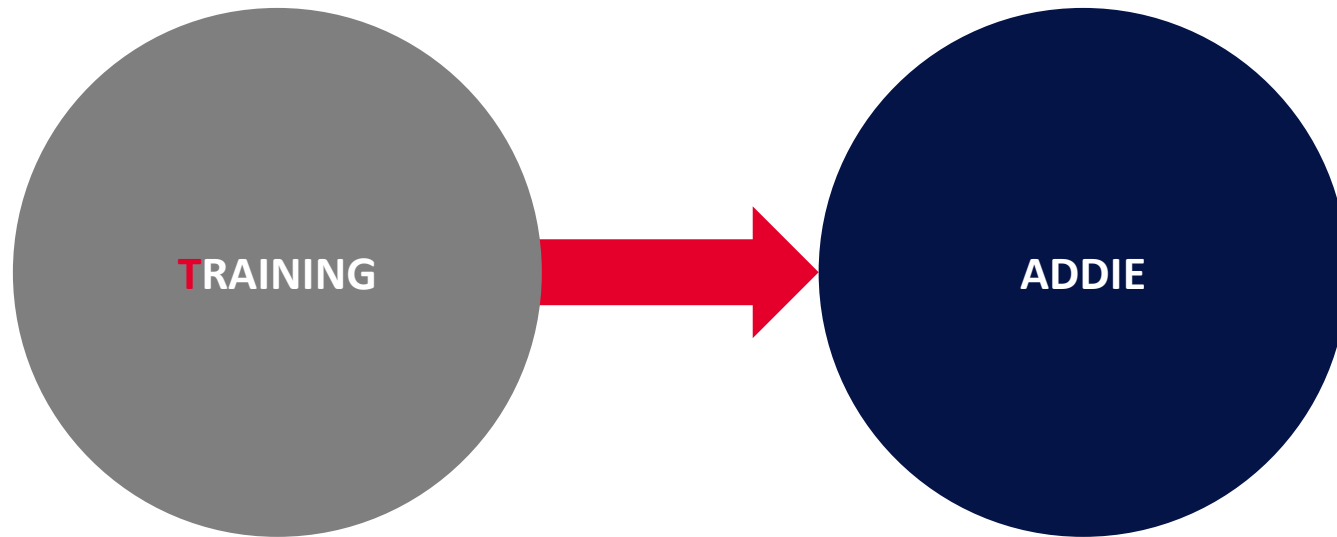
TRAINING

CBTA

OB 5.1 Encourages team participation and open communication

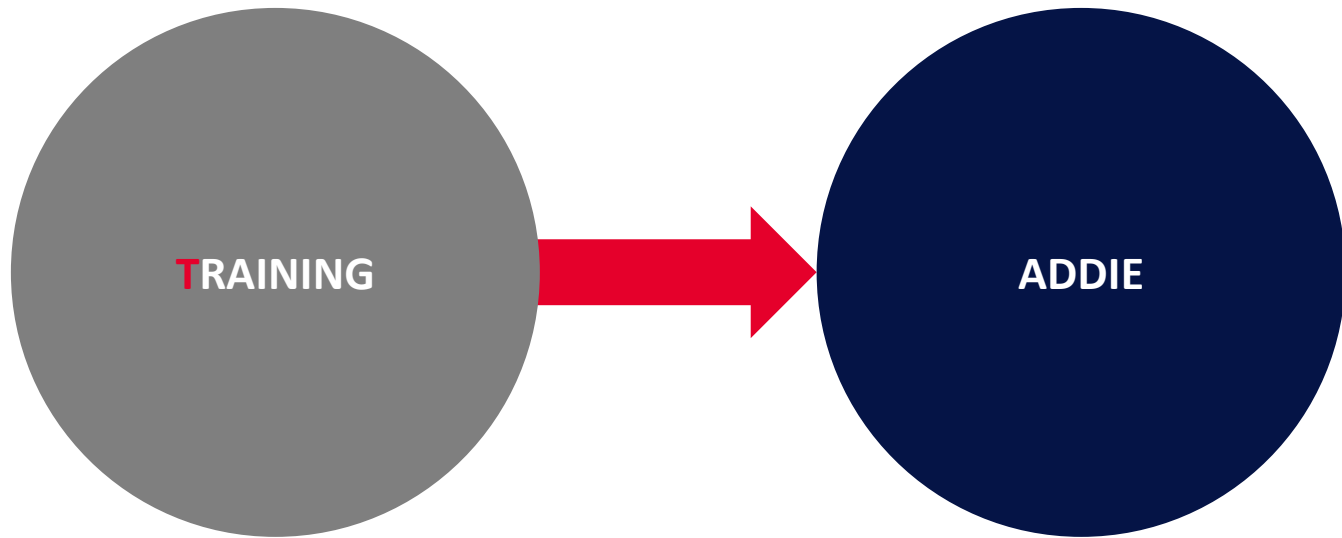
OB 5.5 Gives and receives feedback constructively

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner



CBTA





CBTA

ANALYZE

DESIGN

DEVELOP

IMPLEMENT

EVALUATE



OB 5.1 Encourages team participation and open communication

OB 5.5 Gives and receives feedback constructively

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner



DESIGN



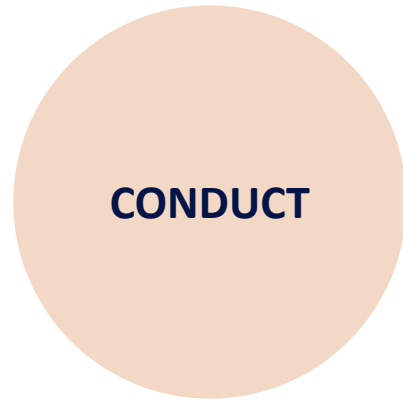
DEVELOP



CONDUCT



- OB 5.1 Encourages team participation and open communication
- OB 5.5 Gives and receives feedback constructively
- OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

