

TOTAL RESPECT MANAGEMENT

THE FREE E-BOOK

By Peter Blokland

"Anything else you're interested in is not going to happen if you can't breathe the air and drink the water. Don't sit this one out. Do something. You are by accident of fate alive at an absolutely critical moment in the history of our planet!"

Critical thinker **Carl SAGAN**



The Free e-book of TR³M.

Content

- **A VISION FOR TR³M - A VISION FOR OUR FUTURE**
 - Page 3

- **TR³M = TOTAL RESPECT MANAGEMENT**
 - ✓ *What is TR³M?*
 - Page 4

 - ✓ *Why is TR³M important?*
 - Page 9

 - ✓ *How does TR³M work?*
 - Page 11

 - ✓ *Who should know about TR³M?*
 - Page 14

- **CONTACT**
 - Page 15

- **ABOUT THE AUTHOR**
 - ✓ A word of Gratitude
 - Page 16

 - ✓ Peter Blokland
 - Page 17

A VISION FOR TR³M, A VISION FOR OUR FUTURE

“I dream of a world where people are inspired and enjoy the work they do, because it is meaningful and contributes to the wellness of the world.”

I dream of a world that is abundant and rich. Where people don't compete with each other, only to seek and fulfil their own needs, but instead work together for the benefit of all.

I dream of a world where people recognize they can shape the world to their satisfaction, because their quality of mind is up to the task. A world where thought leads to action and success, instead of fear and failure.

I dream of a world where people first think about the wellbeing of all before thinking of own needs. Where people enjoy giving more than they enjoy receiving.

I dream of a world where people are smart and clever and therefore are capable of generating an abundance of added value with the resources they have at their disposal. And of a world where we are able and capable of recycling all available resources over and over again, making a better use of it at each new turn.

I dream of a society that pursues the creation of value instead of taking it away from others. Where respect and freedom rule, where people care, where love is powerful and where hate and envy are absent.

I dream of a world where people are inspired and enjoy the work they do, because it is meaningful and contributes to the wellness of the world.

I dream of a world where companies play the role which is rightfully theirs. Where they can be the source of prosperity for all stakeholders. Where they endeavour in a sustainable way, with respect for the optimal creation of added value and with respect for all people and their environment.

I dream of a world where anguish and anxiety can fade away to make room for enterprise and audacity, to allow steadfast progress for all.

I dream of a world that we can create! It's just a matter of perception!

Of course, the challenge is huge, but it can be done. The only thing is, it's extremely important and urgent that we start working on this dream now. All together!

We have the paramount responsibility to become excellent. People, organisations, companies, society, we all need to be involved to achieve this dream. For it is only by excellent work and effort we will achieve this goal and that the world will persevere.

Peter

“Total Respect Management (TR³M™) is a systemic approach. It covers every aspect of managing and governing enterprises or organisations.”

WHAT IS TR³M?

Total Respect Management (TR³M™) is a systemic approach, covering every aspect of managing and governing enterprises or organisations.

Systemic is not the same as systematic! Systematic, orderly thinking, builds on the logical sequence of cause and effect in an isolated situation. It comes to conclusions as a result of sequences of events.

Systemic thinking or systems thinking on the other hand considers the whole picture, maps the interaction of all the elements involved and subsequently analyses what effects these interactions and possible delays can impose on the whole system. It is not quite the same!

Let me give you an example of the difference between a systematic approach and a systemic approach. Let's consider one of the problems we have in Belgium and all over the world, issues related to the temporary accommodation of legal and illegal migration.

Belgium is a prosperous country. It has a reasonable social security system, which is able to take care of people in need. Obviously, the Belgian economy and security attracts people from less prosperous and less secure parts of the world.

The very logic approach is to accommodate these newly arrived by offering them shelter and an income to live. It's a logical approach to the problem of poverty and people in need, and there's nothing wrong with that.

Of course this draws the attention of others, who wish to escape their gloomy reality, and build a new life. But also of people who see the benefits for themselves and who exploit the people in need. As a result, a constant stream of immigration is on its way. So, the logic solution doesn't solve the problem, it only aggravates the situation.

More immigrants, require more housing and more effort to accommodate. A large part of these people are illegal, which causes extra problems, because they can't legally work, nor can they enjoy all the benefits of our social security system. So the logical solution is to legalise these immigrants. It's the most humane way to proceed. It seems to be the best way to help them.

