

# Connections

## Division Demonstrates Leadership, Three Snare Top Honors During HE Directorate’s Annual Awards Banquet

Each year brilliant performances earn movie stars the golden Oscar, and talented entertainers sing, dance, and act their way onto the coveted Tony. The Human Effectiveness (HE) Directorate is not one to be outdone and recently honored some its top performers during the annual awards banquet.

Three individuals from the Warfighter Interface Division (HEC) won 2003 HE annual awards. Their awards as a whole symbolize the outstanding work performed throughout the directorate. Their individual achievements, however, represent demonstrated leadership, a unique blend of professional backgrounds

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*— HE 2003 Senior Leadership Award Recipient*

and interests, and the personal attributes required for the continued success of HEC.

### Senior Leadership Award Winner

When asked to define leadership, the senior leadership award winner from HEC said leadership means setting the right example, regardless of

whether anyone’s there to see it: “It means being responsible for my actions and getting others to motivate themselves to accomplish a common purpose because they see the importance of doing so based on my vision/leadership.”

*Continued on page 2*

## News Briefs

**Battlespace Visualization Branch To Evaluate NAPIs**  
Recent world events and interest from Air Combat Command has prompted a request for members of the Battlespace Visualization Branch (HECV) to evaluate night-vision goggle-compatible approach path indicator (NAPI) systems at Nellis Air Force Base, NV.

**Warfighter Interface Division Currently Featured Online in Ten AFRL Success Stories**  
From January 2004 through March 2004, the Warfighter Interface Division (HEC) has had ten Air Force Research Laboratory (AFRL) Success Stories published online. See <http://www.afrl.af.mil/successstories/>.

## Inside This Issue

	Page
HEC’s Contract Corner.....	2
Success In the Press.....	3
Can You Stay Out the Red Zone?.....	3
Important Dates and Upcoming Events.....	4

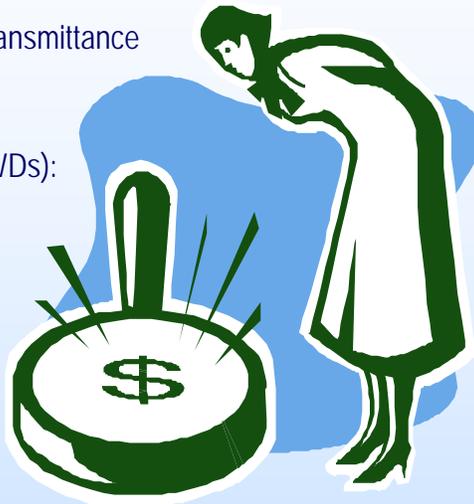
# HEC's Contract Corner

Ten of thirteen Small Business Innovative Research (SBIR) Phase II Proposals were recently selected for funding. Each two-year contract has been funded at \$750K, for a grand total of 7.5 million. All contracts have a tentative deadline for May 04.

Nanostructured Variable Transmittance  
Helmet Mounted Visors.

Featherweight Displays (FWDs):  
Ultra-bright VCSEL-based,  
Full-color Microdisplays  
using Solderless  
Nanoscale Interconnects.

Multisensory Integration  
for Pilot Spatial Orientation.



Improved Low-Cost Helmet -Mounted  
Display for Mission Simulations.

Command and Control Interfaces for  
Virtual Teams.

Application of XTM and XFML  
to Individual and Organizational  
Modeling (AXIOM).

Photometrically Compensated  
Hyperstereopsis System.

An Expanded Toolkit for Modeling Sensemaking, Knowledge  
Creation, Knowledge Management, and Decision Making in Military  
C2 Teams and Organizations.

Displaying Tailored Real-time Information in Multi-Crew Cockpits.

Wireless Link for Helmet-Mounted Display/Tracker.



*HE Awards, Continued from page 1*

His leadership has accomplished plenty throughout HEC and beyond, including assisting HEC members to network with some of their customers within Air Combat Command, System Program Offices, and other Air Force Materiel Command organizations. He also helped successfully transition technology to one set of operators that will, in time, lead to across-the-board transition of the capability.

## **HE Mentor of the Year**

The 2003 HE Mentor of the Year is also the chief of operations for HEC.

He says mentoring is an accepted way to do business. A physical therapist by trade, he also admits that mentoring is a huge part of his life. "It's ingrained in me. It's part of the medical model of mentoring; it's an outcropping of teamwork," he said.

In thinking about how leadership within the division is making a difference throughout the Air Force and beyond, he noted success after success after success.