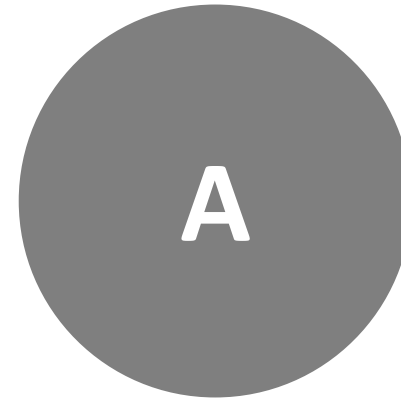
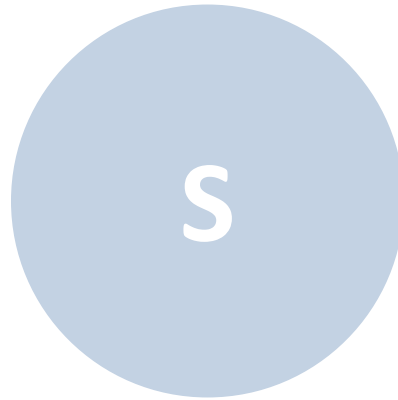
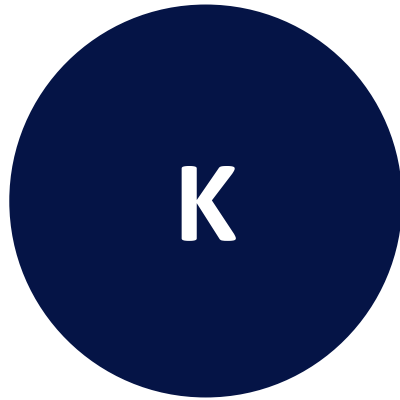


- OB 0.1 Demonstrates practical and applicable knowledge of limitations and systems and their interaction**
- OB 1.1 Identifies where to find procedures and regulations**
- OB 4.1 Controls the aircraft manually with accuracy and smoothness as appropriate to the situation**

OB 0.1 Demonstrates practical and applicable knowledge of limitations and systems and their interaction

OB 1.1 Identifies where to find procedures and regulations

OB 4.1 Controls the aircraft manually with accuracy and smoothness as appropriate to the situation



Competency. A dimension of human performance that is used to reliably predict successful performance on the job. A competency is manifested and observed through **behaviours** that mobilize the relevant **knowledge, skills and attitudes** to carry out activities or tasks under specified conditions.

OB 0.1 Demonstrates practical and applicable knowledge of limitations and systems and their interaction

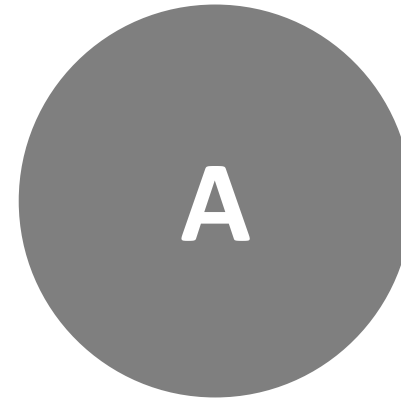
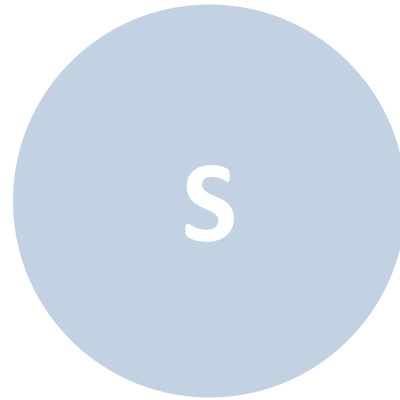
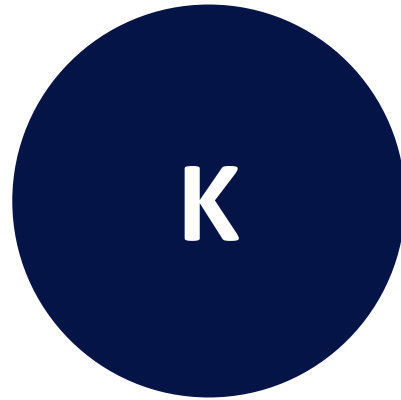
K

OB 1.1 Identifies where to find procedures and regulations

K

OB 4.1 Controls the aircraft manually with accuracy and smoothness as appropriate to the situation

S



OB 0.1 Demonstrates practical and applicable knowledge of limitations and systems and their interaction

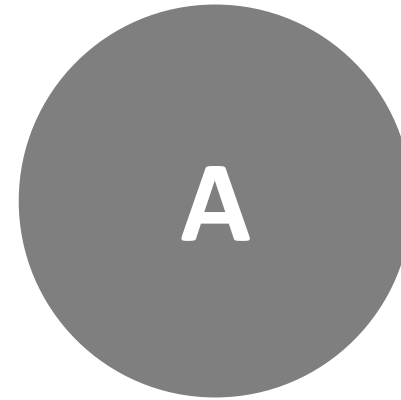
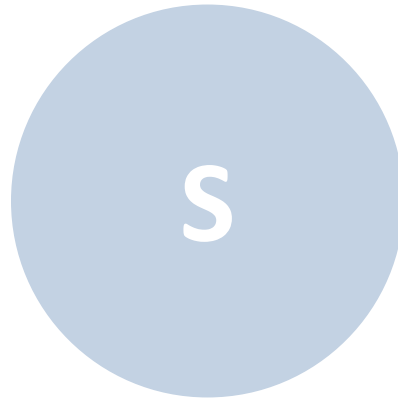
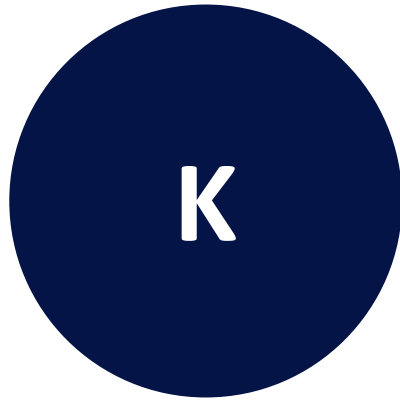
K

OB 1.1 Identifies where to find procedures and regulations

K

OB 4.1 Controls the aircraft manually with accuracy and smoothness as appropriate to the situation

S



OB 5.1 Encourages team participation and open communication

OB 5.5 Gives and receives feedback constructively

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

OB 0.1 Demonstrates practical and applicable knowledge of limitations and systems and their interaction

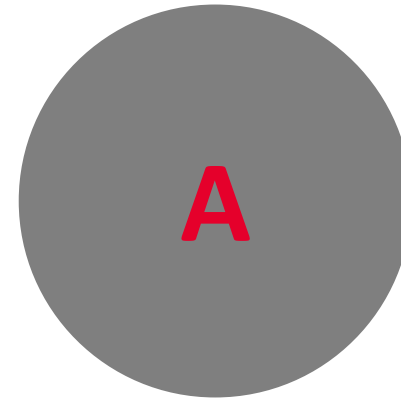
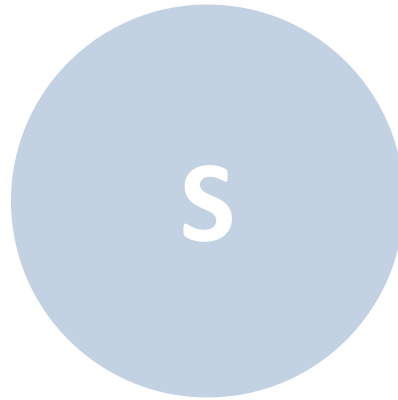
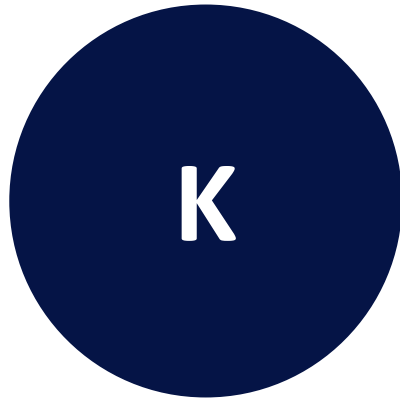
K

