

THIRD
DIMENSION
BLOG

2010 YEAR
IN REVIEW

Robert Novell

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2010

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The Future of Commercial Aviation - Part One

(Viewpoint)

Who Offers The First Line of Defense In A Commercial Airliner?

It has to be the aircrew up front right---not exactly. The Flight Attendants have been charged with that responsibility along with serving drinks, serving food, dealing with unruly passengers who think they own the airplane, and last, but not least, they have to help get half of the carry-on bags in to the overhead. There is a lot more they are responsible for, but what I want you to consider is how badly they are abused by management when considering their responsibilities. I would elaborate further but I recently received a great blog post from www.independentlight.blogspot.com, and this particular article was written by Carl Finamore who was a former President, Air Transport Employees, of the AFL-CIO Local Lodge 1781. The article should be read by anyone who has an interest in the future of commercial aviation.

Friday, January 8, 2010

They Are Pissed! United Airline Flight Attendants

As well they should be.

Does anyone know how much the corporate officers are making?

By Carl Finamore

Pioneering women at United Airlines (UAL) organized the world's first Flight Attendant (FA) union in 1945. The carrier quickly recognized them as the official bargaining representative when the CEO said "they need a union." Today, these same workers stand last as the lowest paid among all the major airlines and are hardly getting any notice from management. Negotiations have stalled.

"We are working at 1994-wage levels after suffering wage cuts, staff reductions, and rising health care costs," Chris Black told several hundred flight attendants

and other union supporters picketing on January 8 at UAL departure gates at San Francisco International Airport (SFO).

Black is SFO Council 11 President, Association of Flight Attendants (AFA-CWA), and it was her national AFL-CIO union that organized protests on the same day their contract became amendable. A preliminary count by the AFA is that over 1,800 participated at airports all over the world.

Contracts negotiated under the Railway Labor Act do not actually expire but rather become "amendable" with terms remaining "status quo" throughout negotiations overseen by the National Mediation Board. So, while the system does retain contract protections during negotiations, extremely long delays lasting several years have become commonplace.

In ordinary times, this means workers fall further and further behind rising living expenses as talks drag on. But the 2002-2006 bankruptcy of UAL forced even more extremely onerous concessions that substantially compounded the normal burden of delayed negotiations.

Union spokeswoman Sara Nelson said that "after the airline went bankrupt several years ago, the union accepted cuts of more than \$3 billion in pay, working conditions and health care, along with the termination of workers' pensions.

"We were promised the cuts would remain in place for a certain amount of time, but we continue to live under these concessions while executives have rewarded themselves with millions of dollars in bonuses."

As one example, UAL CEO Glenn Tilton's bonus upon exiting bankruptcy was by itself sufficient to provide a 10% bonus for all 15,000 FAs then on the payroll.

Race to the Bottom has Hit Rock Bottom

Attempting to achieve early settlements, each of the six unions currently in talks

with UAL now have contract clauses providing for the commencement of negotiations several months before the amendable dates.

The AFA, for example, has been bargaining with UAL since April 6, 2009. But to no avail. According to an AFA press statement, "members are angry that management has not discussed the improvements envisioned, seeming only interested in delaying...."

United, now dropped from first to the world's third-largest airline, claims that a weakened economy, rising fuel costs, and fluctuations in demand has enormously reduced profits. We heard this argument during bankruptcy when prominent union financial analyst Dan Akins estimates airline workers suffered reductions in wages and benefits totaling \$11 billion.

This could actually be a low figure. A Government Accountability Office report estimated a "loss of \$3.2 billion to [UAL] participants" alone just from the pension default.

In any case, everyone realizes the airline industry has always been characterized by intense competition, high fixed costs such as fuel, cyclical demand, and vulnerability to intermittent economic lows. We also know from experience that whether in good times or in bad times, carriers have continuously sought concessions.

But with the enormously rising fuel costs since the Gulf War, United embarked on an even more dramatic and sustained burn and slash program of service, route and fleet reductions combined with unprecedented employee layoffs.

For example, the Company reports that its workforce fell from 100,000 in December 2000 to 46,000 in December 2009 with FA numbers at 23,000 and 13,000 in that same period.

However, cutting back is an extremely controversial and unproven method of

returning airlines to profitability.

Union leaders explain that reducing passenger capacity is not the answer. It is passengers that pay the bills and it has been shown historically that eliminating routes and laying off employees in fact lowers passenger-generated earnings more rapidly than reducing stable fixed costs.

Reducing the operation is a discredited shortcut that utterly fails to increase revenue and therein lays the problem.

"Cutting its fleet of airplanes does not address the larger cost problems that continue to beleaguer this airline," said then UAL Air Line Pilots Association (ALPA) chairman Captain Steve Wallach back in 2007. "Instead of doling out hundreds of millions of dollars to shareholders and pocketing millions of dollars in bonuses and salary increases, perhaps management should reinvest that money into our operation."

His comments are still relevant today. They are echoed by the current UAL ALPA chair, Capt. Wendy Morse, who commented on the day of the AFA picketing that "United's tactics to shrink to profitability has proved disastrous."

Simply put, when airlines cut back, earnings generally fall more rapidly than costs.

With United management flying in the wrong direction, it is likely to be a tough round of negotiations for flight attendants. But there is some relief in sight. Airlines have made millions from their numerous increased fees. Fuel costs have also stabilized at around \$80 a barrel from the high of well over \$100. Even Wall St. analysts are cautiously optimistic.

"To sum up," writes airline analyst Michael Derchin in the November 30, 2009 Yahoo Finance report, "we are looking for 2010 to be a modestly profitable year for the industry [even if fuel goes to \$90 a barrel], setting a stage for a nicely profitable year in 2011 and beyond, assuming the global economy continues to

recover."

In fact, there are already signs of deep-pocket business travelers returning to the soft, cushy, leather recliners in the front.

These trends should provide some bargaining leverage for FAs and other UAL employees who want to recover from their losses of recent years. But, of course, it is the collective solidarity of all the six unions currently bargaining that will be the most important factor influencing management.

The AFA set a good example by beginning to mobilize members and to reach out to other unions. This is a winning combination. As one Machinist union Local President commented to me wishfully, "we may be negotiating separately but we should be fighting together."

BUZZFLASH GUEST COMMENTARY

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The Future of Commercial Aviation – Part Two

Was Deregulation a Success or a Failure?

I recently read that the debate on deregulation's legacy will continue as long as there are economists and consultants who want to write about, and debate, the finer points of Mr. Alfred Kahn's social experiment; However, no debate here.

Consider the following points from an article in Air Transport World, written in 2008, by Geoffrey Thomas titled ***"Deregulation's Mixed Legacy"***.

1. At the time of deregulation the carriers of the US were regarded as world leaders in terms of service, networks, safety and efficiency.

2. The US carriers had been profitable in 17 of the previous 20 years.
3. Prior to its enactment, deregulation was opposed by nearly every US major airline. The carriers, however, soon came to welcome their new freedoms and the majority view is that it has delivered on the promise of lower fares and a greater variety of consumer choices. This consensus notwithstanding, to this day a small but well-credentialed minority views it as a failure, citing among other things the loss of some of aviation's greatest companies, the bankruptcies of all but one of the major pre-deregulation carriers, the downward pressure on airline wages (most significantly since 9/11) and a widespread perception that customer service has declined.

The article referenced above can be found at Air Transport World (www.atwonline.com) and is well worth reading. Mr. Geoffrey makes a number of excellent points and his research for the article was well-supported and documented.

The reason I only highlighted three points -- instead of the hundred or more in the article -- is because I do not wish to deconstruct and reconstruct the Airline Deregulation Act. The points that are most important to me are safety, service, and wages. These are, in my opinion, the core issues.

Safety is good with the airlines. Yes, there have been some accidents and yes there have been lives lost. However, the statistics are there. The major manufacturers are building good equipment, the major airlines have a crew training program second to none, and maintenance is good. The one deficiency I see is the regional carriers need some help with higher minimum standards for their entry level positions and I have talked about that in previous articles.

Service is terrible and this is not because of the cabin crew, the agents at the counter, or the people on the ramp. It is because of the two-dimensional thinking of management (two dimensional thinking meaning me and my buddies or the ATM concept talked about during Congressional Testimony by Captain Sullenberger). If you take care of your people the people take care of business. There are some exceptions to this issue but the bottom line is that when you ask

for concession after concession from your people---when you take benefits and pension plans from your people---when you use WalMart as your model for success in the airline business it doesn't work. Let WalMart take care of consumer products, they do a fine job, and let airline management move forward with restoring the US Airline Industry back to being number

The Future of Commercial Aviation - Part Three

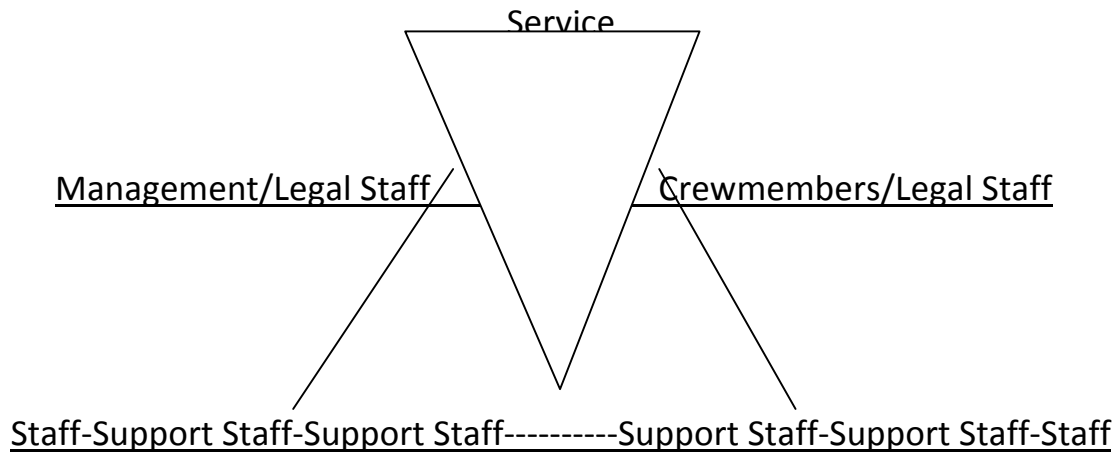
Two Dimensional Thinking Meets One-Dimensional Thinking

Before I offer an explanation of one-dimensional thinking, I want to offer up a quote that typifies two dimensional thinking: ***Every other start-up wants to be another United or Delta or American. We just want to get rich. ---Robert Priddy, ValuJet CEO, 1996.*** I don't think "we" was used as an all-inclusive pronoun that applied to the employees of the company.

So, what is one-dimensional thinking? As you may have guessed it is not about 'we' but 'me'. It is about the aviator who is focused on getting ahead, personally, professionally, and financially, and if they have to prostitute themselves to do it then that is OK---management does it. It is my belief that we as a nation have lost sight of what the word professional means and as a result the only rule is there are no rules. I will fly for free as long as I can log the time and then compete for the coveted airline job at American, Delta, Southwest or other airline. Sounds like the 'no pain no gain theory' but I would like to point out that the airline industry appears to be on the verge of self destructing---then what do you do/we do? Perhaps it is time to move forward with a blending of one-dimensional and two-dimensional thinking, and if so what does that do for the industry?

One plus two is three----three dimensional thinking should not be a novel idea. Believe me when I say corporations may talk about thinking out of the box, but that is only lip service to give the world the impression that they are forward thinking. So, what is the simplest way to visualize the problem? Take a triangle and balance it on its pointy head with the base being at the top. Now on the flat base let's write the word 'service', and on the left and right side we will install a balancing arm at forty-five degrees, and we will write management/legal staff on

the left, crewmembers/legal staff on the right, and support staff on the bottom. Imagine if you will that I am an expert at computer graphics (I am not), and take a look at the following diagram:



Consider what occurs when the balancing arms at 45 degrees on the left or right are shifted or pulled out of their positions when either party starts demanding concessions. In this scenario, service will always be affected, people on the bottom will scurry out of the way to protect themselves, and the competition will capitalize on the service deficiencies that are created. So who wins and who loses? Nobody wins but there will be a shift in the balance of power that will not be related to better service. So why is it that one of this country's major service industry can't get it right? Is it greedy management, greedy crewmembers, or greedy support staff? It is my belief that the social fabric of our country may be the culprit, and should this be the case it will be a challenge to fix the problem from the top down. However, should all parties chose to restore honesty and integrity to the business model then the solution will follow. We as a country deserve better, and the travelling public is demanding better.

The Future of Commercial Aviation - Part Three

Quotes from the Past, Present and Perhaps the Future of Commercial Aviation

You are fucking academic eggheads! You don't know shit. You can't deregulate this industry. You're going to wreck it. You don't know a goddamn thing! --- Robert L. Crandal, CEO American Airlines, addressing a Senate lawyer prior to airline deregulation, 1977.

People Express is clearly the archetypical deregulation success story and the most spectacular of my babies. It is the case that makes me the proudest. --- Alfred Kahn, Professor of Political Economy/Father of Deregulation, Cornell University, 'Time,' 13 Jan 1986.

I'm flying high and couldn't be more confident about the future. --- Freddy Laker, Laker Airways, 3 days before the collapse of Laker Airways, 3 February 1982.

The worst sort of business is one that grows rapidly, requires significant capital to engender the growth, and then earns little or no money. Think airlines. Here a durable competitive advantage has proven elusive ever since the days of the Wright Brothers. Indeed, if a farsighted capitalist had been present at Kitty Hawk, he would have done his successors a huge favor by shooting Orville down. --- Warren Buffett, annual letter to Berkshire Hathaway shareholders, February 200

I don't think JetBlue has a better chance of being profitable than 100 other predecessors with new airplanes, new employees, low fares, all touchy-feely ... all of them are losers. Most of these guys are smoking ragweed. --- Gordon Bethune, CEO Continental Airlines, 'Time' magazine, June 2002.

The airline business is crazy. I've not been enamored with the industry in general. You can't depend on anybody and anything. It's dog-eat-dog and one thing or another from one minute to the next. What I understand about it, I don't like what I see. --- Robert Brooks, Hooters Air owner, 'The Sun News,' 21 March 2006.

I didn't take this job to preside over a bankruptcy. I refuse to accept that United Airlines is collateral damage from Sept. 11. --- Jack Creighton, new chairman and

CEO of UAL Corporation, 28 October 2001. UAL entered bankruptcy on 9 December 2002.

