

# The Southwest Airlines Way Jody Hoffer Gittell

The Southwest Airlines Way The Checkmate Formula Share, Don't Take the Lead Powered by Principle Flight Path New Labor Forum Humanocracy Up in the Air Shaping the Future of Work Transforming Relationships for High Performance The Employee Ownership Report Regaining Control of Our Destiny Train Business World Proceedings of the 59th Annual Meeting, January 5-7, 2007, Chicago, Illinois Icons of Business Water environment & technology Proceedings of the Annual Meeting -- Industrial Relations Research Association Leading Lean Software Development Industrial and Labor Relations Review Jody Hoffer Gittell Alan Sellers Craig L. Pearce Amie J. Devero Paul Grescoe Gary Hamel Greg J. Bamber Thomas Kochan Jody Hoffer Gittell Thomas A. Kochan Tom Zoellner Labor and Employment Relations Association. Meeting Kateri M. Drexler Industrial Relations Research Association Mary Poppendieck

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if you look at southwest airlines and i admire what they do they've been the most successful airline in the industry gerard arpey ceo american airlines through extensive research jody hoffer gittell gets to the bottom of what has sustained southwest airlines positive employee relations and high performance through good and bad times thomas a kochan professor mit sloan school of management mit global airline industry program in an industry with losses in the billions southwest airlines has an unbroken string of 31 consecutive years of profitability the southwest airlines way examines how the company uses high performance relationships to create enormous competitive advantage in motivation teamwork and coordination among employees it then goes further to show how any company can foster these powerful cooperative relationships and explains how to lead with credibility and caring invest in frontline leaders hire and train for relational competence use conflicts to build relationships make unions its partners not its adversaries build relationships with its suppliers

this extraordinary book presents the powerful results of thirty years of observing and evaluating real world success patterns of billionaires visionaries it unravels the intriguing mystery of how grandmasters in business achieve success and presents a novel and compelling way to perceive the world of business after reading it you may never view or approach business quite the same way again the checkmate formula answers two questions what are the essential factors in business that dictate success or failure and how do serial winners win consistently revealing a pragmatic roadmap used by the greatest business minds it shows how to perceive reality differently through techniques like the great awareness think differently through approaches like the great enabler and act differently using the greatest force multiplier of all the decryption key it simplifies deconstructs business into understandable truths and reassembles them into practical guidelines for creative thinking and result generation you'll learn how to address major issues like capital raises strategy and the customer acceptance riddle and what it really means to understand the big picture with a generous dose of examples and insights from the business elite including colorful analogies to chess and art it's an engaging read that will benefit entrepreneurs executives wanting to up their game and founders

wanting to beat the odds

Share Don't Take the Lead is a book that offers an alternative perspective on leadership. The philosophy of shared leadership is straightforward: leadership does not derive solely from position, authority, or hierarchy. Instead, leadership is something that can be executed by anyone who has the best knowledge or skill to undertake the leadership necessary in any given situation. Shared leadership is especially relevant, for example, in empowered teams where shared leadership can be initiated from any team member at any time, depending on the needs of the moment and the capabilities of the individuals. But the notion of shared leadership is also appropriate in a larger context. For example, an individual lower in the hierarchy can provide leadership if that person is best qualified to exercise it. Shared leadership also shows how hierarchical leaders with formal authority can use empowerment to develop leadership in others. This book tells the tales of how multiple trail-blazing organizations used shared leadership to build high performance. The notion of shared leadership seems to contradict many of the bedrock ideas of efficient management and effective organizations. A typical first reaction is it'll never work here. Yet the organizations that get it and implement this new powerful approach tend to be more innovative and to outperform their naysayer competitors. In fact, shared leadership is one of the most important ideas to hit business in recent years. Our recent feature article about shared leadership in the Wall Street Journal is testimony to that. Shared leadership can provide a way for companies to increase productivity, quality, and flexibility while meeting the competitiveness challenge. Share the Lead provides new insights and information about how to push the organizational envelope to new frontiers.

In the course of six years of research and more than fifteen years of field work, Amie Devero has distinguished many of the key characteristics common to the thousands of organizations that maintain better than average results and ethical performance over the long term. What stood out was the degree to which they all use deep-seated core values for their decision making and management. If you are a leader or a manager, an investor or a student, the tools and practices that are presented here will become indispensable. Powered by Principle not only explains why these types of organizations do so well but provides a detailed step-by-step guide for how to create this kind of dynamic and aligned organization from the rationale to the exact type of process one should use to measure the expression of core values. Every step is outlined here. Along the way, you will also gain knowledge of ways to develop your own thinking and mindset for this profound journey to become principle-powered. Regardless of your title, role, or tenure, you will find a way to make your organization far better and to make yourself better along the way.

At a time when airlines across North America and around the world are facing crisis after crisis and many collapsing into bankruptcy, WestJet has become Canada's most successful airline and one of the two most profitable carriers in North America. WestJet got off the ground in 1996 with three aircraft and 220 employees serving just five western Canadian cities. Today the company is soaring to new heights with more than 6 million guests traveling on 44 planes and WestJet's over 3,700 people providing service to 26 destinations. Flight Path is the first book to chronicle the amazing success story of Canada's leading low-fare airline. It offers a detailed look at WestJet's path to success and holds valuable lessons for any business reader: the empowering corporate philosophy and people-first culture, the low-cost structure that drives profitability, the passion for customer service that puts the fun back into flying, the focus on technology innovations, and the unwavering commitment to providing safe, friendly, and affordable air travel.