Yet again, when this is the solution, a steady stream of immigrants will very quickly surge. Submerging our country with both legal and illegal newcomers, who don't speak the language and have no immediate ability to contribute to the social security system. Despite all goodwill and care, you have only increased the problem, increased difficulties and reduced your ability to help and solve the real causes of the problem.

“So, a systematic and logical approach is rarely a good way to tackle a complex problem.

With logical thinking, you’ll soon end up with new and bigger problems. Not immediately, but soon enough!”

“If you have some respect for people as they are, you can be more effective in helping them to become better than they are.”

John W. Gardner

Besides food and shelter, the next logical thing to provide for is education, hoping this will facilitate the cultural integration of newcomers in our Western world, as it will enhance possibilities to participate in our society and in the social security system. When this is at the end of the whole process, this is a huge task and it will always be too little too late. As a result cultural differences grow and the feeling of insecurity increases, with all the negative effects that go with it.

Another item to consider is the fact that all less prosperous countries which have lots of people in need, lose the prime of their population to migration. Because mainly people with a certain sense of entrepreneurship undertake such endeavour. These are personalities sorely missed at the home front. It’s another factor, which aggravates the problem of poverty in their home countries too.

The above is just an example of how you are likely to create new difficulties when solving complex problems with logical thinking. When you don’t use an integrated approach to find and address the root causes and when you forget side effects of issues, real solutions remain out of reach.

So, a systematic and logical approach is rarely a good way to tackle a complex problem. With logical thinking, you’ll soon end up with new and bigger problems. Not immediately, but soon enough!

For example, you’ll end up with far too many people to feed, to shelter and to educate. While reducing the abilities of the home countries. This puts a lot of people in misery and creates even a bigger mess for people than they were in before. People you intend to help are in a mess, both at their home countries, as well as in their newly adopted countries. All the “logical” solutions increase the difficulties, while the real causes of the problem remain unsolved.

Let’s use a systemic approach instead:

Why do people leave their known environment? Why do they choose and often pay large amounts of money to dishonest people and organisations, in exchange of an uncertain future in another culture and country?

The answer is easy, because humans have always migrated if they think it’s better somewhere else. For thousands of years, people have been migrating all over the world to conquer new territories and find new opportunities, when there weren’t enough possibilities at home.

The decision to migrate is the result of disparity between the perception of what they can win or lose when they stay and the perception of what they can win or lose when they go.

Systemically, you can work on both sides of this balance. You can either make it less attractive for people to migrate by

“TR³M aims to be a model, a method, a strategy, a systemic approach, which manages complexity and brings solutions that work with higher gain and reduced overall cost.”

increasing their loss when they go, and also reducing their gain if they choose to migrate.

There are many ways to do this, but not all of them are in line with human rights as we see it today. The solution is to make it more attractive to stay, by giving people a future at home. In other words you have to close the economical gap between the poor countries and the prosperous countries!

The above is just an example on how different approaches can generate different results. It is certainly not meant to judge or to condemn. Its only purpose is to understand.

A systemic approach looks for as many elements as possible, which have an influence on the situation. Then it studies the delays, the limiting factors and their effects, which are inherent to the system. Finally it explores which interaction exist between these elements and factors.

Hence, you can analyse the whole system and look for those items which reach an optimum balance between effort and results. Next, you influence those elements that have a maximum effect on the system with a minimum overall cost.

In solving problems it's always a matter of “pay me now or pay me later”, later always being the more expensive choice.

As I see it, a certain lack of respect and understanding in past centuries is at the origin of a lot of migration problems today. The quick wins of those days led to the actual imbalance and debts have to be repaid. It's high time we do something about it, if we don't want to pay an even bigger price in the years to come.

TR³M aims to be a model, a method, a strategy, a systemic approach, which manages complexity and brings solutions that work, with higher profit and reduced overall cost as a result.

Organisations, enterprises, companies, are all complex systems, operating in a complex environment. They obviously need a systemic approach to get optimum results. The purpose of TR³M is to create wealthy conscious contributing companies that add value to the world.

The acronym for **Total Respect Management** is **TR³M**. It's an integrated management method, which consists of three basic parts. **R³** is the representation of these three parts, because the genuine meaning of **TR³M** is **Total Risk, Respect and Result Management**.

Hence, TR³M combines three comprehensive and effective methods. Risk Management, Respectful Leadership and Continuous improvement in order to achieve excellent results. The systemic use of these three methods will allow you to achieve your goals in the best possible way.