OB 1.1 Identifies where to find procedures and regulations

K

OB 4.1 Controls the aircraft manually with accuracy and smoothness as appropriate to the situation

S



OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

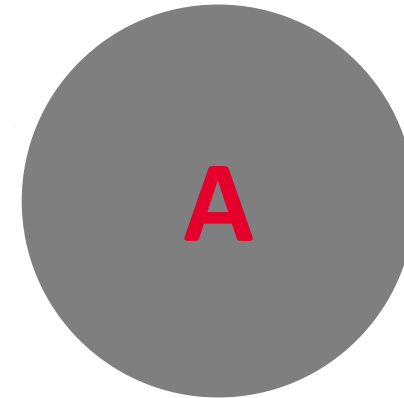
A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A



“...attitude...”



OB 5.1 Encourages team participation and open communication

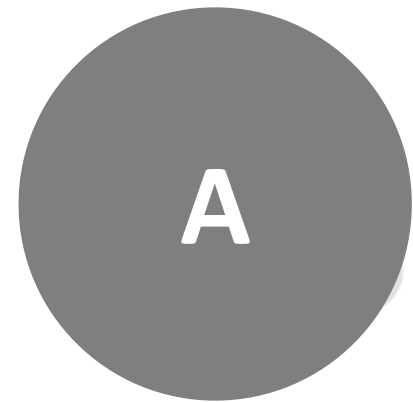
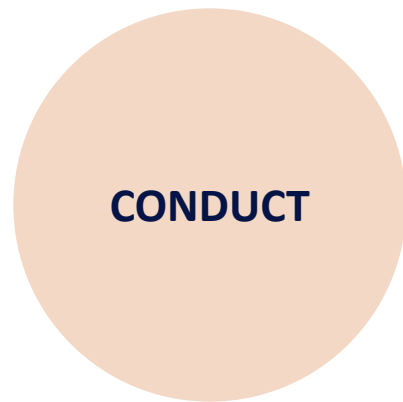
A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A



OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A



meta-study



meta-study



Attitude is a persistent internal mental state or disposition that influences an individual's choice of personal action toward some object, person or event and **that can be learned**.

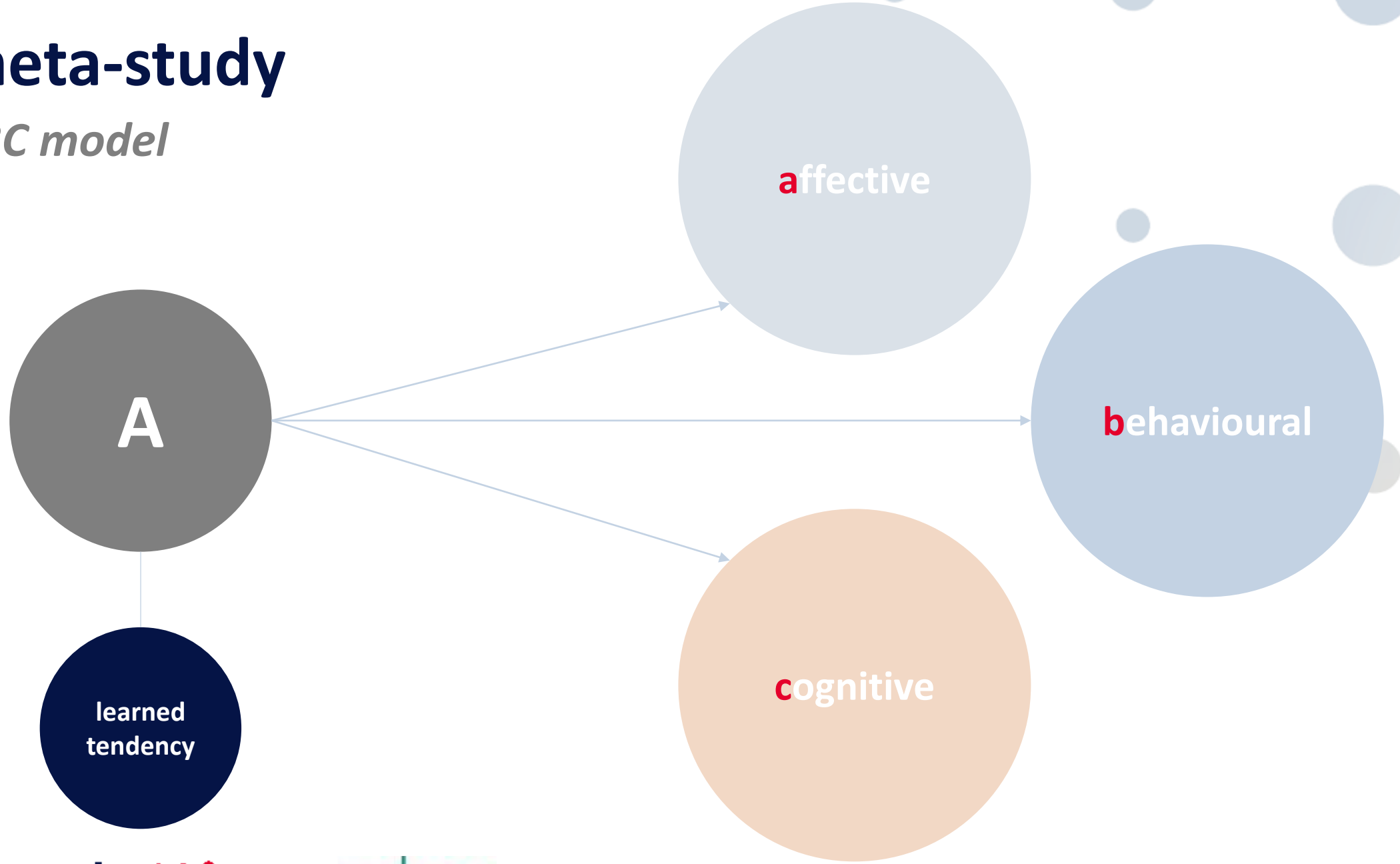
Attitudes have affective components, cognitive aspects and behavioral consequences.

