

# Maintaining Flight Safety

In dealing with our customers, we will adopt an empathic position that combines personal (first-person) and family (second-person) perspectives with the need to make detached, professional (third-person) judgments. This is what we call the “second-to-third-person perspective,” whereby we work towards the establishment of a culture of safety in which we constantly reflect on our activities.

## The JAL View

Applying the second-to-third-person perspective in our day-to-day operations and always reflecting on our conduct will help establish a culture of safety.

While there has been a reduction in safety incidents of late, when it comes to safety there are no absolutes. I believe that committing ourselves to ensuring the safety of each flight is absolutely of the highest importance. We have thoroughly instilled among all employees the need to be constantly aware of the customer’s standpoint and prioritize safety in all our operations.

In line with the 2005 recommendations of the Safety Advisory Group, we are attempting in our operations to assume the second-to-third-person perspective. This is not as complicated as it sounds — it simply means adopting an empathic position combining personal and family considerations with the need to make detached, professional judgments.

In applying this second-to-third-person perspective, we encourage the practice of carrying out unequivocal verbal communication, which helps both parties in an information exchange confirm that they have understood the true intent of the message being conveyed. I believe that applying the second-to-third-person perspective in our day-to-day operations and establishing a culture of safety will, in the final analysis, help us meet our customers’ hopes and expectations.

(For more information about unequivocal verbal communication and the second-to-third-person perspective, see page 23.)



**Toshihiko Sakamoto**  
Corporate Safety Division

For the JAL Group, safety is our most important social responsibility. JAL Group employees will unite in the pursuit of flight safety.



## My Hopes and Expectations for JAL

All employees need to ask themselves “How should I act?”

The company has created and thoroughly implemented the use of case studies of unequivocal verbal communication as one means of reducing human error. I think this is a wonderful move. At the same time, however, it is also necessary to evaluate the effect achieved as a result of that move. This does not necessarily mean putting the information into a graph or drawing up a separate report. It is enough to be able to feel that the atmosphere of the office has changed. But we have to be careful not to allow these developments to become mere rituals, and for that reason it is necessary to monitor these programs constantly.

Many companies create safety charters or corporate charters after accidents or safety incidents have occurred. While these are important, there is no meaning in merely memorizing a safety charter and being able to repeat it on demand. It is vital that staff continually ask themselves what they should be doing. That means all JAL Group employees should engage in “action cycles,” wherein they establish their own targets, attempt to achieve them and later reflect upon the results. It is my hope and expectation that by putting into practice such action cycles and expanding their use throughout the entire company that they will become the norm and part of the corporate culture of the JAL Group.



### Akinori Komatsubara

Born in Tokyo in 1957, Komatsubara is a professor in the Department of Industrial and Management Systems Engineering in the Graduate School of Science and Engineering at Waseda University. His main areas of research are related to design technology to make products easier to use and technology designed to prevent human error. Komatsubara has been a member of the JAL Safety Advisory Group since 2005.