"The science and technology from the division is remarkable," he remarked. "When I think of night-vision goggles, speech recognition technology, decision-making technology, touch screens, and cockpit design—both Air Force and commercial—I think of the division. I think of the wealth of experience from the Warfighter Interface Division Chief, his AFRL predecessors, and the tremendous group of people here who make the division successful."

*Continued on page 4*

# Success In the Press

Read some of the latest and greatest publications from the Warfighter Interface Division.

"Evaluation Selects An ANR Headset for AWACS":

[http://www.afrl.af.mil/successstories/2004/support\\_war/04-he-12.pdf](http://www.afrl.af.mil/successstories/2004/support_war/04-he-12.pdf)

"New Night-Vision Test Method Saves Money":

[http://www.afrl.af.mil/successstories/2004/support\\_war/04-he-10.pdf](http://www.afrl.af.mil/successstories/2004/support_war/04-he-10.pdf)

"New Twists To An Old Design: Will Customizing Hearing Protection Help?"

*Tech Horizons*: April issue, pages 43-44.

"Operator State Functional Assessment." Published by the NATO Research & Technology Organization (RTO), the report provides a comprehensive survey of the risk factors that impact human performance and the assessment methods measuring these effects.

## Can You Stay Out the Red Zone?

You've heard of time zones, the strike zone, and the twilight zone. There's also something called the red zone. You've probably spent lots of time in the red zone if:

You worked with someone who seemed to derive pleasure from pushing your buttons. Were you convinced this person's main goal in life was to make you miserable?

You felt tense or anxious at the mere sight of someone. Did you roll your eyes as he or she walked by or spoke to you?

You complained over and over about someone's performance, lifestyle, attitude, behavior, or seemingly total disregard for common courtesy. Did you think this person lacked one iota of common sense?

If you can relate to any of these examples, especially at work, then you've been in the red zone.



The red zone is a state of discontent. It's the place where anger, frustration, pride, guilt, worry, and all those other negative emotions reside and delay or derail your success at work. Such emotions originate and breed in the red zone.

*Continued on page 4*



### Director's Award Winner

The winner of the HE Director's award, who happens to be a speech pathologist, has a clear understanding of leadership—always putting the best foot forward, not making excuses for things that don't get done but also understanding why people can't get things done. As he put it, "Leadership is being the rock for other people to cling on."

While happy to receive the award, the modest leader readily praised others throughout the division for the accomplishment. "Awards are great," he said, "but awards would never be without the people in the organization."

In addition, he noted that HE is probably the best at doing just that—acknowledging its people. HE is proceeding with its portion of the Battlespace Air Operations (BAO) toolkit after having received no funding for BAO.

He also credits HEC leadership for helping to make BAO possible, stressing that branch and division chief leadership is good at removing obstacles to get the job done. "Some don't see the overall picture, but they do, and it's made a huge difference."

Clearly, these men are leaders. They've won some of HE's highest honors because they demonstrate the essence of leadership in their actions, in their words, and by their desire to make a difference and to help bring warfighters home from the field.

The senior leadership award winner said it best—"It's very gratifying to know that the Front Office thinks enough of what we're doing in HEC to award us with not one but three individual awards recognizing our performance. That tells me we are not only making a positive difference, but making enough of a difference for others to take notice and that's great, reaffirming feedback."

## Important Dates and Upcoming Events



### April

- 1: SMY/SY Technology Days  
April Fools' Day
- 2: AFRL Chief Technologist Tour
- 4: Daylight Savings Time begins
- 5: Passover begins  
at sundown
- 8: HEC Chili Cookoff and  
Awards Presentation.  
Kittyhawk Lodge: 1200
- 9: Good Friday
- 11: Easter
- 12: 88th Command  
Squadron Tour
- 15: Visitors from John Hopkins  
University's Applied Physics  
Laboratory
- 19: AF POM Study Board
- 27: AFRL Spouses' Tour



When you stay in the red zone, you are like a marionette—manipulated, guided, and distracted by thoughts, words, and actions of other people. You are no longer in control; you allow someone else to dictate what you do and how you feel. That wasted energy keeps you from giving your all to any task.

Although research indicates that two out of three people stay in the red zone, there is good news: you have the power to stay out the red zone. Take the challenge to move out the red zone by following these steps:

- \* Learn where people put most of their energy; listen and observe.
- \* Help people shine when they're around you.
- \* Find out what's valuable about the most difficult person you know.
- \* Recognize their work value (what they bring to the table).
- \* Understand what people want, but focus on why they want it.