To demonstrate the “right” attitude, a learner needs to **“know how to be”** in a given context.



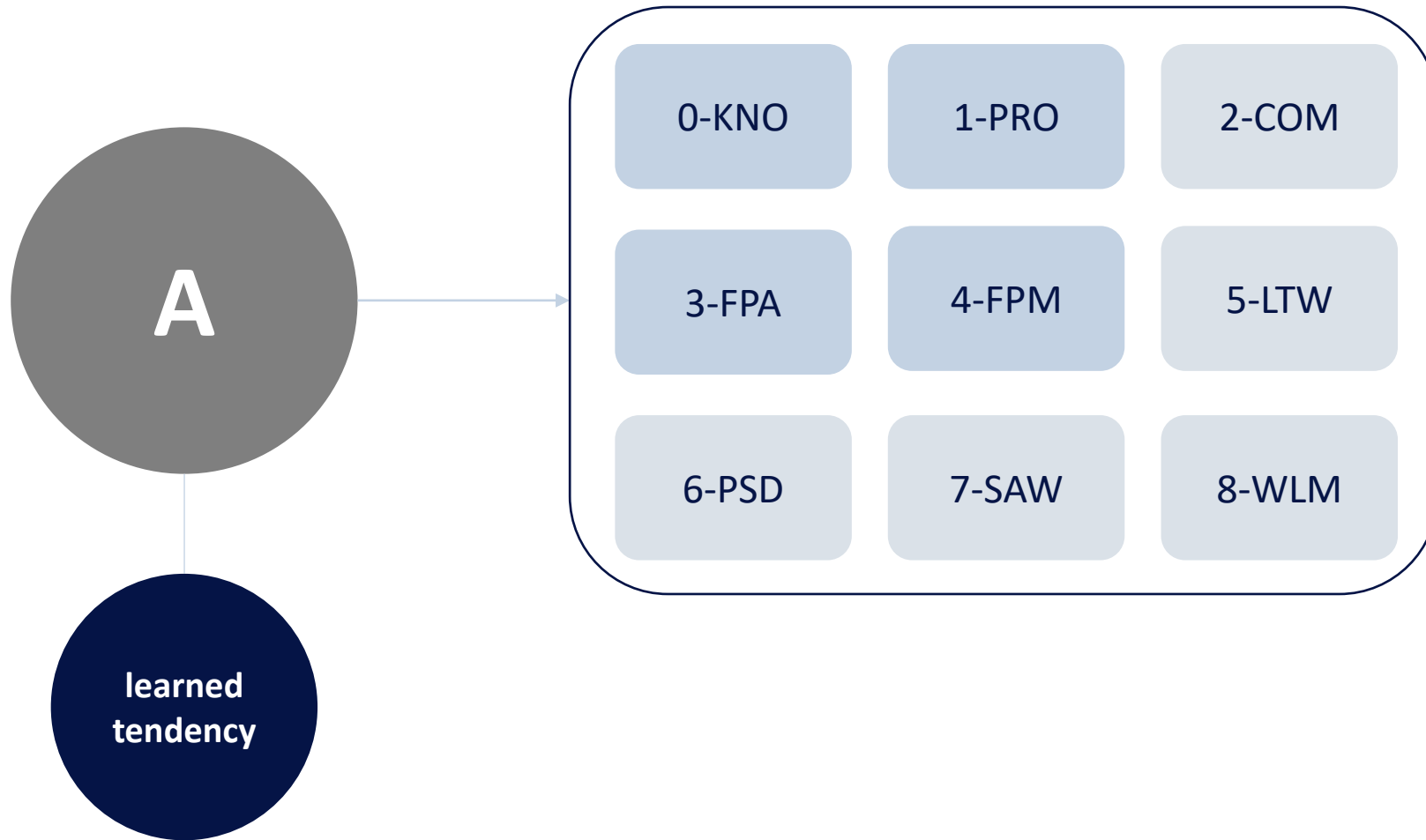
meta-study

ABC model



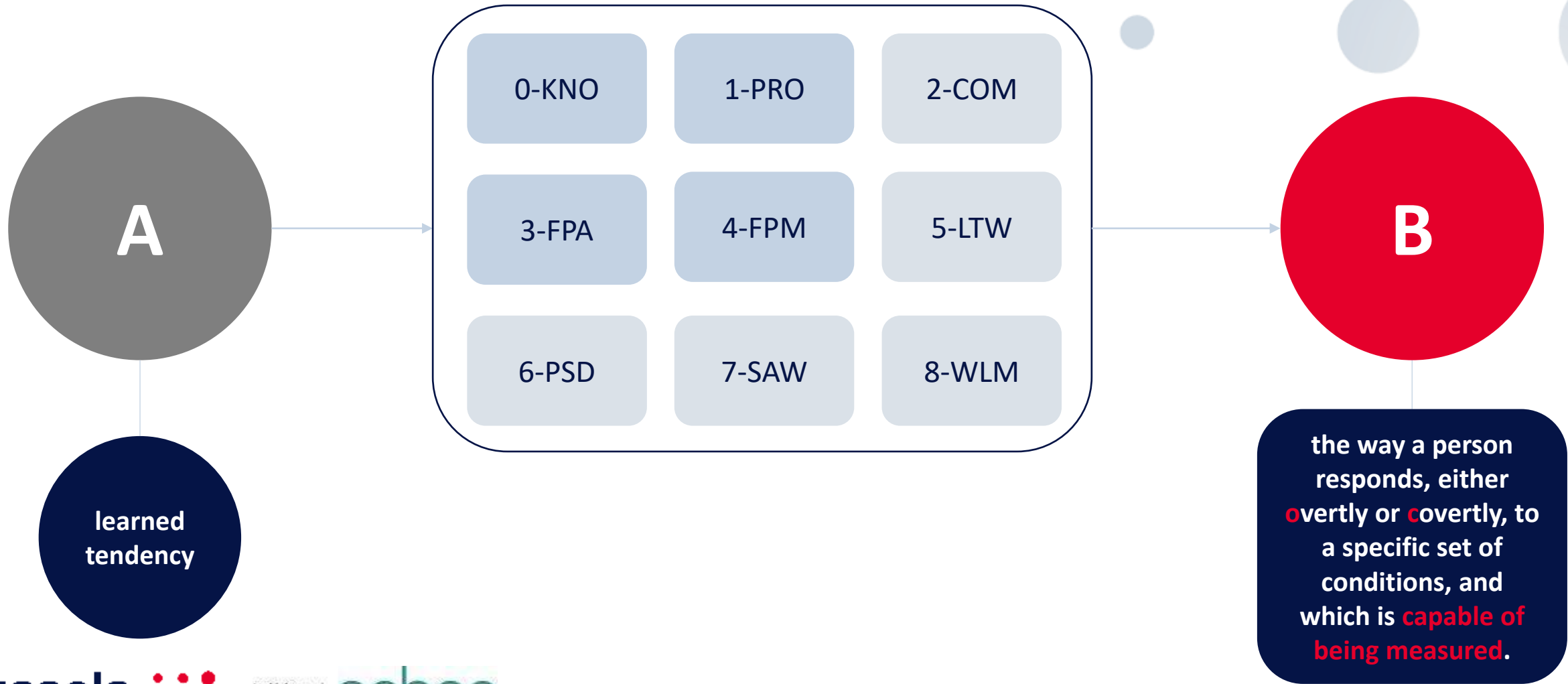


meta-study



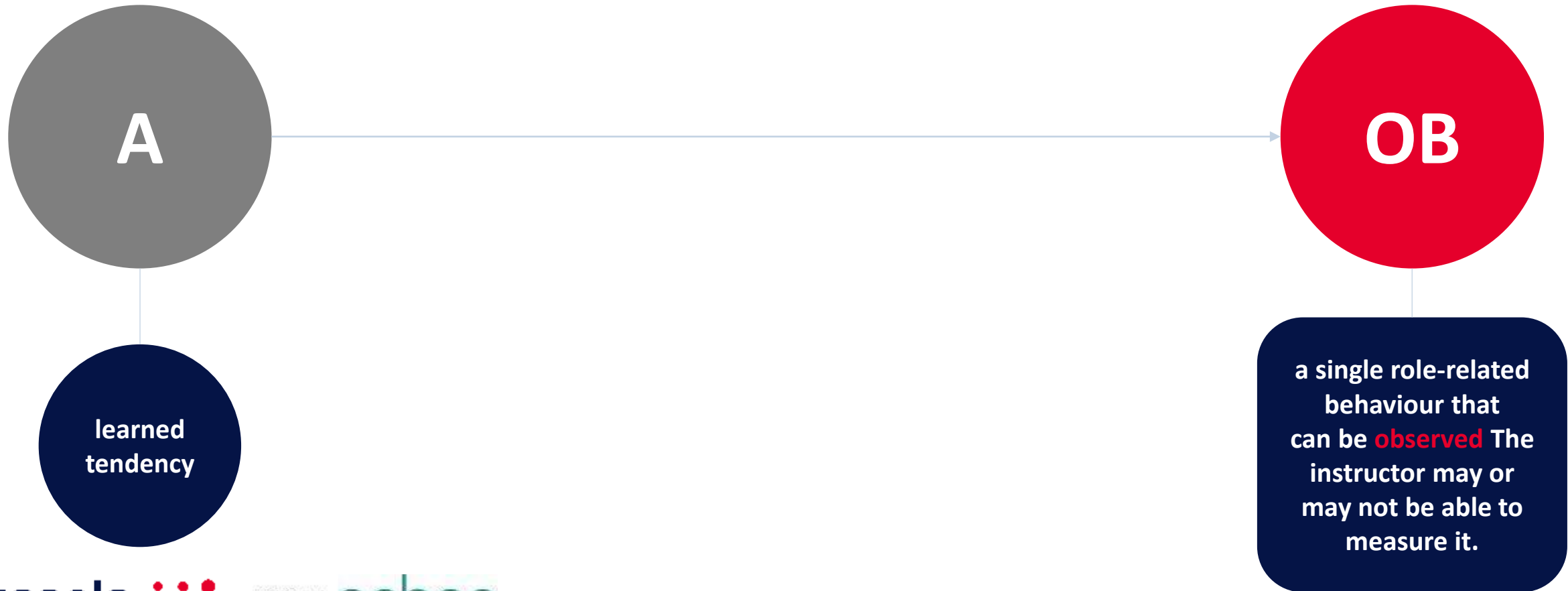


meta-study