“Excellent results give more added value and therefore “Profit” is the most important focus, as this is needed to respect both “Planet” and “People”. No “Profit” means no business and in the end nothing else remains.”

Total Respect Management is a three dimensional system. It will provide you with all the means needed to manage and lead any type of organisation or enterprise. Furthermore, this strategy by its nature, is compliant with the newest norms such as ISO 31000 (Risk Management) and ISO 26000 (Corporate Social Responsibility).

The aim of TR³M is to obtain excellent results in a social responsible way through continuous improvement, and this for all aspects of your organisation or enterprise. The functional elements are a mix of integrated risk management, excellence and inspiring leadership.

The name originates from the higher purpose of this strategy, which ultimately is Corporate Social Responsibility, by respecting “People”, “Planet” and “Profit”!

RESPECT is nothing more and nothing less, than a specific, dedicated and most of all, positive attention and interest for somebody or something.

Excellent results give more added value and therefore “Profit” is the most important focus, as this is needed to respect both “Planet” and “People”. No “Profit” means no business and in the end nothing else remains.

However, only “People” will allow you to reach your goals. So they will require your respect in the first place. People of all sorts are your stakeholders and they will ultimately make your dreams come true.

For that reason it’s important to show people proper respect and lead them to the best of your abilities. Because they’ll have to do it. Getting the best out of men, requires a specific set of leadership skills, if you want to be successful.

“People” and “Profit” can only be fully respected when you also respect the “Planet”. Respecting Earth’s resources and environment is vital. Sustainable resources and a healthy environment are extremely important for sustainable value creation and healthy, happy people.

TR³M is a systemic approach, which means that the whole system, in all its aspects, will be considered, starting with your own ambitions. What are your goals? A clear vision on respectful goals requires leadership.

Goals need adequate decisions and actions, to be reached. Goals and actions bring about **RISKS**. So the second part of TR³M is to deal with these risks and this in the entire organisation. At all levels.

Each organisation has strategic, long term goals and risks. Ignoring these long term risks in favour of the short term solutions can seriously hamper your progress and final result.

There are also specific risks, related to projects and other, more generic, medium-term risks. These risks will determine

the scope of your results and what your organisation will be able to achieve.

Last but not least, there are also risks at the execution level. These risks have an immediate impact on gain and losses. It's in general what generates your benefits and drives your cost.

At all levels of the organisation, these risks need to be "respected" and properly addressed. Your gain will increase and losses will be reduced. It allows you to obtain optimum results.

Which brings us to the final part of the strategy: **RESULTS**. Results are elements of information that will tell you if your goals are near or far away. They will indicate if the course of action is correct and whether corrective actions are needed.

When you want to obtain excellent results, partial results will have to be excellent too. Total Respect Management is a method that combines leadership, risk management and excellence throughout your organisation to get excellent results at all levels. It's an integrated management system which respects all aspects of your enterprise.

TR³M is an inclusive and integrated management model and strategy. It encompasses any leadership method as needed. It uses whatever risk management techniques appropriate and will use any method necessary or available to obtain continuous improvement and excellence.



“Most of the challenges we are facing right now can be linked to the increase in human population on the planet and an imbalance of power, resources and ... respect.”

WHY IS TR³M IMPORTANT?

Today, we live in a world that is changing rapidly. We also live on a Planet that suffers the consequences of the increased human population. We live in times that are crucial to our existence as humans. We urgently need to deal with the brutal facts we are facing today.

Most of the challenges we are facing right now can be linked to the increase in human population on the planet and an imbalance of power, resources and ... respect.

Previous centuries saw humans as conquerors. The strongest nations prevailed and dictated what happened. There was little respect for those who were conquered. Instead they were robbed of their natural resources, without getting a proper and respectful reward.

The last decades saw a drastic change in the balance of power in the world. The old continent Europe and Northern America dominated the world for the past centuries and gained a lot.

Today this power is shifting to Asia and to a lesser extent South America and Africa. Not because they have the superiority of knowledge and technology as has been the reality in the past for the West. The new upcoming nations draw their power from the numbers of their population and their growing numbers is the real issue we are facing today.

These people require increasingly more resources to fulfil their needs. At the same time, these societies are developing rapidly, and they aim to close the economical gap with the western world. This process increases even more their growing needs.

The growing population and their growing needs are the root cause for the climate change we are witnessing today. The speed of change and the rapid deforestation that goes together with the population growth, have altogether a huge impact on the carbon dioxide balance in our atmosphere.