*If Richard Branson had worn a pair of steel-rimmed glasses, a double-breasted suit and shaved off his beard, I would have taken him seriously. As it was I couldn't . . . --
-Lord King, Chairman British Airways*

Air transport is just a glorified bus operation. --- Michael O'Leary, Ryanair's chief executive, quoted in Business Week Online, 12 September 2002.

No one expects Braniff to go broke. No major U.S. carrier ever has. --- The Wall Street Journal, 30 July 1980.

I can't imagine a set of circumstances that would produce Chapter 11 for Eastern. --- Frank Lorenzo

As a businessman, Frank Lorenzo gives capitalism a bad name. --- William F. Buckley

If you would look up bad labor relations in the dictionary, you would have an American Airlines logo beside it.--- U.S. District Judge Joe Kendall, issuing a restraining order against an American Airlines APA pilot union sick out, 10 Feb 1999.

This entire industry is in a death spiral, including this company, and I can't get us out of it. Deregulation is an abysmal failure and we have no more furniture left to burn.---Bruce Lakefield, CEO US Airways, while between bankruptcies and before being taken over by America West, October 2004.

Code-sharing, alliances, and connections are all about "how do we screw the poor customer for more money?"--- Michael O'Leary, Ryanair's chief executive, quoted in Business Week Online, 12 September 2002.

The state of our airline industry is a national embarrassment. ---Tom Plaskett, Chairman Pan Am, following the airline's collapse.

Americans love rising-from-the-ashes stories. They love the underdog coming back. We're going to take a tarnished brand name and bring it back to a high

degree of luster. --- Martin R. Shugrue Jr., President and CEO Pan American World Airways, 1996.

I've said many times that I'd be thrilled to sell the airline to the employees and our guys said no, we'll take all the money, anyway. --- Robert L. Crandall, 1997

If the Wright brothers were alive today Wilbur would have to fire Orville to reduce costs.--- Herb Kelleher, Southwest Airlines, 'USA Today,' 8 June 1994.

Every other start-up wants to be another United or Delta or American. We just want to get rich. --- Robert Priddy, ValuJet CEO, 1996.

We have to make you think it's an important seat - because you're in it. --- Donald Burr, founder of People Express.

The thing I miss about Air Force One is they don't lose my luggage. --- President George Bush Sr.

Deregulation will be the greatest thing to happen to the airlines since the jet engine. --- Richard Ferris, CEO United Airlines, 1976.

The greatest sin of airline management of the last 22 years is to say, "It's all labor's fault." ---Donald Carty, Chairman and CEO American Airlines, 12 August 2002.

There are a lot of parallels between what we're doing and an expensive watch. It's very complex, has a lot of parts and it only has value when it's predictable and reliable. --- Gordon Bethune, Chairman and CEO Continental Airlines, 1997.

I mean, they get paid an awful lot of money. The only good thing about them is they can't work after they're 60. ---Judge Prudence Carter Beatty, New York Southern District Bankruptcy Court, regards Delta Air Lines pilots. Reported in The Wall Street Journal, 18 November 2005

(All quotes used are from www.skygod.com/quotes)

Juan Trippe and Pan Am - Part One

Juan Trippe the Man

Possibly the greatest aviation story of all time is the Pan Am story, and sadly enough one of the greatest debacles in business history. However, history will always show Juan Trippe, the founder, as one of the most astute, political savvy and venturesome business leaders of the 20th century.

Juan Trippe was named after his mother's stepfather who was Cuban, and never really liked his name though it proved to a plus for his career. The Trippe family had English roots, and had migrated to the US in 1663. Trippe was born in Sea Bright, New Jersey, June 27, 1899, where his family had recently moved from Maryland.

Juan's father, an engineer, became a player on Wall Street heading up the investment banking firm of Trippe & Co. When his father died suddenly the family learned that Mr. Trippe did not have the fortune they believed he had. He left behind an estate of \$30,000.00 and a company on the verge of collapse. As a consequence, Juan, a Yale graduate, was confronted with the fact that he would not exactly be leading a life of leisure and had to go to work.

After a brief work experience on Wall Street Trippe decided to do something with his first love which was aviation. He had learned to fly during World War One, but never saw combat, and wanted to turn this passion into a business.

Trippe's first venture into the airline business was when he teamed up with a partner, and purchased some surplus Navy seaplanes at approximately \$500.00 each. The concept was to launch a charter service between New York and the Long Island Resorts catering to the rich and famous. However, their success was limited. This was just the beginning for this aviation visionary who continued forward with a string of new companies and ultimately merged one of his aviation companies, Aviation Corporation of America, with Pan American Airways, which was controlled and managed by World War One aces Eddie Rickenbacker and Hap Arnold. Trippe became president of the combined operations. It should be noted

that Pan American Airways was incorporated in March of 1927 and the airline flew its first flight in October of 1927 in an airplane provided by Trippe. The airplane was a Fairchild FC-2 floatplane, and the first flight was Key West to Havana delivering mail. Regular scheduled service began later that same month.

The relationship between the partners at Pan American Airways soon became an issue, and Eddie Rickenbacker ultimately ended up at the helm of Eastern Airlines, which was owned by General Motors. Hap Arnold continued his career in the Army Air Corps and served as the commander of the Army Air Forces in World War II. He was the only air commander ever to attain the rank of five-star general.

Trippe ran Pan American Airways, later called just Pan Am, until 1968 when he retired and turned the reigns over to Harold Gray, his long time second in command. Juan Trippe died on April 3, 1981 at the age of 81. His vision and accomplishments will never be duplicated...or will they? I think it has been said that the future is the past returning through a different gate but I am not sure where I read that.

Juan Trippe and Pan Am - Part Two

Pan Am and Key West



A sign hangs on the original office in Key West, Florida.

Last week, we discussed that the first flight for Pan Am was in October of 1927 from Key West to Havana and scheduled service followed. Key West remained the home of Pan Am until the arrival of the Fokker F10 Trimotors and with their increased range Pan Am moved to Miami in 1928, and set up operations at Pan Am field and Dinner Key in Biscayne Bay. The original building in Key West is still there and is now known as Kelly's Bar & Restaurant, originally started by the actress Kelly McGillis. It houses a bar in the shape of an airplane wing, and the ceiling fans look like the rotary engines of an airplane. Located at 303 Whitehead Street, it is a must-see for all aviation enthusiasts.

Pan Am and Dinner Key



Aerial View of Dinner Key in 1942—Courtesy of www.floridamemory.com/PhotographicCollection

Dinner Key in Miami's Biscayne Bay was the new home to Pan AM after Key West. However, Pan Am field, which is modern day Miami International, was the home of the Fokker Trimotors until all operations were shifted to Dinner Key and the Clippers became the mainstay.

Dinner Key offered a degree of luxury that became a standard for Pan Am, and the world. It was this distinctive approach to business that made Pan Am the world's preferred airline for international travel.

One of the distinctive features at Dinner Key was an eloquent upper deck restaurant which also included an observation deck. People would gather on the

observation deck to watch the arriving Clippers and could then see the passengers disembark and enter the terminal through canopied walkways into the lower level. Below is a colorized rendering from the Pan Am web site which shows the terminal and a Clipper on its moorings. (www.panamair.org/History/Early/fl-miami-panamairport.jpg)



Below are a few more photos of the Dinner Key Operation. These photos and more are available at the State Library & Archives of Florida. (www.floridamemory.com).







Juan Trippe and Pan Am - Part Three

Pan Am and Miami International Airport

Pan American Field, currently known as Miami International, opened in 1928 and served as the operating base for Pan American Airways Corporation. After Pan Am began South American Clipper operations, they shifted most of their operations to the Dinner Key seaplane base. Pan American Field remained mostly unused until Eastern Airlines began operations in 1934 and National Airlines in 1937.

In 1945, the City of Miami -- under the authority of the newly created Port Authority -- purchased Pan American Field from Pan American Airways Corporation, and renamed the field to "36th Street Airport". In 1958 the modern day terminal was built and the 36th Street terminal was closed. The airport became known as Miami International Airport.

Pan Am maintained operations at Miami International Airport until they declared bankruptcy on January 8, 1991. In 1966, Pan Am moved their corporate headquarters to New York where the Pan Am building became one of the most recognized landmarks on New York City's skyline.

We have talked now about Juan Trippe, the visionary, and touched briefly on the history of their beginnings. I would recommend that everyone read "***When Giants Stumble***" by Robert Sobel if you would like a detailed analysis of how the **World's Greatest Airline**, Pan Am, became an American business tragedy. For a brief overview of the Pan Am story I would also recommend visiting www.panam.org . This website was established to preserve the history of the **World's Greatest Airline** and the people who made it great.

Now, a few pictures of Pan Am and the early days at Miami International---Enjoy.



<http://fpc.dos.state.fl.us/reference/rc15239.gif>



<http://fpc.dos.state.fl.us/reference/rc15254.jpg>



<http://www.floridamemory.com/PhotographicCollection/displayphoto.cfm?IMGTITLE=PR00584>



<http://www.floridamemory.com/PhotographicCollection/displayphoto.cfm?IMGTITLE=PR00553>



Juan Trippe and Pan Am - Part Four

Pan Am the Trailblazer

The challenges that were met by Pan Am and its people were unique. To say that they invented the wheel when we talk aviation is an understatement. I have a few interesting facts that I want to notate, and then I am going to list all of the trailblazing accomplishments found at the Pan Am web site I mentioned last week.

So, did you know?

1. The term Captain and First Officer was introduced by Juan Trippe and the industry adopted this as a standard.
2. Juan Trippe was removed as the CEO of Pan American Airways in 1939 but was back at the helm in less than a year.
3. Howard Hughes was responsible for Juan Trippe scuttling the Clipper aircraft. Hughes had introduced faster land planes into the TWA fleet and Pan Am had to match equipment.
4. Juan Trippe started the Intercontinental Hotel chain for Pan Am's travelers, and he did so by having the US Government loan him 90% of the construction price.
5. In 1974 when Pan Am's financial problems were reaching a peak and they were unable to find a strategic partner domestically in the US to provide feed traffic for their international operations, the Shah of Iran offered to buy Pan Am and merge it with Iranian Air.

Pan Am was the world's airline and they proved it over and over in the beginning. However, I had a retired 747 Pan Am Captain once tell me that Pan Am knew how to spend money but could never make enough to pay for their trailblazing lifestyle---especially after deregulation. Below is a list of Pan Am's accomplishments, and the link to the Pan Am website I used for this information. In closing I would like everyone to remember that Pan Am is gone, but not forgotten. Keep their memory alive.

<http://www.panam.org/default1.asp>

Pan Am Firsts

Throughout its life, Pan Am was a pioneer. Most of the services and technology that we take for granted in the aviation industry find their roots in Pan Am. Pan Am built airports, established air navigation systems, trained local nationals, wherever it went. This is a partial list of some of Pan Am's "firsts" and the dates that Pan Am started service in many cities around the world.

1927	.First American airline to operate a permanent international air service
1927	.First American airline to operate land airplanes over water on a regularly scheduled basis
1927	.First American airline to operate multi-engine aircraft permanently in scheduled service
1927	. <i>Service Started: Key West, Havana</i>
1928	.First American airline to use radio communications
1928	.First American airline to carry emergency lifesaving equipment
1928	.First American airline to use multiple flight crews
1928	.First American airline to develop an airport and airways traffic control system
1928	.First American airline to order and purchase aircraft built to its own specifications, the Sikorsky S-38
1928	. <i>Service Started: Miami</i>

1929	.First American airline to employ cabin attendants and serve meals aloft
1929	.First airline to develop and use instrument flight techniques
1929	.First American airline to develop a complete aviation weather service
1929	. <i>Service Started: Nassau, Port of Spain, Santo Domingo, St. Thomas, Guatemala City, Mexico City, Buenos Aires, Montevideo, Santiago</i>
1930	.First American airline to offer international air express service
1930	. <i>Service Started: St. Lucia, Caracas, Maracaibo, Rio de Janeiro</i>
1931	.First American airline to develop and operate four engine flying boats
1932	.First airline to sell all-expense international air tours
1932	. <i>Service Started: Port-Au-Prince</i>
1933	. <i>Service Started: Tampa</i>
1934	. <i>Service Started: Orlando, Los Angeles</i>
1935	.First airline to develop and employ long range weather forecasting
1935	.First American airline to install facilities for heating food aboard an aircraft

1935	.First airline to operate scheduled transpacific passenger and mail service
1935	.<i>Service Started: San Francisco, Honolulu</i>
1937	.<i>Service Started: New York, Bermuda, Sao Paulo</i>
1939	.First airline to operate scheduled transatlantic passenger and mail service
1940	.<i>Service Started: Seattle/Tacoma</i>
1942	.First airline to complete a round-the-world flight
1942	.First airline to operate international service with all-cargo aircraft
1942	.<i>Service Started: Monrovia</i>
1943	.<i>Service Started: Dakar</i>
1944	.First airline to propose a plan for low cost, mass transportation on a worldwide basis
1945	.First airline to use high-speed commercial land planes on a transatlantic route, the Douglas DC-4
1945	.<i>Service Started: Philadelphia, London, Shannon</i>
1946	.First airline to operate non-stop scheduled service between Miami and New York (National)
1946	.First American airline to install GCA, Ground Controlled Approach, in overseas operations

1946	<i>.Service Started: Houston, Berlin, Brussels, Frankfurt, Prague</i>
1947	.First airline to operate a scheduled round-the-world service
1947	<i>.Service Started: Boston, Washington, Istanbul, Karachi</i>
1948	.First airline to provide tourist-class service outside the continental US
1948	<i>.Service Started: Munich, Delhi</i>
1949	.Pan Am is the launch customer for Boeing's B-377 Stratocruiser
1949	<i>.Service Started: St. Croix, Nice</i>
1950	.First airline with low-cost day and night coach service on the East Coast (National)
1950	.First commercial airline to enter the Korean airlift
1950	<i>.Service Started: Amsterdam, Hamburg, Helsinki, Oslo, Paris, Stockholm</i>
1951	<i>.Service Started: Rome</i>
1952	.First airline to use aircraft built specifically for tourist-class service in transatlantic service, the Douglas DC-6B
1954	<i>.Service Started: Chicago, Detroit, Nuremburg</i>
1955	.Pan Am specifies and orders the Boeing 707 and Douglas DC-8
1957	<i>.Service Started: Barbados</i>

