

List of **ATTRIBUTES SOUGHT** in **MISSIONARY AVIATORS**

This material is a compilation of the definitions and attribute concerning the attitudes, skills, and knowledge sought in prospective Missionary pilots. Questions can be addressed to Raymond Siebring, rjs@siebrings.com , 778-215-7555.

The research questions were intended to identify the attitudes, skills, and knowledge that should be evaluated in a flight technical evaluation. While this was achieved to some extent, the research essentially produced a basic profile of the ideal Missionary aviator. No attempt was made to make a judgment about the relative importance or value of the attributes.

ATTITUDES

Dictionary Definitions: The term “attitude” is defined as:

- ☐ A “mental position with regard to a fact or state.”
– Source: <http://mw1.merriam-webster.com/dictionary/attitude> . 18 Sep 07
- ☐ A “manner, disposition, feeling, position, etc., with regard to a person or thing; tendency or orientation, esp. of the mind.”
– Source: <http://dictionary.reference.com/browse/attitude> . 18 Sep 07

TEACHABILITY

- ☐ **Functional Definition:** A willingness to be taught new information and procedures.
- ☐ **Attribute Summary:** A teachable person is willing and open to being taught. They are not a “know-it-all,” nor do they have a fixed mindset about how to do things. They do not get defensive when being instructed, and they change their ways in response to instruction. Teachability is particularly important for less-experienced personnel.

A DESIRE TO LEARN

- ☐ **Functional Definition:** Having a strong desire to learn.
- ☐ **Attribute Summary:** A person who has a desire to learn seeks knowledge beyond that required; they realize they “haven’t arrived.” A learner is inquisitive about the subject matter, seeks to have their knowledge evaluated,

is detail-oriented, and responds well to new things.

SUBMISSIVE TO AUTHORITY

- **Dictionary Definitions:** The terms “submissive” and “submit” mean:
 - “Submitting to others.”
 - “To yield to governance or authority.”
 - “To yield oneself to the authority or will of another.”
 - “To defer to or consent to abide by the opinion or authority of another.”

Source: <http://www.m-w.com/dictionary/submit> . 22 Sep 07

- **Functional Definition:** Respecting, and being willing to obey, the governing authorities.

- **Attribute Summary:** A person who is submissive to authority will voluntarily submit to the people and policies over them. It is acceptable to respectfully question the authority for understanding or improvement, but compliance is expected. If questioning for the purpose of improvement, the person should work within the organizational structure to bring about change.

ATTITUDE of SERVICE

- **Functional Definition:** Having a desire to serve.

- **Attribute Summary:** A person with an attitude of service recognizes their role on the field is not about them, but about others. They are willing “to go the extra mile” for people. Having an attitude of service is very important for mission aviators.

SEEKS HIGH STANDARDS

- **Functional Definition:** Seeks to meet and exceed performance standards.

- **Attribute Summary:** The pilot who pursues high standards has the internal motivation to “be on the numbers” and to fly with precision and discipline. They do not accept mediocrity; they want to “do it right.” With reasonable balance, they strive for excellence and continually seek to improve their performance.

HAS a PIC MENTALITY

- **Functional Definition:** To be in command of all aspects of a flight.

- **Attribute Summary:** A PIC-mentality entails having the ability to accomplish the mission while operating alone, being in full control of the aircraft, and being confident in one’s abilities. This mindset also includes taking responsibility and exhibiting leadership.

CONFIDENT

- **Dictionary Definition:** The term “confident” means:
 - “Having or showing assurance and self-reliance.” Source:

<http://www.m-w.com/dictionary/confident> . 22 Sep 07

□ **Functional Definition:** Having appropriate self-assurance in one's knowledge and abilities.

□ **Attribute Summary:** Confident people are sure of themselves and know that "they know what they're doing." They are not over-confident, but rather, their confidence and competence are well-matched. The pilot's confidence helps passengers to be comfortable.

PROPER MOTIVATION

□ **Attribute Summary:** The prospective Missionary pilot should be motivated to fly based on their relationship with Christ, a commitment to missions and especially to Bible translation. Their motivation should not stem from ego, selfishness, or the pursuit of adventure. Those not committed to Bible translation won't last long in the organization.