Another challenge we confront today is the fact that knowledge and information travels faster than anything else in the world. It means we live in a “small” world, where everything is connected and it is almost impossible to live in isolation.

Problems and shortages in one place have an immediate effect on other places. E.g. improved medical care interferes with the natural balance of population growth. It is good to take care of people, but it also leads to increased populations, which require more resources. When nations are not able to follow this evolution, people migrate to locations where they can find the resources they seek. Even if

they have to move around the planet to do so. The small world makes it possible to carry out these dreams.

What does it have to do with TR³M? Everything! A systemic approach is required to solve this mismatch and unbalance on our planet.

Populations grow faster in needy situations, where children are an asset and not a cost. In developing countries, children have to support their parents, while in developed countries it's the other way around. So, the only successful approach to reduce the population growth on Earth, is creating a new reality, where there is enough economical power to reach a sufficient level of wealth for all.

Wealth is the result of sufficient creation of added value and it's mainly enterprises that are creating this added value. Most of the time, a large part of this added value has been reserved for shareholders, the owners of these companies, resulting in the situation we are witnessing today.

This situation needs a change. The creation of value has to be enhanced by a better use of resources. Subsequently, a fair share needs to be distributed among all stakeholders, shareholders included. In the end all stakeholders are linked together and ultimately, each company has seven billion stakeholders!

It is my firm believe that we can prevent this unbalance to go out of control. To do this, we will need to respect the basic causes, help to create more wealth in the world and distribute it in a respectful way.

This means we have to give the developing countries the opportunities and abilities to build up economical power for themselves. If not, they will return the "favours" we gave them in past centuries. We have to respect them fully today!

To do this we will need to use our resources to the best of our abilities and create a maximum of added value. This way, there is plenty for shareholders and stakeholders.

But this means waste has to be stopped and goals have to be maximised. Only excellence, proper risk management and inspiring leadership will bring you this result.

This requires a well understood risk management and empowering leadership at all levels of any organisation. It also requires sustained discipline in order to be excellent and manage risks properly on a daily basis.

That is why Total Respect Management is important. It is a method that will support and make Corporate Social Responsibility possible through an integrated method, from top to bottom and back up in your organisation!

Respecting ourselves first will allow us to respect all other seven billion stakeholders and that is our duty today!

HOW DOES TR³M WORK?

In the complex world we are living in today, there rarely are simple cause-effect relationships. To tackle complexity you need a more developed way of thinking. Systems thinking! You'll need a systemic approach towards complex issues.

Unfortunately, most of the time managers use logical and systematic methods instead of systemic methods. This means that money spent, doesn't always provide the anticipated return on investment, resources are lost and value creation is sub-optimal.

Respecting people, means that you have to respect yourself. Self respect and self leadership are the starting point in Total Respect Management. For any organisation, Respect and Leadership are the initial focus and first step to take. Thus, Leadership is the first component of the strategy and it's critical to the success of the strategy.

Self leadership is a highly sought after characteristic when hiring new employees. It's a necessary quality and it can be developed. The systemic approach of TR³M starts with alignment of all members with the mission and vision of the organisation. It will enhance their ability to choose wisely and decide quickly when it comes to setting goals.

(Self) Leadership means that you are able to determine your goals, decide and take action. It is paramount, to develop the required leadership skills at all levels of the organisation when you start to apply TR³M. Because at each level of the organisation people will need the skills to set goals, decide and take action.

When you determine goals, you can then determine the risks involved. With the right focus and tools available, these risks can be optimised for maximum success and benefit. This is the second component of the strategy. Leadership and risk management will allow your workforce and management, to choose inspiring objectives, optimise the risks involved and increase profit. Because added value is directly related to the risks you take and the risks you run.

Taking risks is the positive action that will bring you the positive results, the possible gain in the process. On the other hand the risks you run are the costs and worse, the losses you can encounter, when taking action. The net result is your added value. Managing risks is the prime factor to increase this value!

The yardstick for success is excellence. Each goal involves risks and finally brings results. These results can be analysed and scored against specific characteristics of excellence. It is the feedback you need to see if improvements are effective and going in the right direction.

TR³M uses 7 characteristics to define excellence. These characteristics are :

- Effectiveness
- Quality
- Safety
- Productivity
- Efficiency
- Ergonomics
- Ecology.

These features can be determined for products, services, conditions, ... every part, every action, can be scored against these seven qualities of excellence. Ergonomics and Ecology can also be used for pure mental aspects and not only for physical conditions.