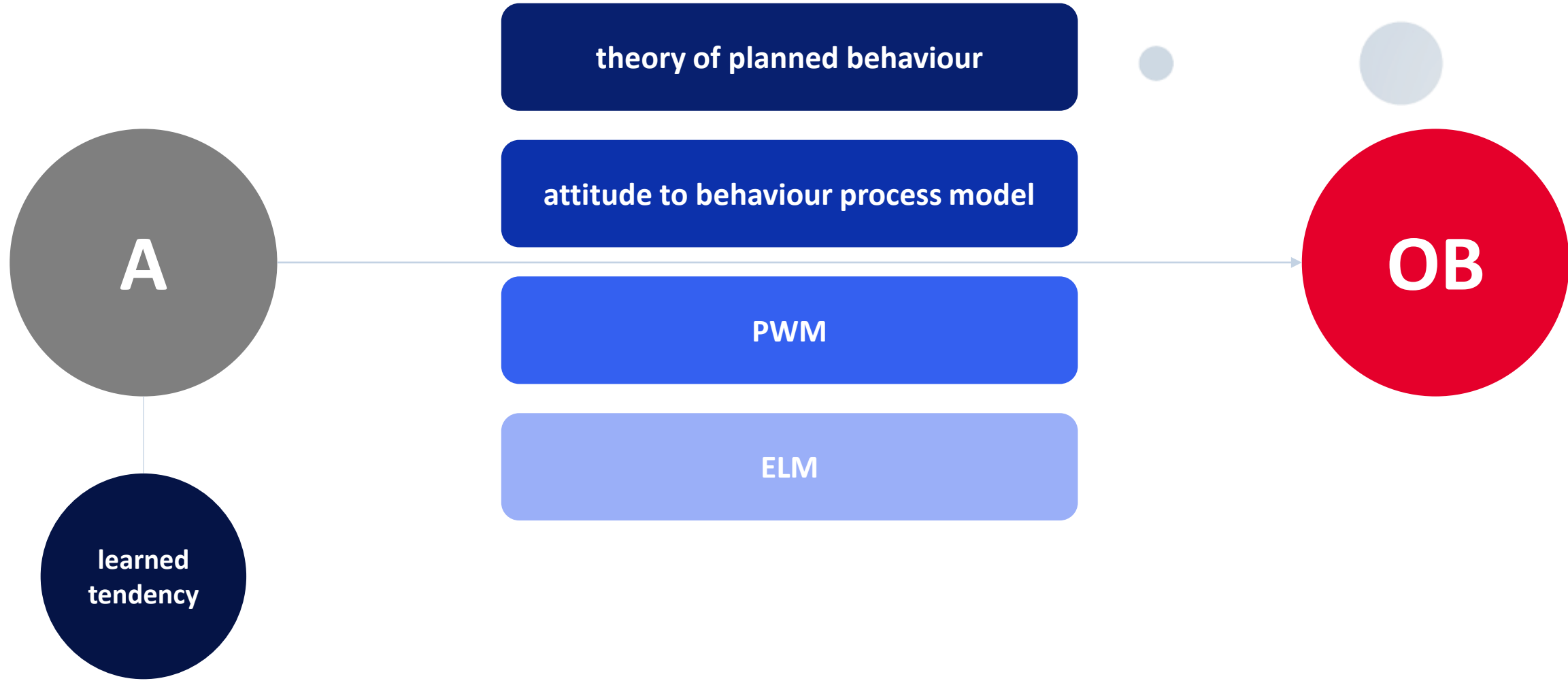




meta-study



meta-study



meta-study



meta-study



meta-study



OB



**trainable
by IE ?**

OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study



OB



**trainable
by IE ?**



YES ?

OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

