

WRITING FOR HINDSIGHT MAGAZINE: A TEMPLATE AND GUIDELINES FOR AUTHORS

The lead paragraph will be written here. This will normally be written by the **Editor**. The 'lead' gives a big picture statement, a summary, or a run-in to the article, usually in up to 60 words.

KEY POINTS

- Key points are the main takeaway messages that you want readers to understand and remember.
- Key points are included for longer articles.
- Include three to five key points.
- Each key point should normally be just one sentence.
- It is a good idea to write the takeaway messages **before** you write your article.

Introduction

This is detailed guidance on writing for HindSight. Some will find the guidance helpful. Others might find it off-putting. If the guidance is helpful, then feel free to use it. If it is not, then just write about your experience. Don't be put off. The Editorial team is here to help put this guidance into effect.

There are various ways to begin an article. One way is to begin with some broad statements to highlight the importance and relevance of the topic. Another is to begin with a story, or something surprising. It is best not to begin with anything too theoretical. The Introduction should tempt the reader to read on.

Title

Titles should entice readers. They may be short and descriptive, or intriguing. The title will ultimately be chosen by the Editor, in consultation with the author(s).

Content

Readership

The primary readers of *HindSight* are *front-line professionals involved in air traffic management (e.g., controllers, pilots, ATSEPS, AIS, MET)* and associated safety specialists. Secondary readers include everyone else with an interest in human and organisational performance in air traffic management, aviation, and other industries. Before submitting your

article, it is a good idea to pass it to some front-line professional colleagues to see their reaction.

Theme and focus

Each issue of HindSight has a theme. Articles should be associated with this theme, but there are usually many ways to link to the theme. All articles should

- relate to human and organisational performance
- be relevant to of air traffic management, and
- have wide applicability to front-line staff operational/technical staff involved in ATM, as a minimum.

Consider what might be of benefit to others. Articles may consider both positive and negative influences on safety and other goals, both day-to-day and in unusual circumstances. Articles should ideally have clear learning points or actionable suggestions.

Write about what you know

Regarding the content of the article, the best advice is this: *write about what you know*. In most cases, it is best to stay close to your experience. If you are a controller or pilot, for instance, focus on your operational experience. If you are an academic, safety specialist, human factors specialist, engineer, or other professional, also write about what you know, but translate this into content that is interesting and useful to front-line staff operational/technical staff, and perhaps others too. Make the message as practical and as widely applicable as possible.

Operational stories and experiences

Operational experience is the mainstay of *HindSight*. You may well have an interest in theory or in other fields. But remember that these will not usually be familiar to readers, and so should normally be introduced only after talking about operational matters relevant to the theme of the issue, and relevant to air traffic management. Once you have described an operational experience, consider what implications arise from this. What can others learn from it? If you wish to write about theory, it may be helpful to write with a relevant specialist (e.g., safety specialist, psychologist, or human factors specialist). But it is not necessary to write about any concept, theory or model.

Articles focused on theory

Non-operational writers may wish to focus more on theory *if it is relevant to front-line professionals*. Such articles should be clear and easy to understand. The emphasis should

usually be on context or how the theory or model can be used by operational practitioners. Avoid vague theorising.

Empirical studies

Articles that report on studies should, in most cases, have been published previously in a peer reviewed journal or official report. *HindSight* is a peer-reviewed magazine and it will not normally be possible to publish studies that require scientific peer review. Contact the Editor-in-Chief before preparing such an article.

Length

Please write no more than 1500 words, but bear in mind that around 500 or 1000 words can sometimes be more effective. Readers often prefer short reads.

Structure

Think about a clear structure and message. This could be a story, or another structure that makes the lessons obvious. As mentioned earlier, it helps to write the 'key points' before writing the article. When writing, it can be helpful to keep in mind the questions, 'why?', 'what?', 'how?', 'who?', 'where?', and 'when?'.

Language

Write in plain language. Stick to concepts that air traffic controllers and professional pilots will be familiar with, or concepts that can be understood by anyone.

HindSight is published in British English. This will be checked and corrected during editing.

Unless you are referring to a particular person, use gender-neutral language (e.g., "they", "he or she", "she or he").

Punctuation

Try to use short sentences and short paragraphs. Use simple punctuation. Use one space after a full stop.

Formatting

- Paragraph settings: Line spacing 1.5 lines. 0pt before. 0pt after.
- Font settings: Arial, 11 point.

