

PILOT'S TALK

Lesson 7. Give a professional briefing

Level C - Ryanair fuel Mayday

Вечер в баре. В понедельник один из пилотов собирается рассказать коллегам о рейсе, который после трёх уходов на второй круг сел в Manchester с 363 kg топлива. Он прочитал отчёт и набросал заметки. Просит пилота-инструктора послушать начало и один вывод. Новая знакомая слушает тоже - и замечает, когда понятная история прячется за официальными словами.

В упражнениях ты говоришь за Colleague: формулируешь фразы выступления или объясняешь их простыми словами.

В этом уроке	Что пригодится
Задать цель, основу и границы доклада	The purpose is to...; is based on...; is limited to...
Передать установленное и предположительное	established that...; identified ... as...; suggests ... may have...
Назвать пробелы и допущения	could not determine...; remains unresolved; assuming...
Предложить связанные меры	recommend + -ing / that...; the first priority; is expected to...; provided that...

Сначала - разговор



Can I run two sentences past you? I'm presenting this case at our safety day on Monday.



Two. Not the whole report.



'The purpose of this briefing is to review the Manchester fuel incident and identify lessons for our operation. It is based on the AAIB report; the recommendations are my own.'



Good. They get the findings. You take responsibility for the opinions.



And the conclusion: 'The crew's fixation on Manchester caused the fuel emergency.'



That's your opinion wearing a tie. The report says their preference may have narrowed their thinking. It doesn't say that was the cause of the emergency.



All right. 'The AAIB found that the most serious systemic failure occurred on the ground. It also suggested that the crew's early preference for Manchester may have limited the alternatives considered.'



Meaning the airport got it wrong, and the pilots may have missed another way out?



Exactly.



Keep her version too. Someone at the back will still be drinking their coffee.



And are you going to tell them how to stop it happening again?



I'll propose a few changes. I'm not promising to make bad weather and bad phone calls disappear.

1. Что я рассматриваю - и чего не обещаю

A. Фразы для выступления

Задача	Модель	Пример
цель	The purpose of this briefing is to...	The purpose of this briefing is to review the diversion decisions.
предмет	This briefing covers / addresses...	This briefing addresses the airport's role and the crew's options.
основа	It is based on...	It is based on the published investigation.
граница	It is limited to... / It does not address...	This review is limited to the information available in the report.

После **the purpose is to** - начальная форма: **to review / to compare / to examine**.

It is limited to слово **to** - предлог. После него возможно **-ing**:

This part of the briefing **is limited to describing** the ground response.

Based on называет основу, **limited to** ограничивает охват. Если дальше предлагаешь собственные меры, можно отделить их одной фразой:

The recommendations that follow are my own.

B. Главное сообщение

An aircraft carrying extra fuel landed below final reserve. According to the AAIB, the most serious systemic failure occurred on the ground.

Carrying extra fuel относится к самолёту: **an aircraft that was carrying extra fuel** - самолёт, который вёз дополнительное топливо.

2. Что установлено - а что предполагается

A. Выбрать точную формулировку

Модель	Для чего подходит	Пример
established that...	установленный результат	The investigation established that the first request was refused.
found that...	вывод расследования	The AAIB found that the refusal should not have occurred.
identified X as Y	явно назвать роль или причину	The AAIB identified the airport's response as the most serious systemic failure.
indicate that...	сведения на что-то указывают	The fact that the Excess Parking Plan was not activated indicates that the airport was not at its limit. *(рассуждение докладчика, не вывод отчёта)*
suggest that... / may have...	возможное объяснение	The report suggests that the initial preference may have influenced the later choice.

Indicate - сведения указывают на что-то; насколько твёрд вывод, зависит от основания.

После **that** - предложение. В **identify ... as ...** - две именные части:

identified **the airport's response as the most serious systemic failure**.

Found само по себе не делает последующее предположение доказанным: важно, что именно говорится дальше.

B. Причина, вклад и возможное влияние

X caused Y. - X вызвало Y.

X contributed to Y. - X способствовало Y.

X may have influenced Y. - X, возможно, повлияло на Y.

Contributed to + существительное / -ing:

It may have contributed to **overlooking another option**.

Эти формы не взаимозаменяемы. **May have influenced** не превращается в **caused** только потому, что выступление должно звучать уверенно.

C. Оговорка может быть короткой

The report suggests their preference narrowed the options.

Their preference may have narrowed the options.

Обе фразы оставляют объяснение предположительным. Не обязательно каждый раз использовать одновременно **suggests** и **may have**.