You can always ask yourself whether resulting actions, situations, or decisions are effective, qualitative, productive, efficient, safe, ergonomic and / or ecologic. Results have to improve over time. TR³M aims for a constant and continuous improvement of results and partial results.

This focus and dedicated respect towards all seven characteristics of excellence gives you feedback on continuous improvement and this is the third part of Total Respect Management.

Of course everything has its price and sometimes you'll have to make less than optimum decisions due to a lack of resources. However, considering optimum options first is important! It will allow you to grow.

Maximizing opportunities and minimizing **waste** can be done for any aspect of your organisation. If it is done correctly, you will end up with sustainable solutions and reach your goals.

To chunk these principles down to a more comprehensive level, you can also use the TR³M framework. It's a way to shape reality and put it in a box.

The TR³M framework is a kind of three-dimensional checklist. It focuses on specific domains and processes of your organisation in order to find inadequacies and solve related problems.

The framework is a cube and includes six areas, which are:

- Seven elements / domains to boost value in your organisation
- The seven characteristics of excellence
- Seven stakeholder groups
- Seven conditions and steps in performance improvement
- Seven steps of risk management
- Seven factors to define goals and search for risks

***All together the logical interaction in the systemic approach is as follows:
People, guided by better leaders and supported by proper risk management, will take better decisions, leading to better actions, which leads to better and more sustainable results.***

The TR³M framework will help you to focus your attention on different aspects of your organisation, it helps you to see the interdependencies, discover risks and deal with them.

All together the logical interaction in the systemic approach is as follows: People, guided by better leaders and supported by proper risk management, will take better decisions, leading to better actions, which leads to better and more sustainable results.

Feedback and a focus on continuous improvement close the loop: better results and better leadership, will attract more excellent people, which will enhance the whole process.

Furthermore, a respectful approach of all aspects of your endeavour, will sustain this loop and it will also provide you with the respect of all your stakeholders.

These are all reinforcing loops that go in the direction of excellent results and successes.

This sounds easy. However, this isn't easily achieved. TR³M requires a high level of leadership on an inter and intra personal level. Most organisations will have to address this first.

This strategy also requires a clear vision and mission for your organisation and a flawless communication of values and expectations that go with the chosen strategy. It's only when individual and partial goals are aligned with the corporate vision, mission, values and strategy, that success is possible.

Furthermore, you'll need the discipline and abilities to apply risk management at all levels of your enterprise at all times. It is important to have a correct view on reality and to face the brutal facts. This requires proper processes and procedures, allowing flexibility of use and consistency in results.

You will certainly need the right instrumentation to measure your excellence and observe the facts in order to be able to analyse risks and take corrective action in due time.

All this will require your respect first, before it will return the favour! TR³M is a sustainable system that for certain will bring benefits. Yet, it's an integrated system and should be applied accordingly, i.e. integrated from top to bottom and up again!

Finally, Total Respect Management will have more impact when all processes are supported by up-to-date and appropriate technology. It's the last step that will boost your business beyond expectations.

WHO SHOULD KNOW ABOUT TR³M?

***“If you want something You’ve never had before,
You’ll have to do something You’ve never done before!”***

Bob Proctor

Every manager in any organisation or enterprise can benefit of the insights of Total Respect Management. From the self employed freelancer to the multinational enterprise, from the smallest community to the largest government organisation, they all need leadership, take and run risks and are better off when aiming for excellence.

Each person can employ the rules, insights and processes that come together with TR³M. However, to use it in an integrated way and really benefit the positive effects on your results, it also requires a specific attitude and a drive for Corporate Social Responsibility.

This management model and strategy is developed to allow enterprises to become conscious contributing companies. Which means they are willing to invest the extra money they gain with their increased performance, in supporting the people in need in a systemic way, at home or abroad.

Total Respect Management is also extremely well suited for small and medium enterprises (SME's) looking for growth and who have a heart for CSR. Most certainly for those enterprises that haven't yet adopted a specific, explicit strategy and management method.

The basic approach of TR³M is easily understood and executed. It doesn't require vast scientific skills and is based upon common sense.

On the other hand, TR³M is equally suited for those who already have solutions that work. Because TR³M is able to integrate any system or management method, as it is an open system, which incorporates what is needed and what is available.

It's an inclusive model, which doesn't discard other models or methods, on the contrary, it will use to a maximum extent what is already available. It's only when improvement requirements dictate so, that existing solutions will be altered.