VOID of HAZARDOUS ATTITUDES

□ **Functional Definition:** Not possessing attitudes that lead to dangerous behavior.

□ **Attribute Summary:** Pilots should not have the following attitudes: antiauthority, machismo, invulnerability, impulsiveness, resignation, or complacency. They should not exhibit rogue behavior.

IS SELF-CONTROLLED

□ **Airmanship Principle:** Discipline

□ **Dictionary Definitions:**

– The term "**self-controlled**" means:

□ "Restraint exercised over one's own impulses, emotions, or desires." <http://www.m-w.com/dictionary/self-control> 21 Sep 07

□ "Control or restraint of oneself or one's actions, feelings, etc." <http://dictionary.reference.com/search?r=2&q=self-controlled>. 21 Sep 07

□ "Control of one's emotions, desires, or actions by one's own will." <http://www.yourdictionary.com/ahd/s/s0230000.html> 21 Sep 07

– In contrast, "**self-discipline**" means:

□ "Correction or regulation of oneself for the sake of improvement." <http://www.m-w.com/cgi-bin/dictionary> . 21 Sep 07

□ "Discipline and training of oneself, usually for improvement." <http://dictionary.reference.com/browse/self-disciplined> .21 Sep 07

□ **Functional Definition:** Kern defines the term "flight discipline" as:

– "The ability and willpower to safely employ an aircraft within operational, regulatory, organizational, and common sense guidelines..." *Redefining Airmanship*, p. 29.

□ **Attribute Summary:** A person with sufficient self-control will adhere to standards, procedures and regulations. Self-control helps a pilot to avoid bad

decisions, remain safe, and stay on task.

TEAM PLAYER

□ **Functional Definition:** A person who is willing and able to function as part of a team.

□ **Attribute Summary:** Team players and have the desire to cooperate with others. They need to understand team dynamics and how their actions affect others. They should be interdependent on the team.

ADAPTABLE

□ **Dictionary Definitions:** The term “adaptable”:

– “Implies a modification according to changing circumstances.”

Source: <http://www.m-w.com/dictionary/adapt> . 27 Aug 07

– Means “to adjust oneself to different conditions, environment.”

Source: <http://dictionary.reference.com/browse/adapt> 18 Sep 07

□ **Functional Definition:** Being willing and able to change activities in response to changing circumstances.

□ **Attribute Summary:** An adaptable person has the willingness and ability to make continual changes in their daily aviation activities and schedules.

WILLING to CONFORM

□ **Dictionary Definitions:** The term “conform” means:

– “To act in accordance with prevailing standards or customs.”

Source: <http://www.m-w.com/dictionary/conform> . 10 Sep 07

– “To act or be in accord or agreement; comply.”

Source: <http://www.yourdictionary.com/ahd/c/c0563600.html> 18 Sep 07

□ **Functional Definition:** A willingness to conform to the organization’s way of accomplishing tasks.

□ **Attribute Summary:** A person who is willing to conform is willing to accept new / different ways of accomplishing tasks. They do not have to “have it their way,” nor are they set in their ways. They change their ways when asked.

ACCOMMODATES ORGANIZATIONAL NEEDS

□ **Dictionary Definitions:** The term “accommodate” means:

– “To provide with something desired, needed, or suited (as a helpful service, a loan, or lodgings).”

Source: <http://www.m-w.com/dictionary/accommodate> 18 Sep 07

– “To do a favor or service for; oblige.”

Source: www.yourdictionary.com/ahd/a/a0042000.html 18 Sep 07

□ **Functional Definition:** Setting aside personal preferences in order to provide the organization with a needed service.

□ **Attribute Summary:** A pilot who is willing to perform various duties in the organization, including non-flying duties. They are willing to work with different aircraft models. This accommodation stems from proper motivation, humility, and servitude. They understand the goals of the team are more important than are their personal goals.

HIGH VALUE on SAFETY

□ **Functional Definition:** Places a high value on safety.

□ **Attribute Summary:** The pilot with a high value on safety looks out for personal and team safety, is very safety conscious, and is not cavalier about safety.