Сохраняется и **probably**:

Had Manchester accepted the initial request, the aircraft would **probably** have landed with a normal reserve.

Had Manchester accepted... - более формальный вариант **If Manchester had accepted...**: **had + подлежащее + V3** без **if**. Результат - **would probably have landed**.

3. Чего мы пока не можем утверждать

A. В разговоре



You've named a communication failure. You haven't named the person who made the decision.



'The investigation could not determine exactly how the refusal was reached.'



Good. Leave the gap visible.

B. Отсутствующий ответ и граница вывода

Модель	Пример
could not determine / establish...	The investigators could not determine why the first request was refused.
remains unresolved...	How the decision was reached remains unresolved.
does not, in itself, establish...	A causal finding does not, in itself, establish individual blame.

In itself / in themselves - само по себе / сами по себе:

This finding **does not, in itself, explain** the crew's later choices.

Внутри фразы после **determine** - обычный порядок слов:

could not determine **how the decision was made**, не **how was the decision made**.

C. Если вывод зависит от допущения

Assuming + предложение - если исходить из того, что...

Assuming ground capacity was available, the refusal was inconsistent with the airport's policy.

Was inconsistent with - не соответствовал чему-то. Здесь основание вывода названо условием, а не скрыто внутри уверенного утверждения.

D. То же простыми словами

Для выступления	В разговоре
How the decision was reached remains unresolved.	We still don't know exactly how they ended up saying no.
The report suggests the early preference may have narrowed their thinking.	They may have got stuck on their first plan.
A causal finding does not, in itself, establish blame.	Saying what went wrong isn't the same as deciding whose fault it was.

In plain English / what I mean is... помогают сменить подачу. Предположение при этом остаётся предположением.

4. Рекомендация - не обещание результата

A. Из заметок к выступлению

"My first concern is to make clear who can accept or refuse a diversion and how that decision reaches the crew. Manchester has already reaffirmed that Airfield Control makes the decision.

I also recommend reviewing how crews reassess the available aerodromes and recognise the need to declare an emergency. This addresses the risk of decisions being delayed until few options remain."

B. Предложение и его основание

Модель	Пример
recommend + существительное / -ing	I recommend a review of the process. / I recommend reviewing the process.
recommend that + кто + начальная форма	I recommend that each operator review its guidance.
recommend that ... be + V3	I recommend that refusals be confirmed by Airfield Control.
this addresses + существительное	This addresses the risk of relying on an unavailable airport.

В модели **recommend that - review**, не **reviews**; **be confirmed**, не **are confirmed**. Возможен и вариант с **should**: **recommend that the operator should review...**

C. Приоритет, условие и эффект

The first priority is to... - прежде всего нужно...

Before introducing X, ... - прежде чем вводить X...

Provided that... - при условии, что...

This is expected to reduce... - ожидается, что это уменьшит...

Before + -ing, provided that + предложение, is expected to + начальная форма:

Before adding new requirements, I recommend checking whether the existing process works.

The change is expected to reduce confusion, provided that the responsibilities are understood.

Ожидаемый эффект - не доказанный результат: **is expected to reduce**, а не обещание **will eliminate**.

D. Когда просят сказать проще



So your changes would stop people making the same mistake?



They should make it harder to lose a request between departments. Not impossible.



Put that on the slide. It's better than promising perfection.

Practice

В заданиях 7.1-7.4 Colleague подбирает фразы для выступления: полные формы **it is / does not** здесь уместны. Реплики собеседников остаются разговорными. В задании 7.5 ответ без плиток - официально или простыми словами, как требует ситуация. Ключи дают примеры, а не единственные допустимые ответы.

7.1. Начать с цели и границ

1.



Give them a reason to listen before you start listing airports.



of / diversion / to / how / the / briefing / options / the / to examine / to change / to be / this / purpose

2.



That title makes it sound as though you're only looking at the pilots.



well / this / as / the / crew's / flight / briefing / ground / the / decisions / response / to address / as

3.



Make it clear you weren't one of the people on the flight.



to base / personal / not / on / the / involvement / the / published / report / to be / review

4.



You can't answer every question about that evening.



the / to limit / to / information / what / the / to be / analysis / to support / available

5.



And where do your own proposals come in?



to propose / to be / report / to be / changes / the / my / own / the / from / findings / to draw / the

6.



Are you going to name and shame someone on Monday?



blame / briefing / not / to / to assign / to do / to seek / this / individual

7.



That section is only about the first refusal, yes?



to limit / this / request / to / the / initial / diversion / to be / section / to consider

8.