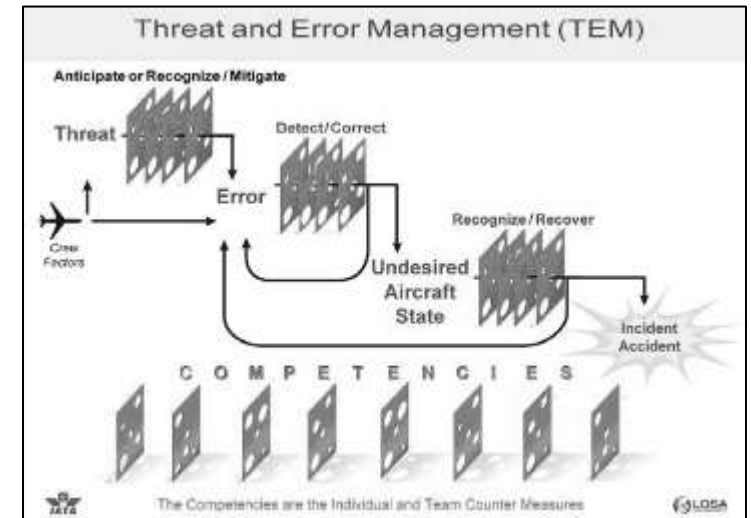


meta-study

OB

**trainable
by IE ?**

YES



OB 5.1 Encourages team participation and open communication

A

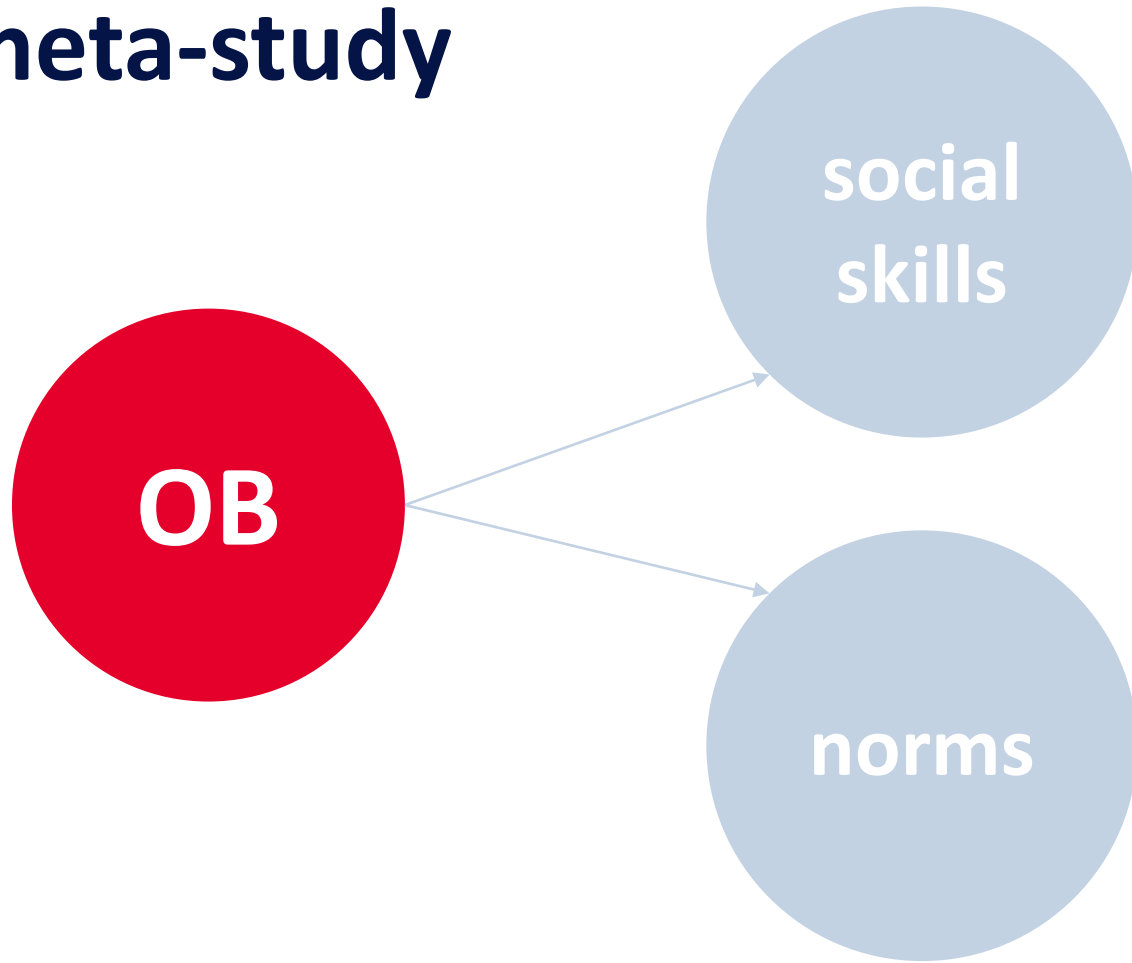
OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study