HUMBLE

□ **Functional Definition:** People who regard themselves as less important than others.

□ **Attribute Summary:** Missionary pilots should be humble and not be arrogant.

HAS INTEGRITY

□ **Dictionary Definitions:** The term “integrity” has two meanings:
– “Firm adherence to a code of especially moral or artistic values.”
– “The quality or state of being complete or undivided.”

Source: <http://www.m-w.com/dictionary/integrity> . 22 Sep 07

□ **Functional Definitions:**

- Does what is right, even when alone.
- One’s actions match the way they really are their heart and mind.

□ **Attribute Summary:** The person with integrity does what is right and is the same outside as they are inside.

PERSEVERING / RESILIENT

□ **Functional Definition:** Continuing on in the face of difficulty.

□ **Attribute Summary:** Pilots should be persevering through the TE process and stick with difficult situations. They should also be resilient; able to bounce back from mistakes and continue the task.

CONSERVATIVE

□ **Dictionary Definition:** The term “conservative” means:
– “Marked by moderation or caution.”

Source: <http://www.m-w.com/dictionary/conservative> . 22 Sep 07

□ **Functional Definition:** A person who exercises moderation or caution when making decisions.

□ **Attribute Summary:** A pilot who is inherently conservative when making

decisions; not a risk-taker. They halt the present course of action when faced with unacceptable risk. They are conservative both in life and in flying.

WILLING to WORK

□ **Attribute Summary:** Pilots should be willing to work hard, enjoy work, and be willing to get dirty and sweaty.

HAS a POSITIVE ATTITUDE

□ **Functional Definition:** Having a positive attitude as their normal disposition.

□ **Attribute Summary:** Pilots should have a positive attitude in general and not be complainers or have critical spirits. They should tend toward the bright side of life.

PROFESSIONAL SERIOUSNESS

□ **Functional Definition:** Having an earnest, sober, and purposeful attitude towards professional activities.

□ **Attribute Summary:** The prospective JAARS pilot should have a professional seriousness towards flying and towards the technical evaluation.

SKILLS

Dictionary Definitions: The term “skill” is defined as:

□ “The ability to use one’s knowledge effectively and readily in execution or performance.”

□ “Dexterity or coordination, especially in the execution of learned physical tasks.”

□ “A learned power of doing something competently: a developed aptitude or ability.”

Source: <http://www.m-w.com/cgi-bin/dictionary> . 20 Sep 07

SUITABLE FLYING SKILLS

□ **Airmanship Principle:** Skill

□ **Attribute Summary:** Prospective Missionary pilots should have above-average skills regarding aircraft control. They must be able to handle the aircraft at the commercial pilot level. Being “a natural pilot” is beneficial, but not mandatory. Candidates should be consistent in their procedures and performance.

HAS GOOD PEOPLE SKILLS

□ **Functional Definition:** Has the ability to relate to people appropriately.

□ **Attribute Summary:** The person with good people skills is caring, compatible, considerate, and sensitive. They take time for people and they listen to people. Pilots should have pleasant personalities. They should also have the ability to work with, and relate to, the widest spectrum of people. Good people

skills are considered very important as pilots are involved in ministry, work with nationals, and are managers.

HAS GOOD JUDGMENT

☐ **Airmanship Outcome:** Judgment.

☐ **Dictionary Definition:** The term “judgment” is defined as:

– “The process of forming an opinion or evaluation by discerning and comparing.” Source: <http://www.m-w.com/dictionary/judgment>. 22 Sep 07

☐ **Functional Definition:** Kern defines “judgment” as:

– “The process of comparing and evaluating courses of action.” *Redefining Airmanship*, p.258.

☐ **Attribute Summary:** The person with good judgment is able to accurately evaluate a situation or course of action to ascertain the associated risks and benefits. Aspects of good judgment include pragmatism, prioritization, conservatism, and consistency. Good judgment is regarded as very important in mission aviation.

ABLE to MAKE DECISIONS

☐ **Functional Definition:** The ability to make appropriate decisions in an appropriate manner.