The extra fuel matters. Don't lose that in the opening.



despite / additional / final / to land / fuel / to carry / reserve / the / below / aircraft

7.2. Сформулировать вывод без усиления

1.



The manufacturer checked the warnings. That's a confirmed finding.



genuine / to establish / three / that / investigation / to be / the / all / alerts

2.



The airport communication failure needs to be named, not hidden.



the / the / to identify / breakdown / of / cause / refusal / AAIB / the / as / the / communication

3.



Their initial preference may have affected later thinking. Keep it at that.



to consider / to suggest / that / early / preference / the / alternatives / to influence / the / report / the

4.



What do those figures tell you about the margin?



fuel / to reduce / to record / figures / the / a / safety / severely / to indicate / margin

5.



You wrote that Manchester was objectively the safest. That isn't what the report accepted.



to consider / to accept / the / that / AAIB / the / the / Manchester / safest / captain / option

6.



The AAIB says 'probably'. Don't drop it.



them / probably / initial / normal / would / a / reserve / to leave / to have / an / acceptance / with

7.



They may have overlooked an option. You can't turn that into the cause of the incident.



cause / emergency / on / an / the / thinking / possible / not / to establish / their / influence / the / to be / of

8.



Why mention Newcastle without claiming it would definitely have worked?



to contribute / narrower / omission / to have / of / to / assessment / options / may / a / its / the

7.3. Показать границы знания

1.



There was no recording. The exact exchange can't be reconstructed from one.



call / exactly / to establish / could / the / during / to be / what / to say / investigation / not / the

2.



The message was passed on. That doesn't tell you how the decision was reached.



to remain / decision / the / internal / making / unclear / process

3.



So now we know whose fault it was?



to do / these / conclusions / in / to establish / blame / to / not / themselves / to be / who

4.



Suppose there was ground capacity at the time. How would that affect your policy comparison?



refusal / not / the / assuming / to be / airport's / policy / available / the / to conform / to / capacity / to do

5.



How do you know they were below the reserve? Did somebody guess?



below / fuel / to show / to record / reserve / the / landing / final / to be / the / aircraft / that

6.



You can name who passed on the refusal, not every step behind it.



not / to make / decision / who / who / to relay / message / the / original / to establish / the / to know / to do

7.



No recording. So the airport can say whatever it likes now.



exchange / harder / a / to verify / recording / of / accounts / to / without / to be / the

8.



Don't tell them Newcastle would have taken them.



flight / whether / to accept / it / could / not / Newcastle / to know / the / to be / to have

7.4. Связать меры с проблемой и ожидаемым эффектом

1.



Start with responsibility on the ground. That was where the most serious failure occurred.



the / for / priority / to / to accept / diversion / first / to be / flights / responsibility / to clarify

2.



You want a review, not another unexplained checklist.



refusal / I / the / flight / crew / to recommend / how / to reach / to examine / messages

3.



Make that a recommendation to an operator, not an order you invented.



operator / to reassess / each / I / to recommend / alternatives / to review / that / their / crews / how

4.



And responsibility inside the airport?



the / clearly / to recommend / responsibility / to be / that / I / making / to identify / decision

5.



Why recommend checking all reachable airports?



risk / a / the / landing / to overlook / option / suitable / of / to address / this

6.



Check the existing process before proposing new requirements.



to recommend / changes / current / to fail / to introduce / I / process / before / to assess / where / the

7.



That would need a practical place in training, not just a paragraph in a manual.



simulator / scenario / provided / recurrent / could / the / realistically / of / that / in / to become / it / part / to be / training / can / the / to reproduce

8.



Expected effect. Not a promise.



error / delays / clearer / to be / responsibility / every / to reduce / not / to / to eliminate / to expect

7.5. Всё вместе - выбери подачу

1.



An opening for the briefing. Include the source and the fact that the proposals are yours.



2.



Summarise the main ground failure and the possible influence on the crew's thinking.



3.



You've said communication breakdown three times. What does that actually mean?



4.



When you say their options narrowed, do you mean they stopped looking around?



5.



Give a recommendation with a reason, not just a new task for crews.



6.



And will that actually fix things?



7.



So your recommendation would make sure it never happened again?



8.



Close with what was established, what remains open and what you would change.



Answer key

These are model answers. Correct alternatives are possible.

7.1. Начать с цели и границ

1.



Give them a reason to listen before you start listing airports.



The purpose of this briefing is to examine how the diversion options changed.

2.



That title makes it sound as though you're only looking at the pilots.



This briefing addresses the ground decisions as well as the flight crew's response.

3.



Make it clear you weren't one of the people on the flight.



The review is based on the published report, not personal involvement.

4.