1958	.Taking advantage of jets, Pan Am introduces Economy fares
1958	.Pan Am's Boeing 707 Clipper America starts the jet age with the first scheduled transatlantic service in American built jets
1958	.First airline to operate jets with the continental US (National)
1959	.First airline to operate a scheduled round-the-world jet service
1960	.Pan Am initiates first Douglas DC-8 jet service
1961	.First airline to offer a worldwide marketing service to shippers and importers around the world
1961	. <i>Service Started: Lagos</i>
1962	.First airline to operate 100,000 transatlantic flights
1962	.First airline to develop a global computer reservation systems (PANAMAC)
1962	. <i>Service Started: St. Maarten</i>
1963	.First airline to operate the Boeing 707-321C jet freighter
1963	. <i>Service Started: Belgrade</i>
1964	.First all-jet airline (National)
1964	.First airline to relay in-flight messages via satellite
1965	.First airline to operate round the world jet freighter service
1965	. <i>Service Started: Nairobi</i>

1966	.Pan Am specifies and orders the Boeing 747
1967	.First airline to make a fully automatic approach and landing in scheduled service
1968	.First airline to transmit engine data and position information from the aircraft to the ground using a air-ground data link system
1968	.First American airline to operate scheduled service in Russian airspace
1968	. <i>Service Started: Moscow</i>
1969	.First airline to receive FAA approval for regular use of the Carousel IV inertial navigation system
1969	.First airline to install onboard computers for in-flight engine performance analysis and reporting
1970	.First airline to operate the Boeing 747 in regular scheduled service
1970	.First airline with scheduled non-stop Miami-London service (National)
1970	.First airline to operate production-model air-ground satellite communications system
1970	.First airline to test and operate Data-Link automated aircraft identification and position system
1971	.First airline to open a major maintenance facility designed specifically for jumbo jets (JFK JetCenter)

1971	.First airline to operate round-the-world service with the Boeing 747
1971	.Service Started: Bucharest, Warsaw
1972	.First airline to operate FAA-certified Visual Approach Monitor heads-up pilot display system
1972	.Pan Am builds the world's largest single air terminal, JFK WorldPort
1972	.First airline to employ electronic passenger security screening equipment
1973	.First airline to offer upper deck dining service on the 747
1973	.First airline to order the Boeing 747SP
1974	.First airline to install and operate FAA-certified fleetwide Ground Proximity Warning System
1975	.First airline to create major Travel Agent incentive plan
1975	.Service Started: Dallas/Ft. Worth, Budapest
1976	.First airline to operate the Boeing 747SP
1976	.Record setting round-the-world revenue flight with Boeing 747SP
1977	.First revenue round-the-world Polar flight - celebrating Pan Am's 50th anniversary
1977	.Service Started: Zurich

1978	.First airline to offer scheduled non-stop Miami-Paris service (National)
1978	.World's first round-the-world under \$1000 excursion fare
1978	.First airline to introduce a new, separate class of service for business and full-fare economy passengers, Clipper Class
1978	.<i>Service Started: Bombay</i>
1980	.First airline to operate aircraft with fuel-saving "active controls", the Lockheed L1011-500
1980	.<i>Service Started: Dubai</i>
1981	.First American airline to re-establish scheduled service to People's Republic of China
1981	.<i>Service Started: Beijing, Shanghai</i>
1982	.<i>Service Started: Pittsburgh, Cleveland, Kansas City, Freeport, Milan</i>
1983	.<i>Service Started: Charlotte, Nashville, Raleigh/Durham, Cincinnati, Indianapolis, Minneapolis/St. Paul, Austin, San Antonio, St. Kitts, Dubrovnik, Geneva, Zagreb</i>
1985	.<i>Service Started: Grand Turk, Providenciales, Athens, Tel Aviv</i>
1986	.<i>Service Started: Krakow, St. Petersburg</i>

Howard Hughes and TWA - Part One

Standard Airlines---the Beginning of TWA



www.paulrichtertwalegend.com

Standard Airlines, which was a business venture of the Aero Corporation of California, began scheduled service in 1929 using a single Fokker aircraft operating between Los Angeles and Phoenix three times a week. This venture in air transportation was the brain child of three men---Paul Richter, Jack Frye, and Walter Hamilton. These three men are now referred to as the “Three Musketeers of Aviation” and would be the guiding force at TWA until the Howard Hughes Era.

After Standard Airlines proved they could make the concept work they were several mergers/buy outs that took place to move them into the era of the TWA you and I know. The first was when Standard Airlines was acquired by Western Air Express in 1930. It is said that Pop Hanshue, President of Western Air Express, liked the promising growth he saw at Standard as well as their perfect safety record. The next event that shaped TWA, which also occurred in 1930, was when the government forced a merger of Transcontinental Air Transport and Western Air Express which gave us a new company called **Transcontinental and Western Air**. This is the beginning of the TWA brand.

During the course of two short years a major brand was born; however, there was an additional event that occurred in 1931 that would accelerate TWA forward and change the complexion of aviation forever. What I am talking about now is the birth of the DC-3---the greatest airplane of all time---and this occurred because TWA lost a Fokker F-10A in a crash and as a result the President of TWA requested that Jack Frye write the specifications for a new airplane and submit those to the major aircraft manufacturers. Donald Douglas accepted the assignment and the result was the DC-1.



www.paulrichtertwalegend.com

TWA was known as the airline built by flyers and was marketed that way. They took the lead in aircraft development, upgraded service in the cabin, and expanded route service to meet the needs of the traveling public. Gone, but not forgotten, TWA made aviation what it is today.

Howard Hughes and TWA - Part Two

Howard Hughes the Man

Howard Hughes (Howard Robard Hughes Jr.) was born in 1905 and died in 1976. His life was controversial, to say the least, and his obsessive-compulsive disorder destroyed his life in later years. It is hard to believe that he had any and all advantages of life available to him but couldn't make it work. I think money can't always buy happiness but it can give you a good ride for awhile.

Mr. Hughes was born in Houston and raised by his Mother. His father was a wealthy industrialist but it is my belief that there was very little contact between him and his father, and it was in fact the Mother's constant hovering over Mr. Hughes that may have been the source of his problems; however, I am sure she thought that she was helping him, and not hurting him, but history tells a different tale.

As an aviator, engineer, industrialist, and film producer he did at all. His success as a film producer was limited but all other avenues seemed to work. Multiple speed records were set by Mr. Hughes, he built the H-1 Racer and the H-4, the H-4 is the Spruce Goose, and of course bought TWA and expanded their horizons. It should be noted that it was Jack Frye, see Part One of this series, who solicited the help of Mr. Hughes and as we know Mr. Hughes responded by quietly buying up TWA stock until he had a controlling interest. Another point of interest about Mr. Hughes and aviation is that he suffered from tinnitus and the only place he found relief was in an airplane flying.

Mr. Hughes was considered a savior when he took over TWA in 1939, but before he was finished, and gave up control of the airline in 1960, he had all but destroyed any hope that TWA could compete, because he had kept them out of the jet age and allowed Pan Am, American, United, and others to set the standards while they continued to fly the Constellation. Carl Icahn would later finish the job but make no mistake---Mr. Hughes crippled the *"Flyers Airline"* and destroyed a brand that is gone but not forgotten.

Howard Hughes and TWA - Part Three

The Lockheed Constellation



The Connie, nickname for the Constellation, was designed in 1939 to meet TWA's specifications for a long-range commercial transport; however, we all know now that this was a Howard Hughes airplane designed to meet his needs and specifications. The development of the Connie was done in complete secrecy, which was demanded by Mr. Hughes, with Kelly Johnson being the lead aerodynamicist for Lockheed. An interesting footnote for Kelly Johnson is that he later ran the "Skunk Works" for Lockheed where they developed the U-2 and the SR-71.

The design called for an airplane capable of carrying 20 passengers in sleeping berths, or 44 in a normal seating configuration, 6000 pounds of cargo, and cruise at speeds of 250-300 MPH at twenty thousand feet. The new design was designated Model- 049 and flew its first flight in January of 1943, but because of

the ongoing war TWA, nor Pan AM, received the aircraft they had ordered because they were pressed into military service and not released back to Lockheed until 1946.

In April of 1944 Jack Frye and Howard Hughes flew the prototype Connie from Burbank to Washington, DC for a select group of Generals to inspect. The flight made the trip in record time, six hours and fifty eight minutes, and as it taxied past the waiting newsreel cameras the Generals turned red with rage---Mr. Hughes had decided to paint the airplane in the red and white colors of TWA and not in the olive drab color of the Army Air Forces. The obvious problem with this was that Mr. Hughes did not own the airplane.

The Connie proved to be a winner for TWA and allowed them to take the lead nationally, and internationally, for a while but things would change with the introduction of the Boeing 707 and the Convair series. TWA would continue to fly the Connie well into the jet age and this gave Pan Am, United, American, and others, an advantage that TWA would never recover from.

Howard Hughes and TWA - Part Four

Carl Icahn and TWA

In 1983 TW Corp. decided to spin off the airline. The reasons were numerous but primarily focused on TWA's aging fleet, and its inability to compete in a deregulated environment. As the wolves began to gather, to divide up the spoils of a failed airline, it was Frank Lorenzo and Carl Icahn that led the pack.

Lorenzo was first in line and TWA executives leaned toward him because they considered him an airline man and not a corporate raider; however, TWA's unions dug in their heels and said no. Anyone but Lorenzo was their cry and the unions began to pursue Carl Icahn. The unions offered Icahn numerous contract concessions and in turn Icahn promised to keep TWA intact.

It was not long before the workers of TWA realized that they had made a big mistake and the first to show their anger were the flight attendants who struck in 1986. Icahn immediately hired low-wage replacements and was delighted with his new cost savings/profits for him. As far as Icahn was concerned all flights,

regardless of the airline, were pretty much the same; however, a poorly trained, bad mannered flight attendant or a surly customer service agent can bleed an airline of passengers but Icahn was not concerned with such trivial matters.

So, as Icahn declared war on the workers, and the workers struck back by alienating the travelling public, there were a string of terrorist incidents that caused passengers to shun TWA which in turn created cash problems that forced Icahn to sell off slots and gates at Chicago as well as TWA's routes to London. The next step in the Icahn debacle was a prepackaged bankruptcy plan which would have brought TWA to its end had it not been for the Pilots and Machinist Unions stepping in to stop the process.

As part of the deal to salvage the airline, Icahn had to go. He cashed out in 1992 leaving the airline in the hands of its creditors and employees. The story has a bitter sweet ending because without Icahn the airline began to move forward and achieve some success in the marketplace but as we all know TWA flight 800 destroyed all hope and the airline was doomed. A great airline went down fighting and although they are gone they are not forgotten.



American Airlines – Part One

- 1925 to 1938 -

This week we begin a series on American Airlines, one of the largest commercial air carriers in the United States. You will notice a new look beginning this month as we begin with the new website design. No quote of the week and no lectures on getting in touch with your roots as a “Gatekeeper”. Give us your feedback, sign up for the newsletter, and connect with us on Facebook and Twitter. Now on with our story...

Barnstorming was at the forefront of the aviation industry during the 1920s. Most aviators flew the Curtiss JN-4s, also known as the Jenny, which they could buy for just \$200 from the US Government as surplus. This plane was used to train pilots during World War I and most aviators were comfortable flying these planes and wanted to continue flying to make their living.

During barnstorming shows, a team of pilots, or a single pilot, would fly over a small rural town to get the attention of the town locals. These planes would typically take off from a farmer’s field and the pilot would make arrangement with local farmers to use their field. Barnstormers were famous for performing all sorts of stunts including loops, barrels, spins and stunt parachuting. The best known of the “Flying Circuses” was “The Ivan Gates Flying Circus” and an African American group called “The Five Blackbirds”.

Barnstorming continued to draw crowds and thrived until around 1927 when the U.S. Government enforced safety regulations that barred many barnstormers from performing public stunts. After several aircraft accidents, the Government outlawed many aerial stunts at low latitude and by the free spirited aviators were forced to change their focus.

Still, many skilled aviators were available to fly other planes and some trained to fly with The Aviation Corporation. This company was formed in 1929 to acquire young aviation companies, and its subsidiaries were incorporated into American Airways. The company grew rapidly to cater to domestic passengers, and by 1926, it became the first airline to fly the Douglas DC-3 in commercial service. By the end of the 1920s, American Airlines became the country's number one domestic air carrier. On February 16, 1937, the airline made history by carrying its one-millionth passenger.

The airline grew rapidly at a time when the United States mail transport system and air transportation industry was expanding and growing at a record pace. When it became clear that passenger planes could be a viable source of revenue for the transportation industry, the Federal government passed The Air Commerce Act in 1926 to regulate air traffic rules and accommodate for the boom in commercial flights.

It wasn't until 1927 that Charles A. Lindbergh made aviation history by flying his tiny "The Spirit of St. Louis" plane from Long Island to Paris. This became the first non-stop solo transatlantic flight and it was then that Lindbergh became campaigning for a World Air Code to set some regulations in air travel around the globe.

Some of the major government rules and regulations that impacted the airline industry took place in 1934 when President Franklin D. Roosevelt canceled all air mail contracts and forced aviation holding companies such as AVCO to break up. It was at this time that American Airways was renamed American Airlines and official service began in May 1934.



The DC-3, one of American Airlines' primary aircraft that was used extensively during World War II

(Source: Wikipedia)



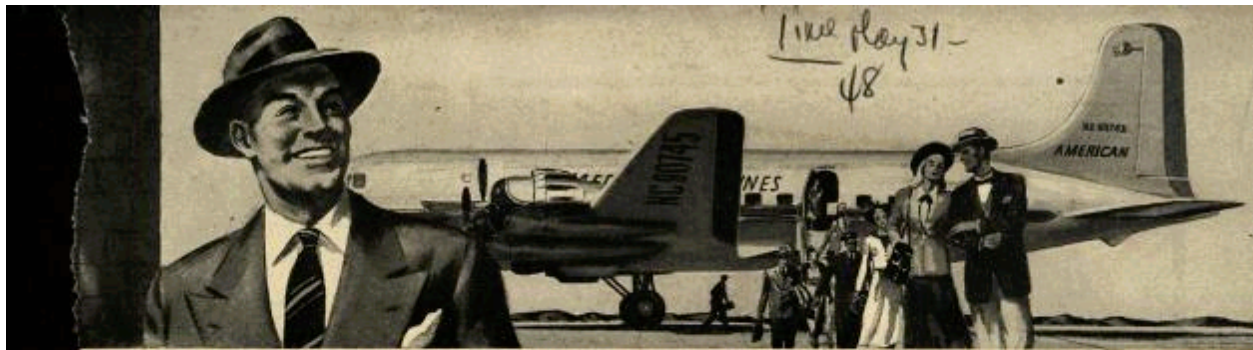
American Airways to American Airlines - Part Two

– The Ads Tell a Story -

This week we continue our series on American Airlines this week but we are going to let the ads (advertisements) of the time tell the story. Enjoy.....