☐ **Attribute Summary:** Pilots should have the ability to make good, timely, and conservative definitions. They should be able to gather information for use in decision-making, and have a sound process for making decisions. Pilots should have experience in making aviation-related decisions and must be able to make decisions alone and when under pressure.

CAN APPLY KNOWLEDGE

☐ **Functional Definition:** A person with a good ability to apply their knowledge.

☐ **Attribute Summary:** Pilots should have the ability to learn, integrate, and apply aviation knowledge as well as make good decisions with it.

HAS and MAINTAINS BOUNDARIES

☐ **Dictionary Definition:** The term “boundary” refers to:

– “Something that indicates or fixes a limit or extent.”

Source: <http://www.m-w.com/dictionary/boundary> . 29 Sep 07

☐ **Functional Definition:** A person who has, and maintains, limitations on their activities.

☐ **Attribute Summary:** People should have boundaries, know what those boundaries are, and respect them. They should have the ability to “say no” to any violation of their boundaries. Pilots should have boundaries on how much they work in general and have limits on non-aviation duties.

SPECIFIC AVIATION SKILLS

☐ **Airmanship Principle:** Skill

☐ Skills:

- Dead reckoning.
- Pilotage.
- Able to read maps.
- Cross-country skills.
- STOL operations.
- Takeoff / landing skills.
- Communications.
- Slow flight.
- Essential to be able to execute, in a timely fashion, practical, safe, and professional preflight, start-up, run-up, and departure.
- Various other skills

ABLE to LEARN

☐ **Attribute Summary:** It is important for pilots to have the ability to learn new skills and information. The rate of learning is considered to be important by some but not by others.

WORKS WELL with PLANS

☐ **Functional Definition:** A person who is adept in the use of plans.

☐ **Attribute Summary:** Pilots should have plans, be able to make plans, and be able to plan “on the run.” They should be able to skillfully handle changes in plans and make plans for “what if.”

AUTONOMOUSLY PROFESSIONAL

☐ **Functional Definition:** Is self-governed to accomplish tasks appropriately.

☐ **Attribute Summary:** People who are autonomously professional will do a thorough, complete job. They are prepared for activities and they operate in a timely manner. They have self-initiative and are conscientious, responsible, and reliable.

HAS SITUATIONAL AWARENESS

☐ **Airmanship Outcome:** Situational awareness.

☐ **Functional Definition:** Kern defines “situational awareness” as:

- The *accurate* perception of what is going on with you, the aircraft, and the surrounding world, both now and in the near future.” *Redefining Airmanship*, p. 233.

☐ **Attribute Summary:** Pilots should have and maintain good situational awareness, to include cognizance of small cues and the big picture.

CAN MULTI-TASK

□ **Functional Definition:** The ability to do multiple tasks at once.

□ **Attribute Summary:** Pilots should have the ability to multi-task as demonstrated by doing the right things, the right way, while many things are happening at once.

HAS AVIATION SKILLS (general)

□ **Attribute Summary:** Candidates should approach aviation with a professional attitude and have the skill sets commensurate with operating light aircraft.

IS VERSATILE

□ **Dictionary Definition:** The term “versatile” is defined as:

– “Changing or fluctuating readily,” or “embracing a variety of subjects, fields, or skills.” Source: <http://www.m-w.com/dictionary/VERSATILE> . 6 Sep 07

□ **Functional Definition:** The mental or physical ability to do a variety of tasks.

□ **Attribute Summary:** A person with versatility has the ability to do different tasks within the technical, non-technical, and personal arenas.

HAS CROSS-CULTURAL SKILLS

□ **Functional Definition:** Has the knowledge and ability to function well in other cultures.

□ **Attribute Summary:** It is important for pilots to be sensitive to other cultures and have the ability to adapt to them.

ABLE to THINK

□ **Attribute Summary:** It is desirable for pilots to have good abilities to think, analyze, solve problems, derive conclusions, and identify options.

COMMUNICATES WELL

□ **Attribute Summary:** Pilots should have the ability to communicate well with other people. This includes communicating appropriately, in a timely manner, and forthrightly. They get issues into the open and are able to carry on a conversation.