OB 5.1 Encourages team participation and open communication

A

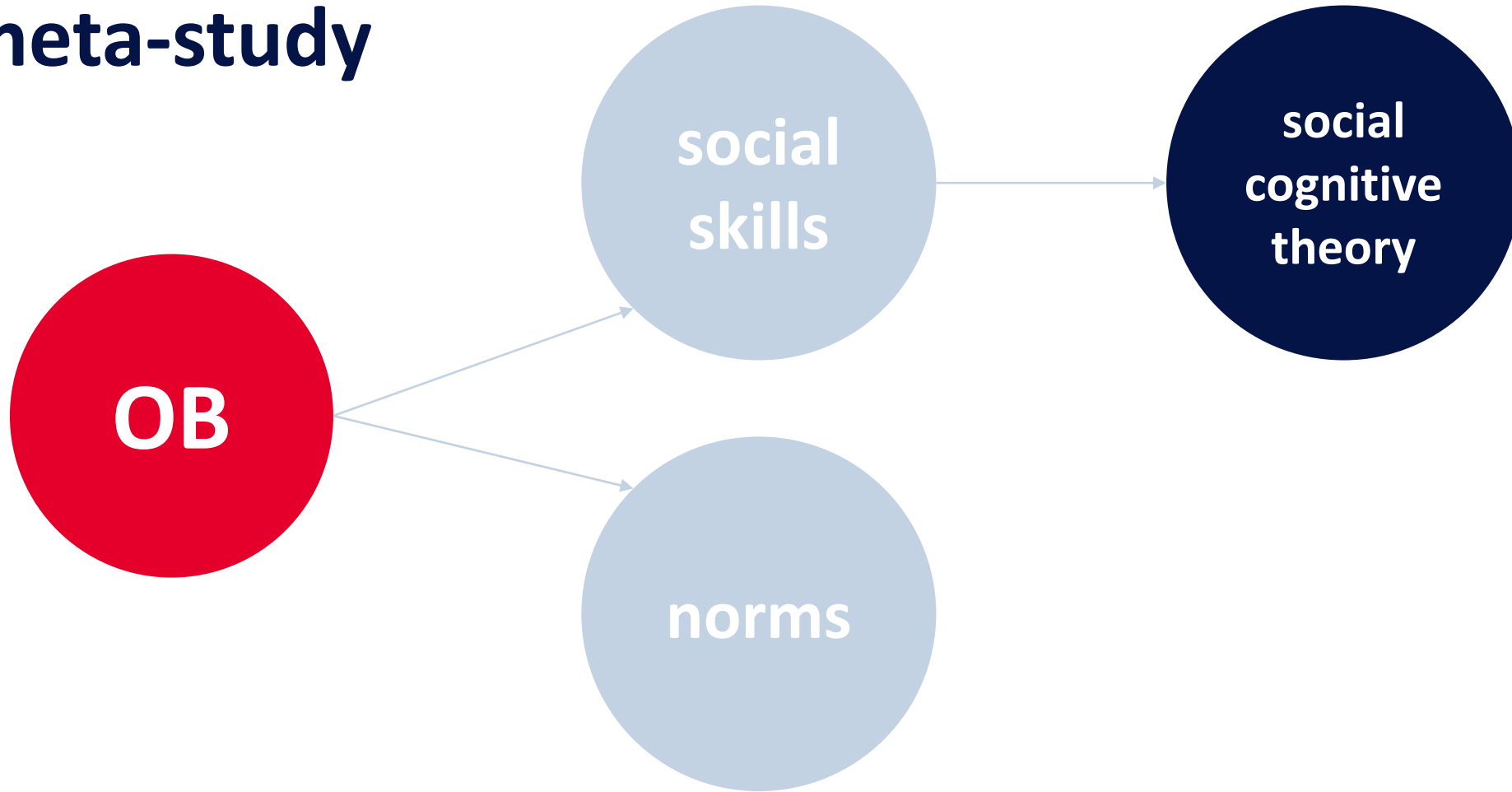
OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study



OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study

social
cognitive
theory

attention

retention

reproduction

motivation

OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study

social
cognitive
theory

attention

OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study

social
cognitive
theory

attention

retention

model - prototype

OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study

social
cognitive
theory

attention

retention

reproduction

OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study

social
cognitive
theory

attention

retention

reproduction

motivation

adult learning

OB 5.1 Encourages team participation and open communication

A

OB 5.5 Gives and receives feedback constructively

A

OB 5.6 Addresses and resolves conflicts and disagreements in a constructive manner

A

meta-study

attention

retention

reproduction

motivation

“know how to be” in a given context

meta-study

attention

retention

reproduction

motivation

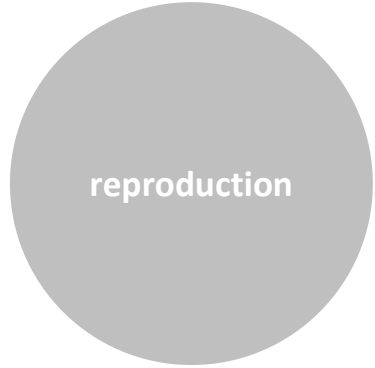
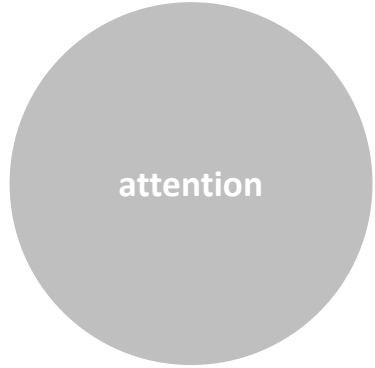
“know how to be” **in a given context**