During the forties/fifties American used the type of ads, shown above, to tell the world that they carry more passengers than any other airline in the world. If you say it enough people will begin to buy what you are selling. The following pages contain full page ads that are nicely done and very typical of the time.



Bob Watson gains more than time traveling American's new DC-6 Flagship.

He gains the opportunity to use extra time for the most precious things in life ...



He enjoys more time at home with his family—a reward of air travel appreciated by wife and children! Yet he travels more than ever before, getting more work done at his desk and out of town ...



And he's respected—because the man who travels by air stamps himself as forward-looking, sure of himself. Friends and neighbors admire his ability to make the most of living. Bob has made a *habit* of going places by air—a habit of happiness for himself and his family, a habit of usefulness to his community, a habit of success in business. Traveling is **Better by Air... Best by American!**



AMERICAN AIRLINES

• AMERICAN AIRLINES, INC. • AMERICAN OVERSEAS AIRLINES, INC.





Effectively our planet has been reduced in size from the big, old world in which the Mayflower required 65 days to make its transatlantic journey, to the small, new world in which only hours are required to travel from your home town to Europe.

The pictorial map above shows much more than the national and international routes of American Airlines System, certificated by our government to serve 17 nations. It shows how our world has changed and, as a result, how our concepts of geography and the relationship of people must change. It shows that all people now live upon the one, universal highway of air... all accessible... with no place on earth isolated from the airplane.

Air travel on behalf of governments and for business purposes, and ultimately for pleasure, now is being utilized by people on both sides of the Atlantic. American Airlines System offers daily transatlantic service.

AMERICAN AIRLINES *System*

THE NATIONAL AND INTERNATIONAL ROUTE OF THE FLAGSHIP

JUST WHAT IS American Airlines Aircoach TRAVEL?



- It is regular scheduled airline service and dependability at the lowest fares available.
- It is economical travel for the whole family — often costing less than rail coach or even your own car.
- It is quick, clean, comfortable — ideal for children because it avoids days of monotonous travel.
- It is travel in the same 300 m. p. h. pressurized DC-6's used on American's higher priced Flagship flights.
- It is famous "Blue Ribbon" service with regular American Airlines flight crews and maintenance.
- It is the biggest dollar value in transportation today.

Call your Travel Agent or AMERICAN at TWining 8-5000



America's Leading Airline

AMERICAN AIRLINES INC.

NOW
San Francisco
\$99

IN ADDITION TO

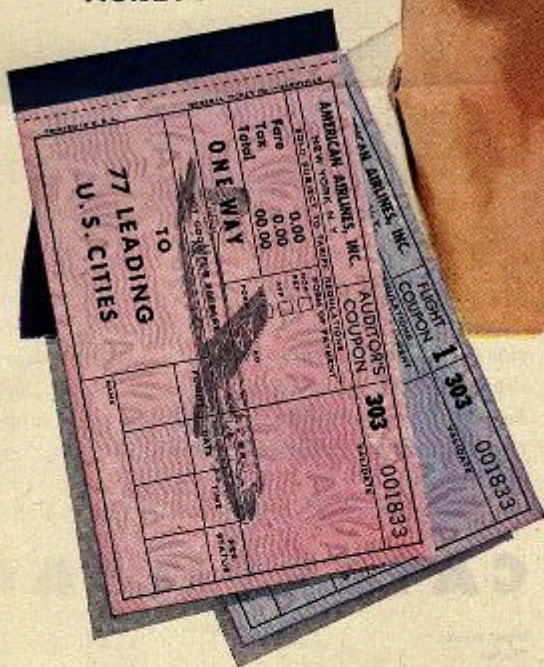
Los Angeles	\$99
Chicago	\$33
Phoenix	\$94
Mexico City	\$99

AND OTHER CITIES

ALL FARES PLUS TAX

Time 4/12/54

**WHAT'S
BEHIND
YOUR
AMERICAN
AIRLINES
TICKET?**



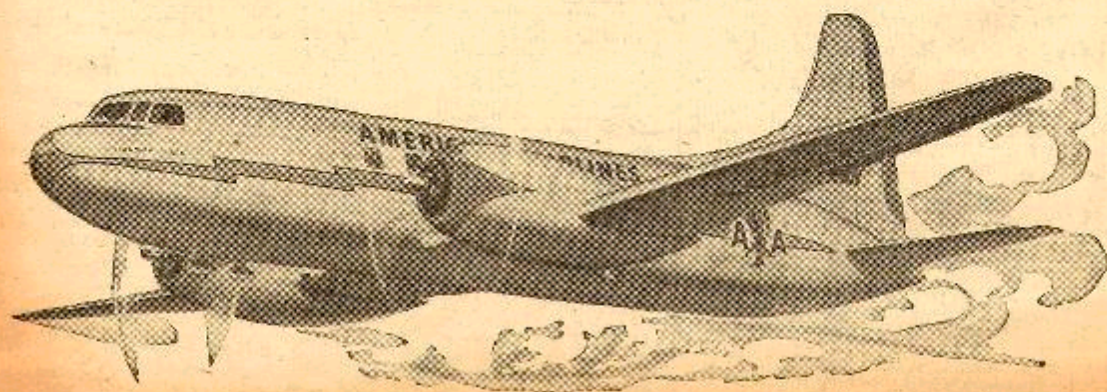
AMERICAN AIRLINES INC.
America's Leading Airline

SERVICE

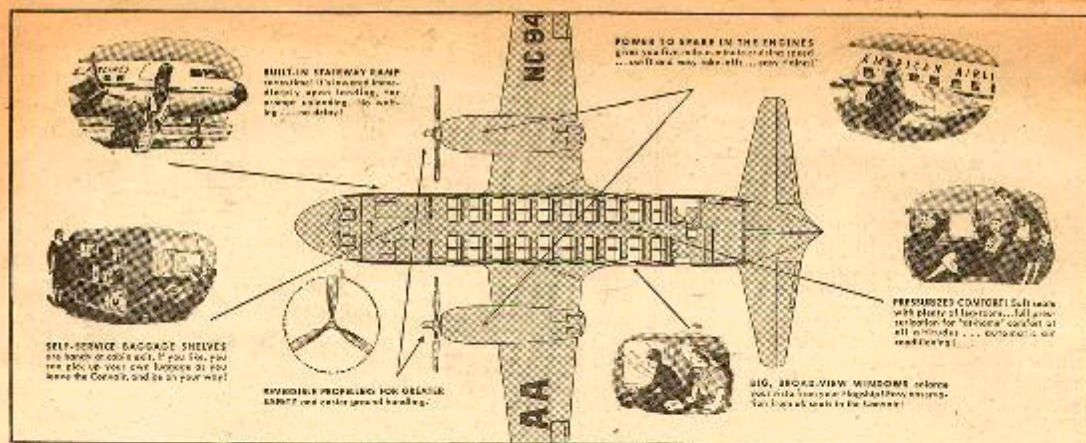
that makes the Flagships Famous

This stewardess is a symbol of the traditional service on the Flagship Fleet that is provided today by more than 15,000 trained and experienced men and women—the largest “air force” of any airline in the country. To the individual passenger it represents friendly, thoughtful attention and consideration that far transcend prescribed courtesy—an important reason why American carries more passengers than any other airline in the world.

Now Coming to New York! AMERICAN'S CONVAIR



—with these six Flagship features for easier, more enjoyable travel!



EFFECTIVE JUNE 1

From **NEW YORK** to
WASHINGTON
CHICAGO
CINCINNATI
INDIANAPOLIS
CHARLESTON, W.VA.

Convair Flagship service, of course, is in addition to American's 57 other flights daily from New York to destinations in the United States, Canada, Mexico and foreign.

Five-mile-a-minute speed . . new comfort . . new convenience

American's Convair Flagship fills a definite travel need—providing short-trip passengers with speed and luxury that correspond to the standards set by the finest longer-range transports—American's DC-6 Flagships. Together, the Convair and the DC-6 form a five-mile-a-minute Flagship fleet that guarantees you the most modern, most comfortable time-saving transportation, regardless of your journey's length.

Special notice: You're invited aboard! Come see the Convair for yourself! Open for complete inspection—free—at LaGuardia Airport, all day Sunday, May 23 and Monday, May 24.

BETTER BY AIR . . . BEST BY AMERICAN

For reservations and information phone **HAVemeyer 6-5000** or your travel agent

Ticket Office: Phillips Terminal • Radio City Center • Hotel New Yorker • 120 Broadway • Hotel St. George

AMERICAN AIRLINES

American's New DC-7 Leads the Finest Flagship Fleet Ever

In 1954 WILL BE THE MOST WONDERFUL YEAR
TO TRAVEL AROUND THE WORLD ON THE ROUTE OF THE LINCOLN

In 1954 American Airlines will lead the world in the number of flagships it operates. The new DC-7C, the most advanced transport aircraft ever built, will lead the world in the number of flagships it operates. The DC-7C is a four-engine, high-wing, multi-engine transport aircraft, built by Douglas Aircraft Company, Inc., of Long Beach, California. It is the most advanced transport aircraft ever built, and it is the most advanced transport aircraft ever built. It is the most advanced transport aircraft ever built, and it is the most advanced transport aircraft ever built.

The new DC-7C is a four-engine, high-wing, multi-engine transport aircraft, built by Douglas Aircraft Company, Inc., of Long Beach, California. It is the most advanced transport aircraft ever built, and it is the most advanced transport aircraft ever built. It is the most advanced transport aircraft ever built, and it is the most advanced transport aircraft ever built.

AMERICAN AIRLINES INC.
Continental Flying Service




American Airways to American Airlines – Part Three

The Early Years 1939 – 1945

Last week we discussed some of the key events over the course of American Airlines' history. This week I want to take a close look at some of the key events in the early years of American's existence. From 1939 to 1945, the aviation industry underwent rapid expansion domestically and internationally. American Airlines played a very important role during this period and during World War II the airline was responsible for serving the military and U.S. government by providing supply flights to various destinations in Alaska, Morocco, Australia, Iceland and India. Half of American Airlines' fleet was turned over to the Air Transport Command division during World War II. These planes were flown all over the world and the remaining fleet carried passengers traveling around the United States.

During this time, the Civil Aeronautics Board (CAB) issued new contracts for some of American's major routes and American was then faced with competition from TWA and United.

American Airlines began trading on the New York Stock Exchange on June 10, 1939 and three years later, entered the airline catering business with Sky Chefs. It wasn't until 1944 that the airline would schedule its first domestic U.S. freight service and this business expanded rapidly with the addition of the Douglas DC-4, DC-6A and DC-7 freight planes to the fleet.

After the end of World War II, competition for coast-to-coast flights between the major airlines was fierce and American, TWA and United Airlines fought hard for exclusive rights to fly along the major coast-to-coast routes. American Airlines was already flying the Douglas DC-4 across the country for 13 to 14-hour trips, and later flew the New York to Chicago route which took about 11 hours.

American Airlines continued to compete with fervor, introducing new and improved aircraft from Lockheed and Douglas.

It's important to note how World War II helped to revive the aviation industry. Many airlines in Allied countries were free of any lease contracts to the military so they were able to carry cargo and passengers to serve as civil air transport planes. Aircraft built during this period, including the Douglas DC-6 and the Lockheed Constellation, which were designed on planes like the B-29 and others. These

were very efficient, high-speed planes and offered many benefits to passengers and freight companies.

From 1930 to 1945, the aviation industry became the largest single industry in the world, and became first among all industries in the United States. Less than 6,000 planes were produced per year before 1939. By 1940, production had doubled and again in 1941 and 1942. In May 1940, President Roosevelt ordered that the U.S. aircraft industry should produce 50,000 planes per year, which equated to about 4,000 planes per month.

By 1945, more than 300,000 military aircraft had been produced for the U.S. military and the Allies.



American Airlines Flagship Newark

Source: <http://www.flickr.com/photos/49024304@N00/4427263275/>



American Airways to American Airlines - Part Four

– The Ads Tell a Story -

This week we continue our series on American Airlines this week but we are going to let the ads (advertisements) of the time tell the story. Enjoy.....



“American Airlines Inc., Carries more passengers than any other airline in the world”

During the forties/fifties American used the type of ads, shown above, to tell the world that they carry more passengers than any other airline in the world. Sometimes, If you say it enough people will begin to buy what you are selling. The following pages contain full page ads that are nicely done and very typical of the time.



IN 1947, MORE THAN EVER...

It's American ... to provide more and better service with faster and more comfortable Flagships — coast-to-coast, to Canada, to Mexico and to Europe. Look to American to lead the way in 1947 with the Douglas DC-6 and the Constair-240, two new 300-mile-an-hour transports . . . and, in new transatlantic services, with the Boeing Stratocruiser. In 1947, more than ever, America's emblem stands for the finest in air transportation, at home and abroad.

AMERICAN AIRLINES
AMERICAN AIRLINES, INC. — AMERICAN OVERSEAS AIRLINES, INC.



Why AMERICAN has not raised its DC-6 fares

On September 1st, DC-6 and Constellation fares were raised 10 per cent by the transcontinental air lines—with the single exception of American Airlines. On American you can enjoy luxurious DC-6 service at no increase in cost.

American Airlines has not raised its DC-6 fares because to do so would be inconsistent with the basic philosophy by which American always has operated—namely, that the price of air transportation must be kept within the reach of the average customer.

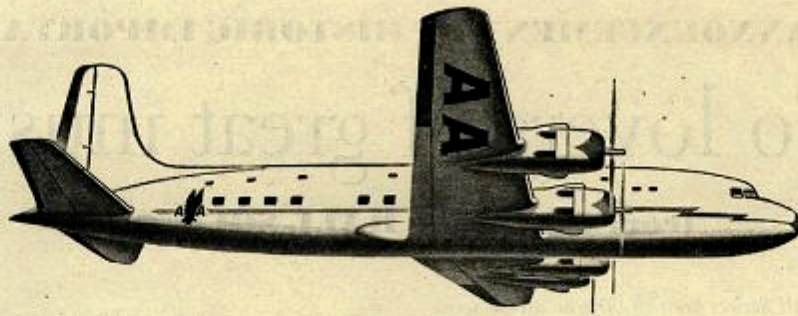
Air transportation has many advantages for the American people. It enables the man from the armed forces to add days to his furlough. It permits parents and grandparents to visit the children more often. It enables the busi-

nessman to cover the country and still be at home with the family.