VARIOUS SKILLS

- Skills:
 - Computer skills.
 - Metric system – (use at orientation).
 - Management skills.
 - The ability to teach.

KNOWLEDGE

KNOWLEDGE (general)

□ Aviation knowledge.

- Commercial-level knowledge.
- Knowledge gaps.
- Not expected to know.
- A lot of “what they know” goes back to teachability.
- A building (growing) experiential knowledge of aviation.

SELF

- Airmanship Pillar:** Knowledge of self.

AIRCRAFT

- Airmanship Pillar:** Knowledge of the aircraft.
- Systems
- Aerodynamics.
- Pilot’s Operating Handbook (POH).
- Weight and balance.
- Emergency procedures
- Do they understand airplanes?

ENVIRONMENT

- Airmanship Pillar:** Knowledge of the environment.
- Physical environment.
- Regulatory environment.

RISK

- Airmanship Pillar:** Knowledge of the risk.

TEAM

- Airmanship Pillar:** Knowledge of your team.
- No data provided.

ADDITIONAL ATTRIBUTES

IS BALANCED

- Functional Definition:** A person who is positioned in the middle of opposite extremes.

Attribute Summary: Pilots should be balanced in all areas of their lives, to include being spiritually and personally balanced. In addition, they should be balanced with regard to standards, work, boundaries, planes / people, and hazardous attitudes.

HAS INITIATIVE

- Functional Definition:** Looks for what has to be done and starts doing it.

Attribute Summary: Pilots should be self-motivated to address tasks and correct problems within appropriate parameters.

IS PHYSICALLY ABLE

☐ **Attribute Summary:** Pilots should have sufficient physical strength, stamina, and dexterity to work on the field.

IS PERSONALLY MATURE

☐ **Attribute Summary:** Candidates should be personally mature. This enables them to handle themselves, and various situations, appropriately.

HAS AVIATION EXPERIENCE

☐ **Attribute Summary:** Candidates should have aviation experience beyond the training environment. Such experience provides knowledge as well as the ability to solve problems.

IS PSYCHOLOGICALLY HEALTHY

☐ **Functional Definition:** A person whose dysfunctions minimally affect their behavior.

☐ **Attribute Summary:** Pilots should; be mentally stable, be in control of their tempers, be self-assured, and take responsibility for their actions.

HAS POTENTIAL

☐ **Functional Definition:** Has the capability to develop.

☐ **Attribute Summary:** Given more training and experience, the candidate with potential is capable of developing their skills towards excellence. Potential should be evaluated in the TE and is related to durability.

SPIRITUAL ATTRIBUTES

IS SPIRITUALLY MATURE

☐ **Attribute Summary:** Candidates should be spiritually mature, display evidence of Godly character and fruit of the Spirit, as well as have a strong spiritual vitality.

FITS SCRIPTURAL STANDARDS

☐ **Attribute Summary:** Candidates should have a relationship with Christ, exhibit good moral character, love of God and others, and be serving prior to arriving on the field.

IS SPIRITUALLY BALANCED

☐ **Attribute Summary:** Candidates should place the proper emphasis on spiritual things, be mindful of their spiritual position, and be doctrinally balanced.

HAS a CORRECT VIEW of GOD

Attribute Summary: Candidates should see God and His role accurately in relation to theirs.

IS SPIRITUALLY DISCERNING

Attribute Summary: Candidates should have spiritual situational awareness.

SUMMARY PROFILES

PROFILES

A person who can accomplish a mission in a different aeronautical environment, do it over time with an attitude of contentment and while maintaining baseline parameters of what's appropriate.

Someone who knows a lot about airplanes and how to fly them, is a safe aviator, and is willing to serve.

Do they fit us?

Do they have the skill, proficiency and discipline to apply things in a safe and efficient manner?

We want a combination of both good attitudes, good, solid skills and knowledge as well as someone who is able to stay physically well and is available for duty in a proper sort of way.

Is the person well-integrated? Spiritual vitality, emotionally mature, technically competent, relationally mature.

Qualities of the really good pilots?

Study Conducted By; Mark Wuerffel.