

# The Southwest Airlines Way Jody Hoffer Gittell

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

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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

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

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

this book offers an alternative perspective on leadership emphasizing shared leadership where anyone with the best knowledge or skill can lead it highlights empowered teams hierarchical leaders using empowerment and tales of organizations using shared leadership to build high performance and innovation

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

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

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

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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