We believe that this modern way of travel should be available to all of the people—and, if not to all, then certainly to as many as possible. We want the advantages of air transportation to continue to be available to YOU. That is the reason why we have refused to "join up" in adding 10 per cent to the cost of your DC-6 Flagship journey.

If you believe that the way to keep prices down is not to raise them... if you want to save money and at the same time enjoy the finest air transportation, you will travel on American's DC-6 Flagships. Call American Airlines or your travel agent.

AMERICAN AIRLINES



10 REASONS WHY

American leads the way in experience

✓ IN PASSENGERS CARRIED

For ten years, American has led all domestic airlines in total passengers carried!

✓ IN PASSENGER MILES FLOWN

Since 1937, American has led all domestic airlines in number of passenger miles flown!

✓ IN FLIGHTS FLOWN

American, day-in and day-out, makes more scheduled flights than any other airline!

✓ IN NUMBER OF AIRCRAFT

American leads all domestic airlines in number of airliners in service!

✓ IN ENGINEERING RESEARCH

No other airline can match American's research facilities nor equal the technical knowledge of its engineering staff!

✓ IN PERSONNEL TRAINING

American excels all airlines in intensified, thorough personnel training!

✓ IN TRANSATLANTIC FLIGHTS

During the first six months of 1947, American flew more transatlantic flights than any other airline!

✓ IN DC-6 SERVICE

American has the greatest number of DC-6 aircraft in operation!

✓ IN AIRFREIGHT SERVICE

American was the first airline to operate Airfreight service!

✓ ...AND, FOR THE FUTURE

...for even greater leadership, American has on order more DC-6 and Convair transports than any other airline!

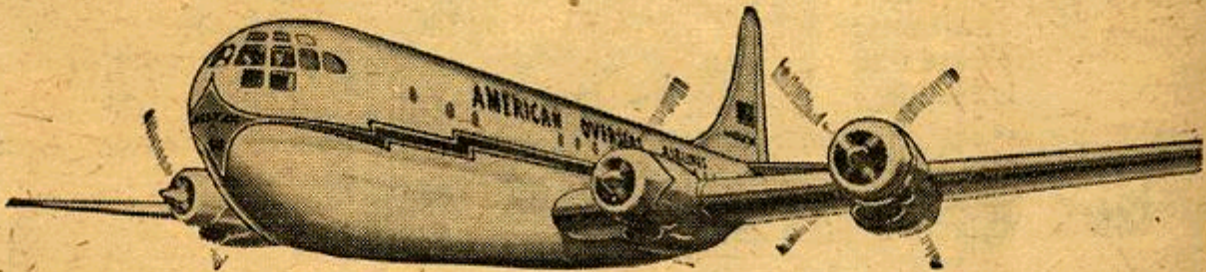


For reservations and information call your nearest American Airlines office or your travel agent.

AMERICAN AIRLINES

TODAY MARKS AMERICAN'S

20,000th Transatlantic Flight!



• American made its first transatlantic trip eight years ago on May 25, 1942. Today American proudly announces the completion of its 20,000th transatlantic crossing.

This wealth of experience in overseas travel is one of the very special advantages you enjoy when you go to Europe by American's famous double-decked Stratocruiser or Constellation Flagships.

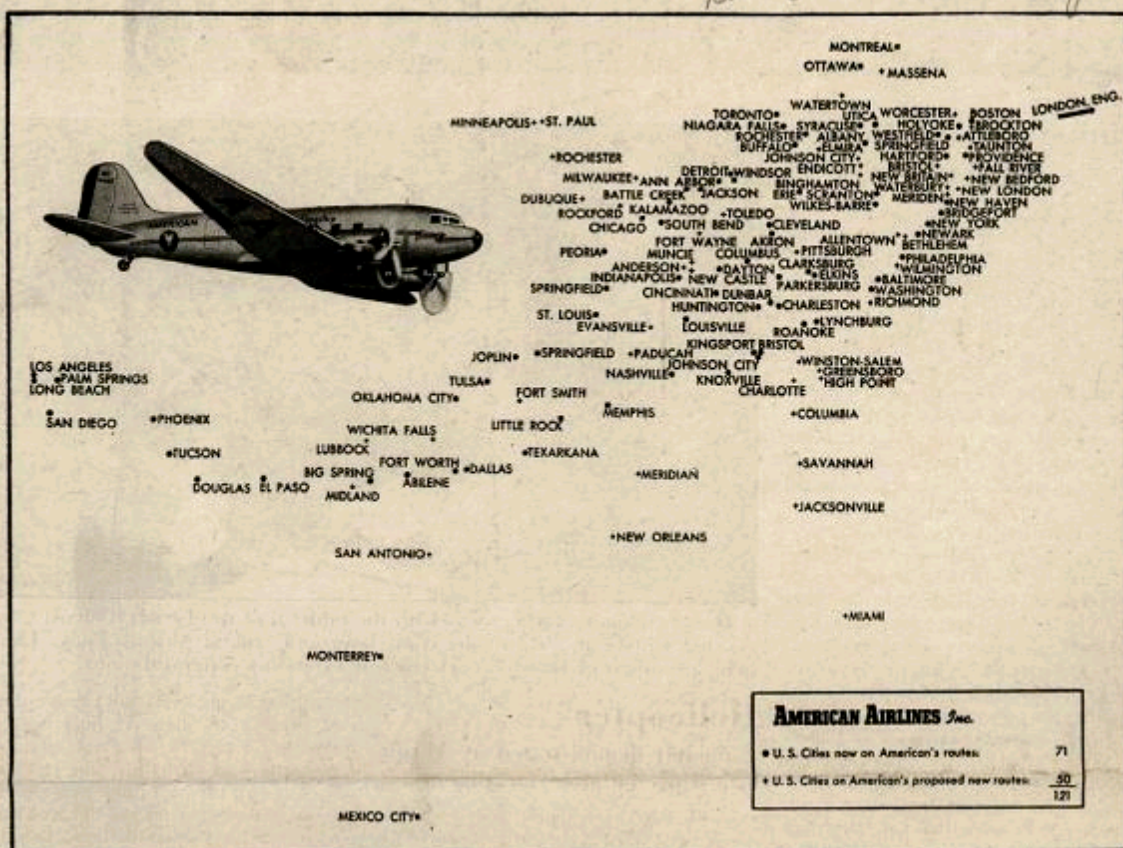
AMERICAN AIRLINES

AMERICAN AIRLINES, INC. • AMERICAN OVERSEAS AIRLINES, INC.

SPACE AVAILABLE TO EUROPE

There are still seats available for spring and summer Flagship crossings. Enjoy 15 full days in Europe on a two-week vacation this year!

See your travel agent
or phone
Illinois 8-4200



Postwar Plan of American Airlines

TODAY American Airlines operates 8,365 miles of airways throughout the United States and into Canada and Mexico. We have filed applications for authority to operate 5,322 additional miles within the U. S. and 3,419 miles to Europe. The air-map above shows the cities which American Airlines now serves and seeks to serve. This is our present plan, but we believe that the public interest will require American to serve more cities.

This is our contribution to the network of air-service that is indispensable to the future growth, prosperity and protection of our nation.

Every city in our land must do business with many other cities all over our three million square miles. That calls for transportation of people, mail, merchandise and materials of many kinds. The

swifter and more flexible the transportation facilities, the closer together we become, and the more effectively we can work together.

In this war, our Airlines, cooperating with the Army Air Transport Command and the Naval Air Transport Service, are circling the globe with daily flights over arctics, jungles, oceans and deserts. What *they* are doing is the blueprint for *your* new world. It stems from the fact that air is universal, available to everyone, everywhere, alike, and it is our purpose to meet our air demand.

There is no pessimism among those who are thinking in terms of *air* transportation for the future. They see more new prosperity and more achievements of all kinds than were ever possible before.

THE NATIONAL AND INTERNATIONAL **AMERICAN AIRLINES Inc.** ROUTE OF THE FLAGSHIPS



Until you grow
TOO OLD TO DREAM

Until you grow too old to dream of places that you've never seen, of people that you'd like to see again—air travel remains your passport to pleasure.

So long as you still cherish dreams of a long-planned vacation or a fond reunion with someone dear to your heart, air travel can make those dreams come true, whether you are sixteen or sixty.

For air travel alone has the magic to telescope miles into minutes and days into hours—to bring within your reach desires that would otherwise remain just dreams. And this finer way to travel is at its finest when you travel American's Flagships.



ALL YEAR 'ROUND, TRAVEL IS BETTER BY AIR . . . BEST BY **AMERICAN AIRLINES INC.**



American Airlines – Part Five

The Post-War Era 1946 to 1978

This week we continue our series on American and focus on post World War II. After World War II, many American Airlines aircraft were put into commercial service and by 1949 the airline had become the only airline in the United States with a fleet of pressurized passenger planes. However, the jet age was on the way and US airlines were about to experience an explosion in technology.

1944 marked the beginning of what is called the “Jet Age”, a time when American aviators were flying bigger, more efficient piston-powered planes. Many aircraft manufacturers were simply not interested in building passenger jets because fuel for these planes was very expensive. The traveling public was also just fine flying in propeller airplanes, but the head of Pan Am found a way to introduce big jets into the commercial space and actually make a big profit. Juan Trippe of Pan Am found a way to create a thriving jet building business, with the help of Boeing and Douglas. The Boeing 707 was launched, and he managed to fill his fleet at 90% capacity.

The airline industry grew once again, and many airlines started focusing on the customer service end of the business. Stewardesses took on a glamorous role during the 40's and 50s, and many airlines – including American – advertised in-flight benefits such as meal service and comfortable seats.

From 1945 to 1950, American began operating American Overseas Airlines (AOA), a trans-Atlantic division that would serve several European countries. This was a merger between the international division of American and American Export Airlines. AOA would later merge with Pan American World Airways.

By 1959, American Airlines became the first domestic airline to offer domestic jet service and purchased, rather than leased its planes.

During the 1960s and 70s, American introduced and implemented SABRE (Semi-Automated Business Research Environment) and later extended the network from Canada to Mexico. This became the second largest real-time data processing system, with the U.S. government's SAGE system being the first.

During the Jet Age, American added several high-powered jets to its fleet, including the Boeing 727 and the Boeing 747.

The Deregulation Act of 1978 removed many of the controls the U.S. government had through the regulations set forth by the Civil Aeronautics Board (CAB). The free competition this act created helped speed up the growth and expansion of American Airlines and some of the other major passenger-carrying airlines of the time. President Jimmy Carter pushed for the deregulation and prompted major carriers, including American, to offer lower fares and more competitive pricing. This is one of the reasons why American Airlines began offering its "Super Saver" tickets.

Even though the major airlines feared the increased competition and labor unions were concerned about their nonunion employees, there was enough public support for the act to pass.

Many major airlines fell apart after the passage of the Deregulation Act of 1978. American Airlines was not one of them, and continued to maintain its position as one of the strongest commercial airlines in the aviation industry. It managed to acquire all of Eastern Airline's major routes into Latin America, and by the 1990s, became one of the strongest players in the East Coast Market.



American Airlines "Flagship Vermont"

<http://www.flickr.com/photos/pictureclara/4879566331/>



American Airways to American Airlines - Part Six

- The Ads Tell a Story -

This week we continue our series on American Airlines this week but we are going to let the ads (advertisements) of the time tell the story. Enjoy.....





*How to lower the cost
of bringing **UP**
your family...*



VACATION DOLLARS and days go farther since American Airlines started their Family Fare Plan. Now Dad can take the whole family on a big trip... He pays full fare while Mother and the children go for half when they travel on Monday, Tuesday or Wednesday.

Is it any wonder family men are so enthusiastic about Flagship travel? And, Mothers, too, welcome this new and easy way to go places with the children. Miles melt into minutes...no more restless, tired youngsters to worry over. Meals are delicious and come to you...no waiting, no fuss.

This year plan now to go where you please by Flagship and save as you go with American's Family Fare Plan.

America's Leading Airline **AMERICAN AIRLINES INC.**



*We deliver
more children
than the STORK!*



THANKS TO Flagship service, today's children are really going places—and going alone when they are old enough. Parents know their little daughter can safely make the long trip to Grandma's and travel like a princess all the way.

You see it's so easy on a Flagship. No matter what the distance, she's there before her spirits wilt and party manners vanish. And, how she loves mealtimes with her very own tussy brought to her.

Blame us if she's just a trifle spoiled on arrival.

Our stewardesses will make a fuss over little passengers. Guess that's why so many children love to go by Flagship. Yours will, too.

America's Leading Airline **AMERICAN AIRLINES INC.**



*What other coin machine
gives you*
20,000-to-1 ODDS?



THIS COIN MACHINE, strangely enough, sells life insurance. It is a familiar sight in airports all over the country where it offers 20,000 to-1 odds that you will complete your trip safely.

Machines like this, installed by one of the nation's leading life insurance companies, sell individual trip insurance at 25¢ for a \$5,000 policy. Life insurance companies are known to be conservative-minded business organizations that base their policies on the law of averages. They do not gamble foolishly.

What better evidence could you seek that Flagships today are not only faster and finer but *safer* than ever before than this standing offer of 20,000-to-1 on every trip you take.

America's Leading Airline **AMERICAN AIRLINES INC.**



Something for Grandparents to
GET UP IN THE AIR about...



No concern if grandparents have to get on board their grandchildren
 by phone and by plane. Today they go by Flagship
 for a real honest-to-goodness visit.

And, what a wonderfully easy trip they have!
 Meals served right to them, no waiting and no charge, thank you.
 Luggage saved and no bother.

All they do is lean back and relax while each carefree mile
 slips magically by. And, in almost no time they're with the family...
 rested and refreshed, ready to enjoy those wonderful grandchildren.

Flagship travel is like that. Try it sometime and you'll agree.