You can't answer every question about that evening.



The analysis is limited to what the available information supports.

5.



And where do your own proposals come in?



The findings are drawn from the report; the proposed changes are my own.

6.



Are you going to name and shame someone on Monday?



This briefing does not seek to assign individual blame.

7.



That section is only about the first refusal, yes?



This section is limited to considering the initial diversion request.

8.



The extra fuel matters. Don't lose that in the opening.



Despite carrying additional fuel, the aircraft landed below final reserve.

7.2. Сформулировать вывод без усиления

1.



The manufacturer checked the warnings. That's a confirmed finding.



The investigation established that all three alerts were genuine.

2.



The airport communication failure needs to be named, not hidden.



The AAIB identified the communication breakdown as the cause of the refusal.

3.



Their initial preference may have affected later thinking. Keep it at that.



The report suggests that the early preference influenced the alternatives considered.

4.



What do those figures tell you about the margin?



The recorded fuel figures indicate a severely reduced safety margin.

5.



You wrote that Manchester was objectively the safest. That isn't what the report accepted.



The AAIB accepted that the captain considered Manchester the safest option.

6.



The AAIB says 'probably'. Don't drop it.



An initial acceptance would probably have left them with a normal reserve.

7.



They may have overlooked an option. You can't turn that into the cause of the incident.



The possible influence on their thinking is not an established cause of the emergency.

8.



Why mention Newcastle without claiming it would definitely have worked?



Its omission may have contributed to a narrower assessment of the options.

7.3. Показать границы знания

1.



There was no recording. The exact exchange can't be reconstructed from one.



The investigation could not establish exactly what was said during the call.

2.



The message was passed on. That doesn't tell you how the decision was reached.



The internal decision-making process remains unclear.

3.



So now we know whose fault it was?



These conclusions do not, in themselves, establish who was to blame.

4.



Suppose there was ground capacity at the time. How would that affect your policy comparison?



Assuming capacity was available, the refusal did not conform to the airport's policy.

5.



How do you know they were below the reserve? Did somebody guess?



The recorded landing fuel shows that the aircraft was below final reserve.

6.



You can name who passed on the refusal, not every step behind it.



Knowing who relayed the message does not establish who made the original decision.

7.



No recording. So the airport can say whatever it likes now.



Without a recording, accounts of the exchange are harder to verify.

8.



Don't tell them Newcastle would have taken them.



It is not known whether Newcastle could have accepted the flight.

7.4. Связать меры с проблемой и ожидаемым эффектом

1.



Start with responsibility on the ground. That was where the most serious failure occurred.



The first priority is to clarify responsibility for accepting diversion flights.

2.



You want a review, not another unexplained checklist.



I recommend examining how refusal messages reach the flight crew.

3.



Make that a recommendation to an operator, not an order you invented.



I recommend that each operator review how crews reassess their alternatives.

4.



And responsibility inside the airport?



I recommend that the decision-making responsibility be clearly identified.

5.



Why recommend checking all reachable airports?



This addresses the risk of overlooking a suitable landing option.

6.



Check the existing process before proposing new requirements.



Before introducing changes, I recommend assessing where the current process failed.

7.



That would need a practical place in training, not just a paragraph in a manual.



It could become part of recurrent training, provided that the scenario can be realistically reproduced in the simulator.

8.



Expected effect. Not a promise.



Clearer responsibility is expected to reduce delays, not eliminate every error.

7.5. Всё вместе - выбери подачу

1.



An opening for the briefing. Include the source and the fact that the proposals are yours.



This briefing reviews the diversion using the AAIB report; the recommendations that follow are my own.

2.



Summarise the main ground failure and the possible influence on the crew's thinking.



The main failure occurred on the ground, while the early preference for Manchester may have narrowed the crew's options.

3.



You've said communication breakdown three times. What does that actually mean?



People at the airport didn't pass the information on properly. The exact conversation is still unclear.

4.



When you say their options narrowed, do you mean they stopped looking around?



They may have got stuck on Manchester and missed other possibilities. We can't say exactly what they were thinking.

5.



Give a recommendation with a reason, not just a new task for crews.



I recommend reviewing how alternatives are reassessed because a listed alternate is not guaranteed to accept a flight.

6.



And will that actually fix things?



It is expected to improve the assessment of available options, provided that crews have current information.

7.



So your recommendation would make sure it never happened again?



No. It should make the process clearer, but it can't guarantee nobody gets it wrong.

8.



Close with what was established, what remains open and what you would change.



The investigation identified a communication failure, but the decision process remains unclear. I recommend clarifying how such refusals are authorised and relayed.