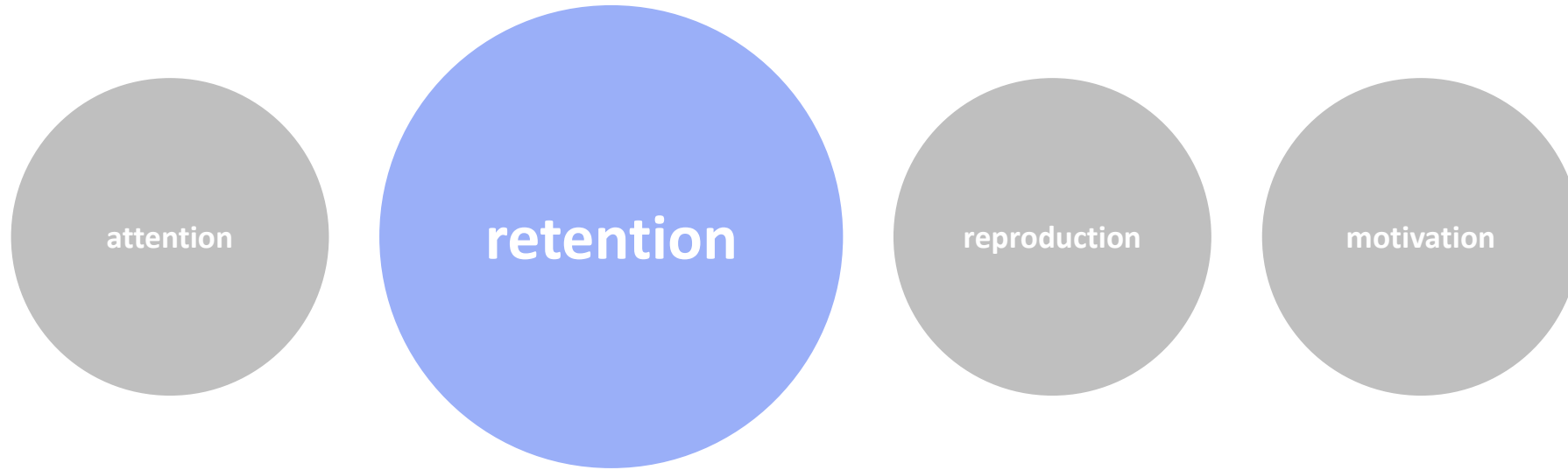
ADDIE

DESIGN

DEVELOP

CONDUCT





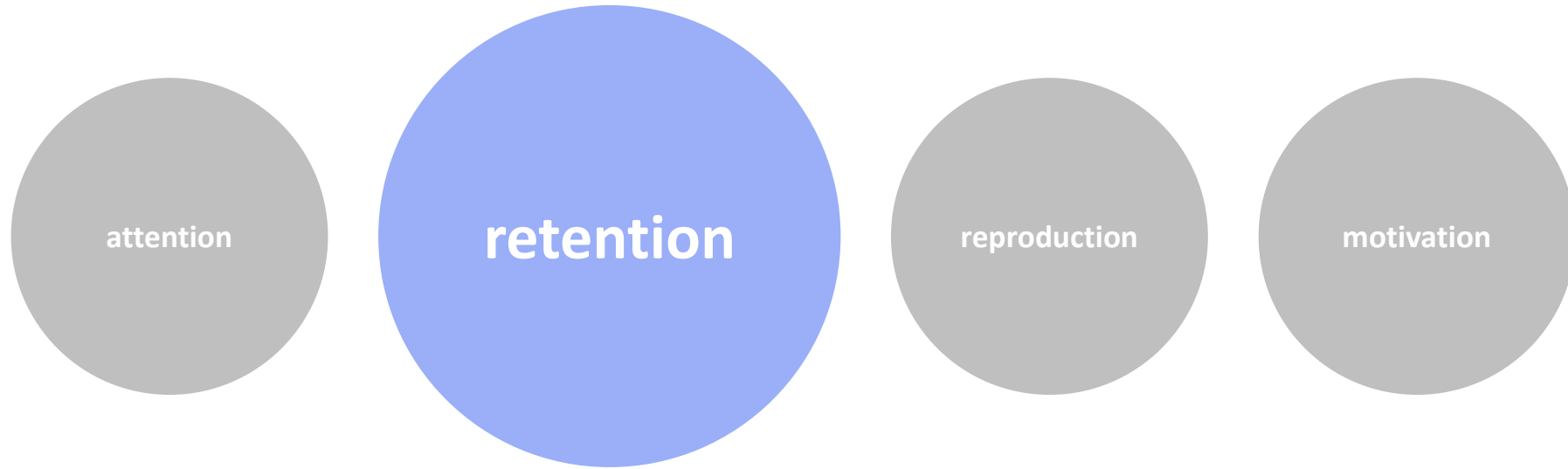
Instructor and Evaluator Competency

IEC4: Interaction with the trainees

Instructor Observable Behaviour

IOB 4.8 Demonstrates acceptable personal conduct, acceptable social practices, content expertise, **a model** for professional and interpersonal **behavior**





Instructor and Evaluator Competency

IEC4: Interaction with the trainees

IEC3: Instruction

Instructor Observable Behaviour

IOB 4.8 Demonstrates acceptable personal conduct, acceptable social practices, content expertise, **a model** for professional and interpersonal **behavior**



attention

retention

reproduction

motivation

Instructional method	Description
Explain (Tell)	The instructor, or the training media, provides information verbally to the trainees or (whenever facilitation seems not suitable in particular circumstances) recalls/reminds them of key points already acquired during the course. Questions are used to either establish current knowledge or to check understanding. Trainees will demonstrate the acquisition of their competencies.
Demonstrate (Show)	The instructor or the training media performs or directs the execution of a task, procedure, or maneuver to the trainees. In addition, facilitation is used to verify knowledge and to check understanding. Trainees will demonstrate the acquisition of competencies.
Facilitate	Facilitation technique refers to an active training method, which uses effective questioning, listening and a nonjudgmental approach, and is particularly effective in developing skills and attitudes, assisting trainees in developing insight and their own solutions, resulting in better understanding, retention and commitment.
Discover with assistance	The instructor, or the training media, provides trainees with objectives and conditions. Using their existing competencies, trainees “figure out” appropriate solutions and means to achieve the objectives. The instructor intervenes only when necessary to ensure achievement of the objectives and to minimize inefficiency.
Discover without assistance	The instructor or the training media provides trainees with objectives and conditions. Using their existing competencies, trainees “figure out” appropriate solutions and means to achieve the objectives. The instructor or training media verifies the outcomes.



attention

retention

reproduction

motivation

Instructional method	Description
Explain (Tell)	The instructor, or the training media, provides information verbally to the trainees or (whenever facilitation seems not suitable in particular circumstances) recalls/reminds them of key points already acquired during the course. Questions are used to either establish current knowledge or to check understanding. Trainees will demonstrate the acquisition of their competencies.
Demonstrate (Show)	The instructor or the training media performs or directs the execution of a task, procedure, or maneuver to the trainees. In addition, facilitation is used to verify knowledge and to check understanding. Trainees will demonstrate the acquisition of competencies.
Facilitate	Facilitation technique refers to an active training method, which uses effective questioning, listening and a nonjudgmental approach, and is particularly effective in developing skills and attitudes, assisting trainees in developing insight and their own solutions, resulting in better understanding, retention and commitment.
Discover with assistance	The instructor, or the training media, provides trainees with objectives and conditions. Using their existing competencies, trainees “figure out” appropriate solutions and means to achieve the objectives. The instructor intervenes only when necessary to ensure achievement of the objectives and to minimize inefficiency.
Discover without assistance	The instructor or the training media provides trainees with objectives and conditions. Using their existing competencies, trainees “figure out” appropriate solutions and means to achieve the objectives. The instructor or training media verifies the outcomes.

behaviour,



Brussels International



N'Djili Kinshasa Airport

every behaviour counts



all of them deserve training



K S A



clear instructions for IE - ARRM

instructor as a new role model

instructor as a new role model

thank you

PJ DE JAEGER
FLEET TRAINING MANAGER A32F
brussels 
AIRLINES

special thanks to Capt. Steven Perna and Capt. Stijn Hendrickx