America's Leading Airline **AMERICAN AIRLINES INC.**



*Timesaving transportation
and Flagship Hospitality
for only 4½¢
a mile*



AMERICAN AIRLINES System

THE NATIONAL AND INTERNATIONAL ROUTE OF THE FLAGSHIPS

ARIZONA: DOUGLAS • PHOENIX • TUCSON • ARKANSAS: LITTLE ROCK • ILLINOIS: CHICAGO • INDIANA: INDIANAPOLIS • KANSAS: OMAHA • CALIFORNIA: LOS ANGELES • SAN FRANCISCO • CANADA: TORONTO • WINDSOR • CONNECTICUT: BRIDGEPORT • HARTFORD • NEW HAVEN
DIST. OF COLUMBIA: WASHINGTON • DELAWARE: WILMINGTON • FLORIDA: MIAMI • GEORGIA: ATLANTA • IOWA: DES MOINES • KENTUCKY: LOUISVILLE • MARYLAND: BALTIMORE • MASSACHUSETTS: BOSTON
MICHIGAN: DETROIT • MINNESOTA: MINNEAPOLIS • MISSISSIPPI: JACKSON • MISSOURI: ST. LOUIS • NEBRASKA: OMAHA
NEW JERSEY: NEWARK • NEW YORK: ALBANY • ALBANY • NEW YORK • NICHOLS • ROCHESTER • SYRACUSE • UTAH: SALT LAKE CITY • OHIO: CLEVELAND • CINCINNATI • COLUMBUS • DAYTON • OKLAHOMA: OKLAHOMA CITY
OREGON: PORTLAND • PENNSYLVANIA: PHILADELPHIA • PITTSBURGH • RICHMOND • RHODE ISLAND: PROVIDENCE • TENNESSEE: NASHVILLE • KNOXVILLE • MEMPHIS • NORTON • TEXAS: DALLAS • FORT WORTH • SAN ANTONIO • VIRGINIA: RICHMOND • LYNCHBURG • ROANOKE • WEST VIRGINIA: CHARLESTON • CLARKSBURG • CUNEAR • DUNN • HUNTINGTON • PRINCETON



American Airlines – Part Seven

After the Deregulation Act of 1978 and into Present Day

The American Airlines story continues...

For the first time in 40 years, the airlines were allowed to expand their routes and by 1982, were permitted to set their own fares. The Deregulation Act of 1978 prompted many airlines to simply abandon their less profitable routes and focus their efforts and resources on major cities and popular destinations.

The Civil Aeronautics Board was prepared to award new routes to different airlines and also took steps to regulate fares for passengers. Airlines began to “adopt” certain cities to serve as the center for their operations. As start-up airlines entered the market, fare pricing became much more competitive. Before deregulation, American Airlines flew to only 39 destinations. It now flies to 260 different locations.

Analysts point out four major periods of evolution of “waves of change” after deregulation. The first period involved the steady expansion of the traditional airlines and airlines ramping up destination hubs. The second period was a growth in point to point services. The third period was an expansion of regional carriers and regional jet services. The fourth period, which includes the airline industry in the present day, includes the reduction in the number of major airlines and base rates for fares with an extra charge for premium services.

Another effect of deregulation is the steady decline of average fares. After adjusting for inflation, airfare is approximately three times cheaper than it was in the late 1970s. In addition, there are about as twice as many flights and three

times as many people traveling around the globe since deregulation, compared to the 1970s.

American Airlines has continued to thrive after deregulation, and became especially popular after introducing its discounted fares through the Super Saver program. The airline launched a major route expansion after deregulation, adding destinations in the Caribbean and across the United States. During the 1980s, the airline established its Dallas/Fort Worth hub and launched AMR Services, a subsidiary that provides aviation services to other airlines.

American Eagle was introduced in 1984 to offer service from smaller communities to larger cities, and to provide connecting flights to American Airlines. Ultimate Super Saver fares were introduced in 1985, positioning American Airlines as a major competitor in the U.S. market. In 1992, American introduced its Value Pricing model.

By the beginning of the 90's, American Airlines, United and Delta grew to become the three most power passenger airlines in the United States. American continued to grow at a rapid pace with the acquisition of TWA in 2001. American continued to grow, offering service to China, opening an expanded terminal at New York's Kennedy International Airport and staying on top of consumer technology with a mobile version of AA.com for easy booking and tracking of flights and the launch of an iPhone application in July 2010.



Vintage American Airways Logo

<http://www.flickr.com/photos/pictureclara/4880212498/>



American Airways to American Airlines

Part Eight - The Ads Tell a Story

This week we continue our series on American Airlines this week but we are going to let the ads (advertisements) of the time tell the story. Enjoy.....

The choice of experienced travelers
— America's finest coast-to-coast transportation



The Mercury



The Southerner

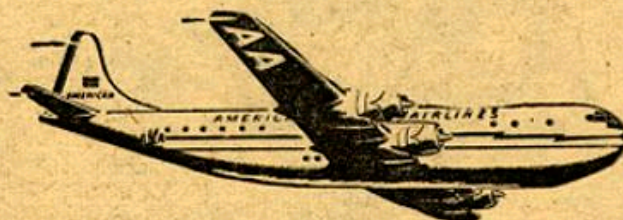
PERHAPS it's the spectacular scenery; perhaps it's the outstanding service; perhaps it's the extraordinary comfort of the Flagships themselves. But there's no question that these famous American Airlines flights—"The Mercury" between New York and Los Angeles and "The Southerner" between New York and San Francisco—are the overwhelming choice of experienced travelers as America's finest coast-to-coast transportation.

Remember these famous flights next time you cross the country. There are four Mercury flights every day with morning, afternoon and evening departure times to suit your convenience.

America's Leading Airline
AMERICAN AIRLINES INC.

Superior Oct. 13 '57

New Flagship Service to Hamburg



The finest, fastest way to Germany

- American Airlines now offers one-stop service direct to Hamburg and northern Germany. You go overseas by the famous double-decked Stratocruiser Flagship enjoying air travel at its best. At Shannon, a five-mile-a-minute Constellation Flagship awaits your arrival to speed you nonstop to Hamburg.

NEW LOW SPRING FARES

Go to Europe in April or May and you can save as much as \$86.00 of your round-trip fare to Europe. There is no travel limit other than completing your journey by the end of June,

DEPARTURES EVERY SUNDAY AND TUESDAY

See your travel agent, the nearest American Airlines ticket office
or phone Illinois 8-4200

AMERICAN AIRLINES

AMERICAN AIRLINES, INC. • AMERICAN OVERSEAS AIRLINES, INC.



THE FIRST RIDE
makes all the difference!



MANY AN ADULT TODAY has the same reservations about air travel that he once had about the carousel. Remember how quickly your doubts were dispelled? No sooner was the first ride over than you wanted to go again. That, too, will happen after your initial Flagship journey.

But unlike the merry-go-round which you soon outgrew because it never took you anywhere, air travel can serve you for the rest of your life, bringing you within easy reach of people and of places impossibly distant by other means of transport.

The first ride makes all the difference! See for yourself how doubts take off when you do—on a Flagship.

America's Leading Airline **AMERICAN AIRLINES INC.**

*I'M GOING
WITH MY
HUSBAND
FOR
HALF FARE!*



**Yes! Half fare for wife
.. half fare for family
on American Airlines!**

**Mondays, Tuesdays, Wednesdays
(Except November 24)**

**American's Family ½-Fare Plan
applies to all Flagship service
in the U. S., including luxurious DC-6 service to:**

CALIFORNIA

LOS ANGELES • SAN FRANCISCO

SAN DIEGO

Have you tried a Skyberth on "The Mercury"? It's a rest cure aloft!

Only American gives you all these travel advantages!

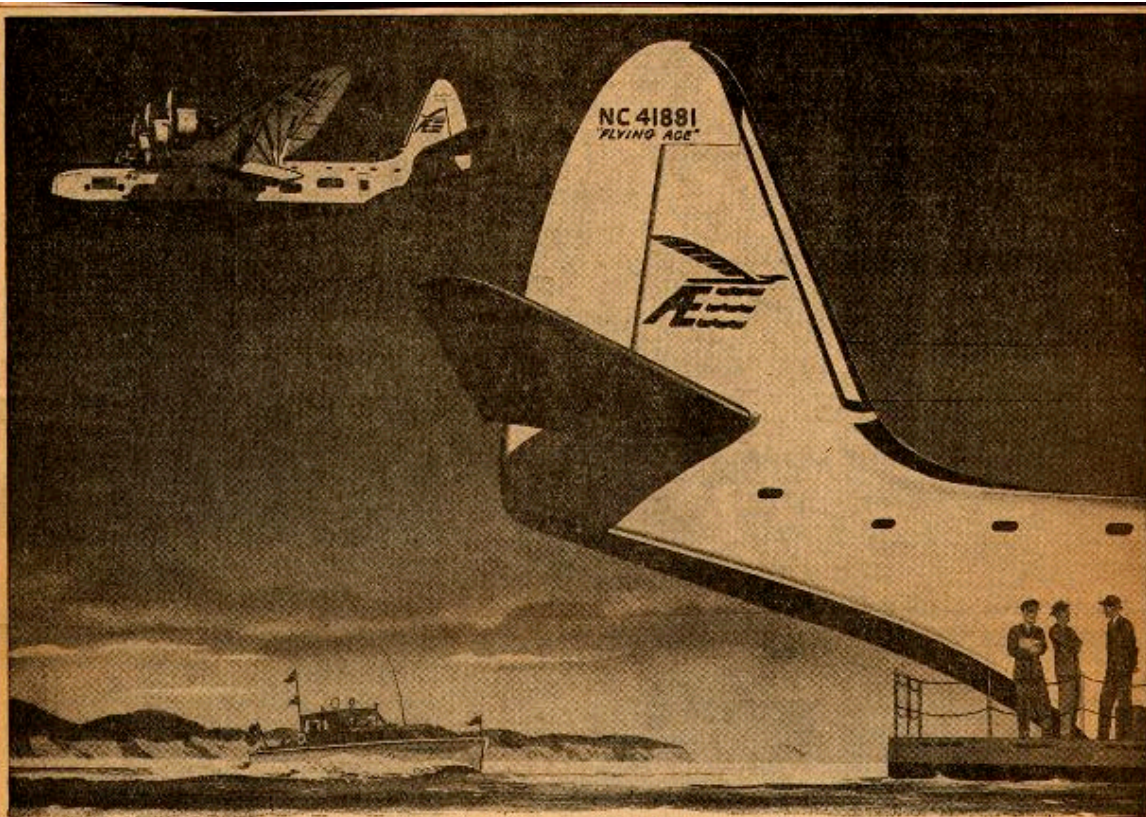
- The finest in the air—five-mile-a-minute DC-6 and Convair Flagships.
- American's Family half-fare plan.
- 5% discount on regular-fare round trips.
- No extra charge for luxurious DC-6 Flagship service.



Phone HAVemeyer 6-5000 or your travel agent

**Ticket Offices: Airlines Terminal • Rockefeller Center
Hotel New Yorker • 120 Broadway • Hotel St. George**

AMERICAN AIRLINES



AIR NEWS FLASH

CIVILIANS MAY NOW FLY THE ATLANTIC

Ready-to-go travellers are accepted on space available basis

AFTER two and one-half years in military camouflage, American Export Airlines' Flying Aces have again appeared in their commercial colors—silver, red and blue.

The company's insignia now emblazoned on the bow and stern of these giant flying boats signifies that this fast and dependable transatlantic air service is available to:

1. War effort passengers who, as in the past, will travel on priority;
2. Civilians who do not qualify for war effort priority, but who, provided their travel documents are in order, may travel if space is available a few hours before departure.

It is hoped that further regulations will be forthcoming whereby we can regularly sell space to commercial passengers whose missions contribute directly to rehabilitation activities in areas affected by

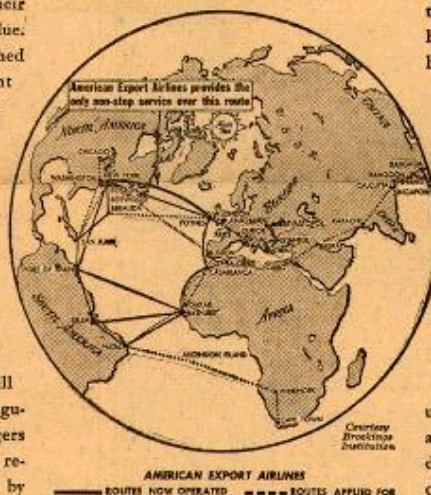
the war, or to the resumption of economic activities disrupted by the war.

The removal of military camouflage in no way changes the company's status as a major contributor to the war effort. Space

still remains critical but this new condition opens up actual travel possibilities.

American Export Airlines has flown the Atlantic day and night, winter and summer, under war conditions for approximately three years. During this period the company has operated under temporary certificates—however, it has made application for permanent certificates covering far-flung routes, as shown by map.

The company seeks no monopoly in its applications and welcomes competition in the American way. Its record to date in the international air transportation field has proven the desirability of competition by American flag operators. The company's performance record, even in the face of difficulties arising out of the war, has established a yardstick to be used in figuring rates for passengers, mail and cargo, as well as for operating procedures and actual dependability and speed of schedules.



For information regarding travel, call or write:::



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Aviation Job Security and Life - Part One

For the next four weeks I am going to present articles written by Robert Ringer. Mr. Ringer is a successful author of many self help books and provides a viewpoint that is reminiscent of Napoleon Hill and Dale Carnegie, but better. His website, www.robertringer.com, has a number of short articles, contained in seven categories, and I will be presenting four of these articles dealing with the "Philosophy of Life". I think it is appropriate information, considering the economy, life in the US, and the negative growth in aviation underway. I hope that you find value in his words. As always, I would like all aviators to connect with their roots and one of the ways they can do that is by using the **"Third Dimension Blog"** as a resource.

How to Stop Worrying and Start Living

By Robert Ringer

More than fifty years ago, the legendary Dale Carnegie wrote one of the biggest-selling motivational books of all time, *How to Stop Worrying and Start Living*. The book is a bit dated now, both in writing style and content, but many of the points Carnegie made are still applicable.

Carnegie focused a great deal on the acceptance of the inevitable as a key to eliminating stress and worry. Though I agree with him on this point to some extent, it's a bit more complicated than he made it sound. The reason I say this is because what some people think of as inevitable, others see as a challenge that can be overcome.

For example, a person might believe that failure is inevitable for him and thus resign himself to an unsuccessful life. Unfortunately, this is precisely what millions of people do. Yet, the reality is that failure is not inevitable in anyone's life, so it's absurd to resign oneself to such a fate.

But what about things that really can't be changed such as blindness or quadriplegia? Ray Charles may have accepted his blindness, but he was able to overcome it and lead a meaningful, fulfilling life. In fact, he liked to say that he could "see" better than 99 percent of the people who aren't blind.

