

Fireline Leadership Challenge #4

Southwest Airlines Case Study

The Mission of Southwest Airlines

The mission of Southwest Airlines is dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

To Our Employees

We are committed to provide our Employees a stable work environment with equal opportunity for learning and personal growth. Creativity and innovation are encouraged for improving the effectiveness of Southwest Airlines. Above all, Employees will be provided the same concern, respect, and caring attitude within the organization that they are expected to share externally with every Southwest Customer.

January 1988

http://www.southwest.com/about_swa/mission.html

Video References

In 2008, the NWCG Leadership Subcommittee had the opportunity to participate in the Wharton Leadership Conference (this opportunity is available for senior wildland fire leaders as an L-580, Leadership is Action, event). Southwest Airline's President Colleen Barrett spoke about servant leadership. Her interview can be viewed at <http://executiveeducation.wharton.upenn.edu/wharton-aerospace-defense-report/Colleen-Barrett-on-Servent-Leadership.cfm>. (*This powerful message is a YouTube video which is blocked on most government computers. Consider this as a homework assignment for viewing on personal systems.*)

View Colleen Barrett's retirement speech to SWA employees at http://www.youtube.com/watch?v=7BZw_TDCfek&feature=related.

Publication References

"A Culture of Commitment." Herb Kelleher. *Leader to Leader*. No. 4, Spring 1997. <http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=143>

"Southwest Airlines President Emeritus Colleen Barrett on the Power of an Ownership Culture." UC San Diego School of Management. <http://rady.ucsd.edu/beyster/newsletter/southwest.html>

"The Sinatra of Southwest Feels the Love." Joe Nocera. *The New York Times*. May 24, 2008. http://www.nytimes.com/2008/05/24/business/24nocera.html?_r=1&scp=1&sq=nocera%20kelleher%20southwest%20airlines%20amaerica&st=cse

"We Commit When We Give." Stanford Graduate School of Business. Summer 2009. http://www.gsb.stanford.edu/news/research/grant_fund.html.