Confidentiality

Avoid identifying anyone without their permission. When referring to unpublished events and details, it is often possible to write articles without giving specific details of locations, times, etc., if this is problematic.

Citing Sources

Please cite the source if you use any statistics or data, or mention any article, book, website, etc. References should be listed at the end of the article, preferably the style of the references at the end of this article. Please avoid using footnotes.

Diagrams

Please send any proposed diagrams as separate files in the native file format. The files should preferably be editable. It is often necessary to adjust text, spelling, etc., prior to sending files for graphic design. Diagrams may or may not be included with the submission, and the graphic design and imagery used is decided by EUROCONTROL, in accordance with *HindSight's* visual identity.

Any images used should be free from copyright restrictions. So they must be one of the following:

- your own
- public domain
- Creative Commons (licensed for reuse)
- used with the written permission of the copyright holder.

Most images taken from the internet are copyright and not for distribution without permission. Creative Commons images can be found via Google, Flickr, etc.

Reviewing and Editing

If accepted, your article will be edited and reviewed by operational reviewers. Editing may result in small to moderate changes to article. Typical changes tend to include:

- shortening of sentences
- simplification of punctuation
- simplification of language and terms (use of plain language)
- ensuring paragraphs are neither too long nor too short
- adjustments to the flow of text to ensure logical sequence
- removal of unnecessary adverbs and adjectives
- modification of title and key points

- removal of repetition
- removal of unsubstantiated claims.

References

There is no need for references, but please include a reference for any article, recording, etc., that you cite in your article. There should normally be no more than five or so references. Please include references in the styles below. Include the references in alphabetical order, according to the name of each first author.

For magazines:

Hellwig, T., Rook, C., Florent-Treacy, E., & Kets de Vries, M. F. R. (2017). Early warning system for your team's stress level. *Harvard Business Review*, April 2017. Retrieved from <https://hbr.org/2017/04/an-early-warning-system-for-your-teams-stress-level>

Schwartz, T., & McCarthy, C. (2007). Manage your energy, not your time. *Harvard Business Review*, October 2007. Retrieved from <https://hbr.org/2007/10/manage-your-energy-not-your-time>

Woodward, S. (2017). The problem of many imaginations. *HindSight*, Issue 25 – Work-as-Imagined and Work-as-Done. Brussels: EUROCONTROL.

For books:

Kotter, J. (2012). *Leading change*. Boston: Harvard Business School Press.

Rosling, B.H. with Rosling, O., & Rönnlund, A.R. (2018). *Factfulness*. London: Hodder and Stoughton Ltd.

For newspapers:

Horta-Osório, A. (2018, 1 May). It's time to end the workplace taboo around mental health. *The Guardian*. Retrieved from

<https://www.theguardian.com/commentisfree/2018/may/01/removeing-taboo-mental-health-work-lloyds-banking-group-antonio-horta-osorio>

Smith, R. (2017, 7 October). Lloyds Bank chief executive Antonio Horta-Osorio on stress: "It nearly broke me". *City A.M.* Retrieved from <http://www.cityam.com/265838/lloyds-bank-chief-executive-antonio-horta-osorio-stress>

For reports:

EUROCONTROL (2013). *From safety-I to safety-II: A white paper*. Brussels: EUROCONTROL.

Japan Transport Safety Board (September 25, 2014). AI2014-4. *Aircraft serious incident investigation report. Boeing 737-700, Ja16an. Nosedive from upset (LOC-I) at an altitude of 41,000 ft, approx. 69nm east of Kushimoto, Wakayama Prefecture, Japan around 22:49 JST, September 6, 2011.* Retrieved from http://www.mlit.go.jp/jtsb/eng-air_report/JA16AN.pdf

For journals:

Rankin, A., Lundberg, J., Woltjer, R., Rollenhagen, C., & Hollnagel, E. (2013). Resilience in everyday operations: A framework for analyzing adaptations in high-risk work. *Journal of Cognitive Engineering and Decision Making*, 8(1), 78-97.

Weick, K.E. (1987). Organisational culture as a source of high reliability. *California Management Review*, 21(2), 112-127.

Bios

Include a bio for each author at the end of the article, not exceeding 60 words for articles over 1000 words, and not exceeding 30 words for other articles. The bio should normally include your job title or role, and may include any of the following: your experience, your organisation, your location, your interests within aviation safety, your additional duties and responsibilities. It should not include long lists of postnominals.

Photo

Send a high resolution (>1MB) head and shoulders photo, as a separate image file. Please don't embed this in Word or PowerPoint.