Ditto Christopher Reeve, Mattie Stepanek, and the thousands of others who have endured major physical handicaps, yet found the mental and physical strength to accomplish great things. In cases such as these, I believe Carnegie was absolutely right. By accepting the reality of their physical handicaps, these people were able to move on with their lives.

But this is where it gets tricky. While Christopher Reeve accepted the reality of his handicap, he never accepted it as a long-term (i.e., permanent) condition. He repeatedly made it clear that he believed he would ultimately walk again. Like most people, I was rooting for him, but I didn't believe it would ever happen. Unfortunately, stem-cell research had, and still has, a long way to go.

The challenge, then, is for us to be able to determine what is and is not inevitable. When I use the word *inevitable*, I think of it in the future tense — as something that has not yet happened. Carnegie, however, seemed to be referring to the inevitable in the present tense. (It's already a fact of life, so learn to accept it.) Thus, I believe that his oversimplification of the subject was a result of semantics.

Technically speaking, the only thing that is 100 percent certain to occur in the future is death. Frank Sinatra expressed his view of this certainty with typical candor when said, "You better enjoy livin' baby, 'cause dying is a pain in the ass."

I wouldn't exactly compare Sinatra to Shakespeare from a linguistic standpoint, but in reality he summed up perfectly the solution to dealing with the inevitability of death: Become so focused on life that you don't have time to think about what's coming next.

When you direct your energy away from the inevitability of death, it paves the way for focusing on constructive living. The least expensive medication for worry and stress is activity.

While death stands alone as the one fact of life that is truly inevitable, many other things are, shall we say, virtually inevitable. These include such things as taxes, future terrorist attacks on U.S. soil, and the periodic collapse of the real estate and stock markets. Yet, none of these "inevabilities" deserve your stress or worry.

Take taxes, for example. How to stop worrying about them? Just do everything you can to legally keep your taxes to a minimum, file your tax returns in a timely

fashion, and focus your mental and physical energy on making as much money as possible. You may not like being partners with the government, but the fact remains that the more money you make, the more money you net in absolute terms. And worry and stress only detract from doing the things you need to do to help offset the inevitability of taxes.

Future terrorist attacks on U.S. soil? It's a nasty fact of life and a legitimate concern. By all means, be prepared and take reasonable precautions to protect your family. Unlike taxes, however, it's not just that worrying won't help — rather, the chief aim of mischief makers like Zawahiri and bin Laden is to make you worry and increase your stress.

A better idea is to go about living your life, just as the Israelis have learned to do in the face of the inevitability of homicide bombings. It also helps to keep terrorism in perspective. Remember, as horrific as 9/11 was, nearly fifteen times as many people die in automobile accidents every year than died in the four terrorist attacks on that fateful day.

As to real estate and stock-market crashes, the reality is that with or without government interference, they both occur periodically. They are necessary ingredients of capitalism, because they bring prices in line with reality. (With communism, of course, all markets are in a *permanent* state of collapse.)

I would offer two solutions here. First, if you're going to worry about your investments, don't invest. Put your savings into gold and silver or hide your money under the mattress (unless you have a housekeeper, in which case you might want to bury it in the backyard).

So, yes, Dale Carnegie was right when he preached resignation of the inevitable — but just make certain you can differentiate between what's inevitable and what is not. The reality is that most things can be overcome through a combination of (1) relentlessness, (2) an "expansive mental paradigm" that is open to new possibilities that people with a low level of awareness can't see, (3) the law of averages, and, above all, (4) being conscious of your connection to the Universal Power Source.

Number four is especially important, because, when you think about it, one cannot simultaneously be stressed and believe that he's connected to an infinite source of power. Christians use the word "God" to refer to this infinite source of

power; Jews refer to it as "Elohim," "Yahweh," or "Jehovah"; and so on. What about an atheist? I agree with Viktor Frankl that there is not as much difference between an atheist and a religionist as we have been led to believe.

Most intellectual atheists I've known agree that there is an infinite source of power that envelopes the universe. Actually, they have no choice, because the Hubble telescope project has proven that there is an invisible source of power in the universe that is greater than the gravitational pull of all the matter in the universe combined. It's just that an atheist doesn't believe that this source of power is conscious (i.e., that it intervenes in earthly, or even universal, events).

So what it boils down to for an atheist is whether or not he believes he has the capacity to tap into this seemingly infinite power source and employ it to overcome obstacles and adversities in his life. If he believes he does, to worry over perceived problems is a contradiction. Stress is a clear indicator that a person is disconnected from the universe's infinite source of power.

Any way you slice it, and whatever your spiritual beliefs may be, what it all boils down to is focusing on constructive thoughts that will better your existence and the existence of your loved ones. It's okay to plan for the future, but stop worrying about it. Worrying about the future gets in the way of sound planning.

And, above all, exerting mental energy to worry about the inevitable is illogical. If something truly is inevitable, there's nothing you can do about it. And if there's nothing you can do about it, what's the point in worrying?

Just make certain that you don't cavalierly apply the term *inevitable* to a situation that doesn't warrant it. As I pointed out, very few things in life are inevitable, and only one — death — is 100 percent certain. And since, as Sinatra put it, death is "a pain in the ass," who wants to spend time thinking about it?

A better idea is to invest your mental and physical energy in thinking about how to be the best parent you can possibly be, the best son or daughter you can possibly be, the best sibling you can possibly be, the best friend you can possibly be, the best employee or employer you can possibly be, and the best overall person you can possibly be.

This is a very tall order. However, as a bonus, to the extent you fill that order on a daily basis, that other little issue we worry so much about — financial success — somehow works itself out without your having to fret and stew about it.

Aviation Job Security and Life - Part Two

Peace of Mind – Part One

By Robert Ringer

Some months ago, following a keynote address I had given, a middle-aged lady approached me and asked if she could speak with me for a few minutes. I told her I'd be more than happy to speak with her, whereupon she began to share with me the difficulty she was experiencing in trying to cope with stress.

Her demeanor was hyper — talking very fast, highly animated, and tending to offer answers to her own questions. We spoke for about ten minutes, and during that short period of time her cell phone not only rang three times, but with each ring she interrupted our discussion to answer it. While I was taken aback by her cell phone compulsion, I didn't take it personally. I felt pretty certain that it was a way of life for her.

The woman explained that she was a single mother with two boys, ages eleven and thirteen. Her husband had left her several years ago for another woman, and, though she had a full-time job, she was having a very difficult time making ends meet.

In a frustrated tone, she listed the causes of her stress. She told me that her apartment was always "a mess," because between her job obligations, commuting back and forth to work, grocery shopping, cooking, endlessly chauffeuring her boys, and more, she didn't have time to straighten it let alone clean it. She was talking at such a rapid pace that it appeared she was afraid she would not get in everything that she wanted to say.

Obviously, I wasn't able to give this woman much concrete advice in just ten minutes, but I did emphasize one important point to her. I told her that in relating her situation to me, she could have been describing any one of millions of women who find themselves in pretty much the same circumstances day in and day out.

Or, for that matter, men. Most men are overloaded with work and obligations that often push them to the brink. The majority of men I talk to are stressed and frustrated by a lack of that ever-dwindling commodity — time.

Since my brief chat with that frazzled woman, I've given a lot of thought to the widespread problem of stress. It's a menace that knows no racial, ethnic, religious, or gender boundaries. Clearly, it is endemic in modern Western culture.

However, I've come to the conclusion that children, job, lack of time, and other frazzling issues that most of us have to deal with are not the underlying causes of stress. Rather, I am convinced that stress is a self-imposed mental state.

Stress is the antithesis of serenity, peace of mind, and tranquility. Which is why an important factor in reducing stress is to strive for peace of mind. You cannot simultaneously experience tranquility and stress.

So, how do you capture that elusive mental state known as *peace of mind*? A good start is to recognize that true peace of mind does not shift with changing circumstances. If you have peace of mind, you can handle both adversity and good fortune with calm confidence.

In other words, true peace of mind gives you the strength to stay on course in the face of adversity. What I'm saying here is that you live within your mind. It is not events that shape your world. It's your thought processes.

To paraphrase something Dale Carnegie said more than fifty years ago, as you and I pass through the decades of life, sadness and misfortune will cross our paths. This is a truism that would be difficult to argue against.

Fear, loneliness, rejection, illness, death, financial failure, and loss of love are just a few examples of the kinds of sadness and misfortune we all have to deal with from time to time. Where we differ is how each of us handles the negatives that come into our lives. This, in turn, goes a long way toward determining whether our lives will be stressful or tranquil.

Peace of Mind - Part Two

By Robert Ringer

The foundation for handling sadness and misfortune, and thus for leading a low-stress life, is what I like to refer to as "living right." What I mean by this term is consistently being conscious of, and vigilant about, trying to make good choices.

Please, no relativism copout here when it comes to deciding what "living right" and "good choices" mean. I'd be willing to bet that you've had more experiences than you can count where you did something that, in your gut, didn't feel right. And just as many experiences where you did not do something that you knew, deep down inside, you should have done.

In fact, you can apply the "feels right/feels wrong" barometer to virtually any aspect of life. Whenever a person who's a hundred pounds overweight walks by me at a ballpark — beer in one hand and container of gooey, cheese-covered nachos in the other — I think to myself, "Surely this gal must know that what she's doing is not in her best interest."

Specifically, she knows that it's wrong for her health and longevity, not to mention her energy level and capacity for enjoying life. In reality, of course, she doesn't think about it in such specific terms. Her stress level simply rises and brings with it a higher level of unhappiness.

Another example is when you allow a sales clerk, customer rep, or maintenance person to intimidate you into accepting a less than satisfactory solution to your problem. How many times have you felt stressed and inwardly angry for allowing yourself to be intimidated in such situations?

Or how about when you do something that, at the deepest level of your moral foundation, doesn't feel honest? In such a situation, if you're basically an honorable person, your conscience won't let you get away with it. This often brings the Guilt Fairy into your life, and along with her enough stress to take your mind off other important matters.

And, of course, there's being late for appointments, particularly if it becomes a way of life. Being late is not just a blatant display of rudeness, it also makes you look weak in the eyes of others. Worse, it causes you to *feel* weak.

We all desire love, understanding, and recognition, but none of these is foundational to serenity. Nor is alcohol, pills, sexual pleasure, fame, or wealth the antidote to stress. Millions have tried all of these without conquering their stress, and all too many have lived unnecessarily short lives as a result.

The real key to conquering stress is self-examination — continual, honest self-examination regarding the harmony and disharmony in your life. Inner conflict causes stress. By contrast, leading a concentric life (i.e., one in which what you do matches up closely with what you believe in and what you say) brings harmony into your world. Harmony is directly related to how often you follow through and do what you know is right. Likewise, harmony is related to how often you demonstrate the self-discipline to refrain from doing that which you know is wrong.

Finally, if you're a religionist, stress is a signal that you are disconnected from God. How can you be stressed if you are connected to an infinite source of power that is presumed to be omnipotent, omniscient, and omnibenevolent?

Similarly, if you're an atheist, stress is a signal that you are disconnected from the infinite power of the universe, whatever the ultimate scientific explanation of that power may be. In this respect, I agree with Viktor Frankl's view that there is much less difference between a religionist and an atheist than most people might suspect. The more I examine this issue, the more convinced I am that it's very much an issue of semantics.

Peace of Mind, Part Three

By Robert Ringer

In Parts I and II of this article, I emphasized that stress is a self-imposed mental state. In today's Part III, as well as in Parts IV and V, I'm going to suggest some healthy thoughts that I believe will help you use the power of your mind to overcome a stressful mind-set. Toward that end, I strongly encourage you to employ the two mental tools described below.

Shake the habit of fretting and stewing about problems that don't exist.

It's amazing how many people live in a "what if" world. Projecting medical problems is an excellent and all-too-common example of this. My doctor once

told me that medical students are notorious for imagining that they've contracted some terrible disease.

The reason, of course, is that they study diseases on a daily basis. Because they are trained to be constantly on the lookout for the life-threatening symptoms they are learning about, it's understandable that they would sometimes imagine they have some of those same symptoms.

Can there be a better definition of joy than the feeling you have when the results of your prostate exam, colonoscopy, pap smear, or mammogram come back negative? Until you get that thumbs-up feedback from your doctor or lab, it's very easy for your mind to play tricks on you and stress you to the limit. It's a classic example of being stressed over a problem that doesn't exist. The problem becomes real only if, and when, the results come back positive.

This is precisely what happened to me some years ago when I was told that my PSA reading was slightly on the high side. I had recently watched a couple of shows on television about prostate cancer, and a *20/20* segment by Hugh Downs put me over the top.

To make a long story short, I began sweating heavily at night, my left leg was tingling, and I lost my appetite. I found myself lying in bed and thinking about what a prostate operation would be like, how much pain would be involved, how much recuperation time would be required — and if I would even survive.

Guess what? My symptoms were 100 percent self-induced. When I visited a second urologist, everything checked out perfectly — including a PSA reading on the low side.

On reflection, however, I'm glad I had that experience, because it taught me how easy it is to induce stress — and even medical symptoms — through the power of the mind. If you excessively dwell on bad things that might happen in your life — medical or otherwise — you only succeed in increasing the chances of their actually happening.

In the words of Thomas Carlyle, "Our main business is not to see what lies dimly at a distance, but to do what lies clearly at hand." In other words, focus on today's problems, because, in most cases, that's a full-time job. The late Tony Snow was an incredibly inspiring example of this kind of attitude.

Recognize that for every negative, there's an offsetting positive.

In *Million Dollar Habits*, I discuss a principle that I refer to as the Natural Law of Balance. In pointing out that the universe is in balance, I use such examples as electrons and protons, night and day, male and female, hot and cold, and life and death. The reality is that for every positive, there's an offsetting negative, and for every negative, there's an offsetting positive. Balance is the natural order of the universe.

The nice thing about it is that when you understand and believe in universal balance, it gives you the mind-set to look quickly and automatically for the offsetting positive in every negative situation. Put another way, think of every negative occurrence as nothing more than an illusion hiding something of value to you. As Richard Bach so eloquently put it in his book *Illusion*, "What the caterpillar calls the end of the world, the Master calls a butterfly."

In Part IV of this article, I'll be covering three additional thought processes that I know, from personal experience, are capable of reducing the amount of stress in your life and bringing about peace of mind.

Peace of Mind - Part Four

By Robert Ringer

In Part III of this article, I discussed two important mind techniques for reducing stress: (1) breaking the habit of fretting and stewing about problems that don't exist, and (2) recognizing that for every negative, there's an offsetting positive. Continuing with this mental approach in today's Part IV, I'm going to discuss three more tools that I believe you'll find to be particularly effective.