A Wall Street Journal bestseller in a world of unrelenting change and unprecedented challenges, we need organizations that are resilient and daring. Unfortunately, most organizations overburdened by bureaucracy are sluggish and timid. In the age of upheaval, top-down power structures and rule-choked management systems are a liability; they crush creativity and stifle initiative. As leaders, employees, investors, and citizens, we deserve better. We need organizations that are bold, entrepreneurial, and as nimble as change itself. Hence this book. In Humanocracy, Gary Hamel and Michele Zanini make a passionate, data-driven argument for excising bureaucracy and replacing it with something better.

drawing on more than a decade of research and packed with practical examples humanocracy lays out a detailed blueprint for creating organizations that are as inspired and ingenious as the human beings inside them critical building blocks include motivation rallying colleagues to the challenge of busting bureaucracy models leveraging the experience of organizations that have profitably challenged the bureaucratic status quo mindsets escaping the industrial age thinking that frustrates progress mobilization activating a pro change coalition to hack outmoded management systems and processes migration embedding the principles of humanocracy ownership markets meritocracy community openness experimentation and paradox in your organization s dna if you ve finally run out of patience with bureaucratic bullshit if you want to build an organization that can outrun change if you re committed to giving every team member the chance to learn grow and contribute then this book s for you whatever your role or title humanocracy will show you how to launch an unstoppable movement to equip and empower everyone in your organization to be their best and to do their best the ultimate prize an organization that s fit for the future and fit for human beings

and you thought the passengers were mad airline employees are fed up too with pay cuts increased workloads and management s miserly ways which leave workers to explain to often enraged passengers why flying has become such a miserable experience new york times december 22 2007 when both an industry s workers and its customers report high and rising frustration with the way they are being treated something is fundamentally wrong in response to these conditions many of the world s airlines have made ever deeper cuts in services and their workforces is it too much to expect airlines or any other enterprise to provide a fair return to investors high quality reliable service to their customers and good jobs for their employees measured against these three expectations the airline industry is failing in the first five years of the twenty first century alone u s airlines lost a total of 30 billion while shedding 100 000 jobs forcing the remaining workers to give up over 15 billion in wages and benefits combined with plummeting employee morale shortages of air traffic controllers and increased congestion and flight delays a total collapse of the industry may be coming is this state of affairs inevitable or is it possible to design a more sustainable less volatile industry that better balances the objectives of customers investors employees and the wider society does deregulation imply total abrogation of government s responsibility to oversee an industry showing the clear signs of deterioration and increasing risk of a pending crisis greg j bamber jody hoffer gittel thomas a kochan and andrew von nordenflycht explore such questions in a well informed and engaging way using a mix of quantitative evidence and qualitative studies of airlines from north america asia australia and europe up in the air provides clear and realistic strategies for achieving a better more equitable balance among the interests of customers employees and shareholders specifically the authors recommend that firms learn from the innovations of companies like southwest and continental airlines in order to build a positive workplace culture that fosters coordination and commitment to high quality service labor relations policies that avoid long drawn out conflicts in negotiating new agreements and business strategies that can sustain investor employee and customer support through the ups and downs of business cycles

this book provides a clear roadmap for the roles workers and leaders in business labor education and government must play in building a new social contract for all to prosper it is a call to action for a collaborative effort to develop both high quality jobs and strong successful businesses while simultaneously overcoming the deep social and economic divisions that are all too apparent in society today written by two leading and trusted experts in the field of employment and work from mit and cornell university this book is a practical action oriented guide readers will feel empowered to take actions needed to shape a better future of work for themselves their employees their co workers and others they may represent it emphasizes the need to fix america s broken social contract and reimagine a new one the most important message of this book is that we have the ability to shape the work of the future by harnessing the power of new technologies the book is essential reading for business executives labor leaders and workforce advocates government policy makers politicians and anyone who is interested in using emerging knowledge and technologies to drive innovation creating high quality jobs and shaping a more broadly shared prosperity

a guide to using positive organizational change to do more with less from the acclaimed author of the southwest airlines way whether from customers supply chain partners policymakers or regulators organizations in virtually every industry are facing calls to do more with less they are feeling compelled to provide higher quality outcomes more rapidly at a lower cost this book offers a road tested approach for delivering these outcomes through positive organizational change its message comes just in time for too many companies have gone the way of low road strategies such as cutting pay and perks and working harder not smarter drawing on her pathbreaking research jody hoffer gittel reveals that high performance is fundamentally relational rooted in both human and social capital based on this insight she provides a unique model that will help companies build meaningful relationships among colleagues develop smarter work processes and design organizational structures fit for today s pressure test by following four organizations on their change journeys she illustrates how relational coordination unfolds in real world settings in addition tools for change guide readers as they learn how to implement this new model in their own workplaces

an epic and revelatory narrative of the most important transportation technology of the modern world in his wide ranging and entertaining new book tom zoellner coauthor of the new york times bestselling an ordinary man travels the globe to tell the story of the sociological and economic impact of the railway technology that transformed the world and could very well change it again from the frigid trans siberian railroad to the antiquated indian railways to the japanese style bullet trains zoellner offers a stirring story of this most indispensable form of travel a masterful narrative history train also explores the sleek elegance of railroads and their hypnotizing rhythms and explains how locomotives became living symbols of sex death power and romance

building on their breakthrough bestseller implementing lean software development the authors show software leaders how to quickly identify the biggest opportunities for improvement in their development organizations

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