CONTACT

If you want to learn more of this integrated management method?

Contact me via mail:

peter.blokland@byaz.be

Or phone:

+32 3 458 48 03

Websites:

<http://www.total-respect-management.com> (English)

<http://www.tr3m.be> (Dutch / Nederlands)

<http://www.byaz.be>

Do you want to learn more about systems thinking?

<http://academy.ubeon.com/systemics>

I suggest you also visit this link:

<http://www.kevinclay.com/savetheworld/media/worldplayer.htm>

it's a systemic and interesting way to save the world!

ABOUT THE AUTHOR

A word of gratitude

“Peter, you should do more with that!”. This sentence was still echoing in my mind when I was driving home. It was October 2007, I had just retired as a military pilot and was considering a new career in the civilian sector.

“That” meant my experience in the Belgian Air Force as a fighter pilot, an instructor, a staff officer, a squadron commander and an aircraft accident investigator. Always aiming to improve what was entrusted to me.

The person telling me this was Jan Ardui. Jan is a fantastic NLP coach with a vast international experience. He is a master in aligning organisations and improving performance and we just had lunch together in order to discuss some ideas and opportunities.

Jan had helped me ten years earlier, when I was the commanding officer (CO) of a basic flying training squadron, which needed to re-focus on its purpose as a result of a long period of constant change. This change was the result of a huge and ongoing restructuring of the Belgian Armed Forces, after the collapse of the Eastern Bloc and the subsequent cash in of the “peace dividend”

The training we planned and executed together in 1997, had been a tremendous success, surpassing all our expectations. Hence, my idea was to organize the same kind of training for civilian organisations too and I had asked Jan if he was interested in the idea of working together on this.

His answer was clear. Training the 5th Sqn had been one of his best experiences as a trainer, he told me. If I could come up with such an interesting challenge again, he would certainly consider to make room in his charged agenda. But ...

He also told me to do more than just that with my experience. It was just a little remark at the end of our conversation, but one with huge consequences.

Jan Ardui’s comment has triggered me to do more. It inspired me to seek out the answers to the question “How do you create an excellent organisation or enterprise?”

I am very thankful to Jan for his little remark! This e-book and the content it represents are the result of that search.

I also wish to express my gratitude to all those magnificent individuals who helped me shape this little e-book, as they contributed greatly with their wisdom and pertinent remarks.

Peter Blokland



Peter Blokland

Peter BLOKLAND, born in Antwerp on August 8th, 1957, becomes an officer and a pilot when he finishes his studies at the Royal Military Academy in December 1983 (Master in Military and Aeronautical sciences 119 TAW Promotion)

As a young pilot he flies F-16's at Kleine Brogel AB, which he leaves three years later, to become an instructor pilot at the Elementary Flying School. It is his first assignment as an educator.

After his studies at the Defence College, he becomes a Staff Officer at Air Force Training Command, with a focus on basic flying training. This Staff tour is followed by a "flying" assignment as an Operations and Training officer at the Advanced Flying Training Wing at St Truiden AB.

A consecutive Staff assignment introduces him in the world of accident prevention and flight safety, a job highly focussed on excellence.

In 1996, Squadron Leader Peter Blokland has the privilege to be assigned Squadron Commander ("CO") of the 5th Sqn (Basic Flying Training), at a crucial moment in the 5th Sqn's history, as the squadron has to transit from the Elementary Flying School at Goetsenhoven to the 1th Wing at Beauvechain. It's one of the many results of an ongoing reorganization of the Belgian Armed Forces.

After his tour as a CO, he returns to his colleagues at Flight Safety and adds accident investigation to his experience and competence. It becomes clear that Peter is fascinated by the continuing effort to improve and he enjoys the various courses he attends to expand his knowledge on the subject.

Responsible for training aircraft and Flight Safety education, he also takes pleasure in sharing and passing on his experience. Accident investigation and prevention is a systematic, but also a systemic approach. Always taking the whole picture in view, looking for underlying causes, instead of only tackling the obvious symptoms!

He finishes his military career at "SHAPE" the operational NATO HQ at Mons (BE). As a staff officer in nuclear operations, he is involved in surety issues, operational training and communications.

Peter is convinced that his strengths are education and performance improvement. These are fascinating areas in which he aims to excel as a trainer, coach, mentor or consultant.

Peter Blokland is happily married to Marianne Beukenhorst since 1980. They live in Hove, a residential community south of Antwerp (Belgium). They have three children.