Accept the inevitable.

Notwithstanding the Natural Law of Balance, there are some things you simply can't do anything about. However, it's important to be able to discern the difference between inevitable and difficult. For example, success can be difficult, but, regardless of one's circumstances, failure is not inevitable. Accepting the inevitable is not being negative, it's actually positive. What's negative is not being able to ignore the inevitable and move on with your life.

As Charles Swindoll put it, "We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude. ... I am convinced that life is 10 percent what happens to me and 90 percent how I react to it."

Accepting the inevitable and focusing on opportunities in your life is virtually guaranteed to lower your stress level.

Refuse to react to the lies and negative remarks disseminated by others.

There is no person on this planet who cannot relate to this issue, especially those who have high public profiles. Can you imagine enduring the hatred, slander, and defamation that people such as Donald Trump, Martha Stewart, George Bush, and Bill Clinton have had to put up with over the years?

I am convinced that what keeps these people going is a powerful capacity to ignore the vile accusations directed at them. Even if they hear something that bothers them, they are usually able to control themselves.

In my early years as an author, I allowed the media to get to me. It seemed as though every other sentence written about me was a total fabrication. When I complained to my attorney, he explained three things to me that had a dramatic impact on how I handled the media fiction machines from that point on.

First, he told me to forget about filing lawsuits. He said that after spending an enormous amount of time and money, I'd still lose ... even if I won the case. Why? Because in libel suits, you have to prove damages, which is a near-impossible task.

Second, the more you complain about being defamed or slandered, the more attention you draw to the defamatory or slanderous remarks. When we read or hear something negative about ourselves, we tend to blow it way out of proportion.

On more than one occasion when I mentioned a negative article about myself to someone, that person would respond with something like, "Gee, I read that article, and I thought it was pretty good." In other words, what I was reading into the article, through my own sensitive eyes, was very different from the interpretation of others who had read the same article.

Third, it makes you appear to be above the fray when you ignore the mudslinging, step back, and let your supporters defend you. I've been doing that for years, and it's always a great feeling when a reader sends me a copy of a letter he sent to a publication, blasting it for something it printed about me that was untrue.

In most cases, those who admire and respect you — especially if they know you well — will defend you when you're attacked. Just don't make the naive mistake of expecting everyone to love you, because they won't. Remember, even Mahatma Gandhi was assassinated.

Intellectualize the reality that life isn't perfect.

I say *intellectualize*, because just about everyone claims to understand this reality, but I don't believe most people take the trouble to analyze what it really means. In *The Road Less Traveled*, Dr. M. Scott Peck pointed out that one of the most traumatic moments of a child's life is when he discovers that his parents aren't perfect.

Likewise, I believe that one of the most traumatic moments of a parent's life is when he/she discovers that his/her child isn't perfect. You can reduce your stress many times over by accepting the reality that there is no perfect child, parent, spouse, home, city, or job.

Learn to take life one wave at a time. Focusing on the Natural Law of Balance will bring an abundance of peace and tranquility into your life.

Peace of Mind - Part Five

By Robert Ringer

In this, the final installment of my five-part article on peace of mind, I'm going to share with you two anti-stress techniques that can be very difficult to master. Even so, I can assure you that it will be worth your while to try, because I don't believe a low stress level and peace of mind are possible without them.

Don't try to make the world bend to your will.

Trying to get everyone to do things your way goes beyond stress. It's a frustrating, hopeless exercise that can drive a person mad. I know one wealthy individual, in

particular, who long ago lost his ability to think rationally because of his frustration over not being able to force everyone around him to conform to his wishes.

One of the rules of a good delegator is to tell people precisely what you want them to do, then let them do it their way. President Dwight D. Eisenhower once said that the mark of a good executive is when someone hands him a letter that he knows he could have written better, he signs it anyway.

This is an area where you have to be careful, even when dealing with your own children. While it's a parent's responsibility to teach and guide his/her children, the wise parent learns early on that they cannot and will not do everything exactly as their parents want them to. The reality is that your children are different human beings than you, so it would be unnatural for them to mirror you 100 percent of the time.

Control anger and bitterness.

It's worth repeating Ralph Waldo Emerson's famous words: "For every minute you are angry, you lose sixty seconds of happiness." You need to be able to control your thoughts. The late Jim Blanchard was a great teacher for me in this respect. Jim was one of the most remarkable people I've ever known. A paraplegic from the age of eighteen, he not only built a fortune while working from a wheelchair, he traveled the world extensively and did almost everything "normal" people do — and more.

I remember Jim once telling me about a guy who had shafted him out of a lot of money. I asked how he could be so calm about it, and I'll never forget his response: "I've found that it's disarming to just smile, be polite, and act as though nothing is wrong. Not only do you avoid making enemies by handling things in this manner, you also save yourself a ton of aggravation. All you need to do is avoid having business dealings with that person in the future. And to the extent you are cordial, he'll probably even sing your praises to everyone — which means you win all the way around."

I admit that Jim was special when it came to handling people, but his words help me to this day. Whenever I become angry, I give myself time to cool off before saying or doing something that I might later regret.

For example, if I impulsively write a quick letter in a heated state of mind, I let it sit for a day or two before mailing it. It's amazing how much of the angry edge you can take off a letter by editing it a couple of days after you wrote it.

One last thing worth thinking about when it comes to achieving peace of mind. In his book *Ageless Body, Timeless Mind*, Deepak Chopra says that worrying about stress is more damaging than stress itself. Which brings me back to something I said in Part I of this article: It is not events that shape your world, it is your thought processes. When you learn to control your thoughts, you establish the boundaries of negative influences upon your life. Remember, no matter how long a list of stress inhibitors you compile, your mental state will always be the most important factor when it comes to achieving peace of mind.

Aviation Job Security and Life --- Part Three

Permission Granted---The Plain Truth

By Robert Ringer

In my recent Path to Power teleseminar series, I made it clear from the outset that I was not talking about power over others. My focus was on self-empowerment - a.k.a. personal power.

But there are people who do aspire to have power over others. And there's not a person on this earth who hasn't found himself on the short end of that power stick at one time or another. The plain truth is that for some people it's a way of life.

Have you ever asked yourself what it is that gives someone power over you? The truth be known, it's a matter of perception - both the other person's and yours. By this I mean that most power is abstract, and therefore impossible to quantify.

So the question becomes, "If the power someone holds over you is abstract, how can you overcome it?" Answer: You simply refuse to grant permission. You see, the only power another person can have over you is the power you give him.

Which means it's really *your* power. And only you can grant another person permission to take your power. By the same token, you can also refuse to grant that permission.

Of course, you do not verbally grant permission. It's much more subtle than that. As I said, power is an abstraction. The way it normally happens is that you get yourself into a position where you need the other person. If, for example, you ask him for a favor, that immediately gives him power over you.

Thus, the surest way to prevent others from having power over you is to be independent. And the corollary to this is that independence gives you power. The plain truth is that even a master intimidator like Donald Trump would have no power over you if you were totally independent. He may be a powerful person in his own right, but his power would not affect you unless you allowed it to. And you certainly are under no obligation to do that.

The next time you feel as though you're in a position of weakness when dealing with someone, remember that his power is really *your* power - power that *you* have given him. And anytime you wish to revoke that power, you need only withdraw your permission for him to use it.

Aviation Job Security and Life - Part Four

Winning Through Relentlessness

By Robert Ringer

"Time is money" has become something of an axiom. And though I believe virtually everyone agrees that it's a truism, I'm also convinced that most people only pay lip service to it. If you're really serious about the proposition that time is money, you need to come to grips with the reality that the key ingredient for converting time into money is self-discipline.

As an author, I've evolved into such a self-discipline addict that for years I've actually worked on trying to ease up a bit and move more toward the center. I took self-discipline to such an extreme that I actually reached a point of diminishing returns.

If you feel you have problems with your self-discipline, I'll share something with you that will give you hope. Throughout my teen years and most of my twenties, I was instant-gratification oriented to an extreme. I was self-disciplined in some areas — in sports, for example. Also in my profession as a real estate broker,

where I relentlessly followed through on deals until they were closed. But in most other areas of my life, I displayed a shameful lack of self-discipline. Clichéd as it may be, if I can become self-disciplined, anyone can.

I believe the greatest catalyst for an undisciplined person is pain, which comes in a wide variety of packages. The most obvious example is physical pain, which can be the catalyst for becoming self-disciplined when it comes to exercise and healthy eating.

Financial pain can be the catalyst for having the self-discipline to work when you're tired or sick, or when you'd rather be out having fun with everyone else. And then there's the pain that comes from a lost love, which can be the catalyst that gives you the self-discipline to put forth the effort to be a better partner when love comes your way again.

If pain does not motivate a person to become more self-disciplined, the outlook for his future is grim, at best. In the most extreme cases, a lack of self-discipline can lead to homelessness and/or premature death.

Years ago, when I was still single, I became good friends with a professional football player ("Bill") who had gained a great deal of national prominence for his stellar play in the National Football League. He not only was a phenomenal athlete, he was handsome, had great verbal skills, and possessed extraordinary talents in many other areas outside of sports. Above all, he was extremely intelligent.

Our relationship began when Bill approached me at the health club we both belonged to and introduced himself. He told me that my first book, *Winning through Intimidation*, had become his "bible," and expressed how much he admired me. Obviously, I was flattered.

Early on in our friendship, I found that Bill had been working on a novel for a couple of years, but was having trouble completing it. And as I got to know him over the next three years, the reason for this became very transparent. Notwithstanding everything he had going for him, he was totally lacking in one important area of success: self-discipline.

While I admit that this was a stage in my life when I was attracted to the proposition of having a good time, I never allowed that attraction to get in the

way of my work. I normally went to bed between 8:30 and 9:00 p.m., got up around 4:30 a.m., jogged a few miles (sometimes starting out in the dark), and was at my desk by 8:00 a.m. or so. As a result, over the three-year period that I was friends with Bill, I managed to write two more books, both of them bestsellers..

Under tremendous time pressure, I did about twenty-five drafts of each book, and always succeeded in meeting my deadlines. In addition, I undertook a number of speaking engagements and traveled nationwide as a frequent guest on radio and television shows.

Through it all, Bill was constantly urging me to go to one party or another or go out on the town and "live it up" with him. And I was constantly telling him that I had to work. As a result, he often chided me with such statements as, "C'mon, don't be a party pooper. Lighten up. You've got to let it all hang out sometimes."

The result was that during this three-year period, while I was finishing two more books that laid the foundation for my career, Bill spent his non-partying time moaning and groaning about changing the plot of his novel, endlessly reorganizing his material, and tinkering with — of all things — the title. To me, these appeared to be nothing more than self-delusive stalling tactics to avoid the gut-wrenching work of following through and actually bringing his book to completion.

Which means he missed his window of opportunity, because, as everyone knows, fame is fleeting. While he was playing in the NFL, it would have been the easiest thing in the world for him to find a major publisher for his book. When you get your shot in life, you have to take it. The door closes very quickly once you're out of the limelight.

When I look back on my relationship with Bill, there were two defining moments for me. The first occurred during my stretch drive on one of my books, when I was putting in fourteen-to-sixteen-hour workdays, seven days a week.

I vividly recall Bill looking very frustrated after one of my refusals to party with him, and saying to me, in a discouraged tone, "How could I ever compete with someone as self-disciplined as you? You would just wear me down through attrition, because you're so damn relentless." It was almost as though he were saying, "It's not fair."

It struck me how bizarre it was that this famous, good-looking, smart, multitalented person was telling me that *he* couldn't compete with *me*. Ridiculous, of course. The truth of the matter is that he could have written two or three best-selling novels in the time that I knew him. In fact, with 100 percent effort, he could have beaten me at just about anything.

In addition, with the slightest bit of initiative and persistence, he would have had a good shot at an acting career, or perhaps broadcasting. Doors were open to him that certainly was not open to me.

But the fact is that he made a choice. Specifically, he chose instant, daily, and (worse) nightly gratification over huge benefits down the road. (Interestingly, before, during, and after this three-year period, I found the time to vacation in Hawaii for periods ranging from ten days to several weeks — but I never went until the major project I was working on was 100 percent completed.)

Maybe Bill was just lazy, right? Well, the truth is that most of us are lazy at heart. In fact, there is evidence that most successful people are lazy, so they become self-disciplined out of necessity (as in pain avoidance).

The second defining moment for me in my relationship with Bill was when he told me that he had developed a great ability for bluffing his way through practice after a hard night out on the town. He said he had mastered the art of going through the motions in such a way that it appeared to the coaches that he was practicing at full throttle.

Unfortunately, Bill carried that same attitude into his aborted writing career and life beyond football. In my view, it's the primary reason he's not ensconced in the Pro Football Hall of Fame in Canton, Ohio, where others with less talent but far more self-discipline will be forever on display.

Self-discipline is about restraining, or regulating, one's actions — repressing the instinct to act impulsively in favor of taking rational actions that are long-term oriented. My short-lived friendship with Bill was immensely beneficial to me, because it made me realize that self-discipline — a single trait that every human being has the capacity to develop — gave me the power to outperform people who are far more intelligent and talented than I am.

Robert Ringer has given permission to reprint his articles so long as we place the following wording at the end of our article:

ROBERT RINGER is the author of three #1 bestsellers and host of the highly acclaimed *Liberty Education Interview Series*, which features interviews with top political, economic, and social leaders. Ringer has appeared on numerous national talk shows and has been the subject of feature articles in such major publications as *Time*, *People*, *The Wall Street Journal*, *Fortune*, *Barron's*, and *The New York Times*.

To sign up for his one-of-a-kind, pro-liberty e-letter, *A Voice of Sanity*, visit:
www.robertringer.com

Closing Thoughts for 2010

The year 2010 was bitter sweet for most of us in aviation but to try and point out each pro and con would take volumes. So, it is better for me to say that 2011 looks to have more promise.

This year our publication of the year in review was a little light on total chapters but the content, number of pages, was almost the same as 2009. We did have the site shut down for a revamp for four months but we were still able to provide some valuable content for our readers. We hope you enjoyed our work, and the year in general, and we are looking forward to 2011.

In closing I would like to say thank you to one and all for your support, and wish everyone a prosperous 2011, and it is my hope that life gives each of you the very best it has to offer. Take care and fly safe.

Robert Novell

P.S. All aviators are **“Gatekeepers.”**

