Servant Leadership at Southwest Airlines:

Putting Our People First
“People need to be reminded more than they need to be instructed.”

Dr. Samuel Johnson
1971

3 Airplanes

3 Cities in Texas

12 Daily Flights

198 Employees
2014

700 Airplanes
97 Cities (U.S. and International)
3600 Daily Flights
46,000 Employees
#1 Domestic Market Share (25%)
42 Consecutive Years of Profitability
0 Involuntary Furloughs or Layoffs
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<tr>
<th>Rank</th>
<th>Company</th>
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<tr>
<td>1</td>
<td>Apple</td>
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<td>2</td>
<td>Amazon.com</td>
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<td>3</td>
<td>Google</td>
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<td>4</td>
<td>Berkshire Hathaway</td>
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<td>5</td>
<td>Starbucks</td>
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<td>6</td>
<td>Coca-Cola</td>
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<td>7</td>
<td>Walt Disney</td>
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<td>8</td>
<td>FedEx</td>
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<td>Southwest Airlines</td>
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<td>10</td>
<td>General Electric</td>
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“We are in the Customer Service business. We just happen to fly airplanes.”

Colleen Barrett
President Emeritus
Southwest Airlines
“The business of business is People.”

Herb Kelleher
Founder and Chairman Emeritus
Southwest Airlines
Southwest is a Company of People, not a Company of planes.
“Without a heart, it’s just a machine.”
“Level Five Leaders embody a paradoxical mix of personal humility and professional will.”

Jim Collins
Author, *Good to Great*
“Humility isn’t thinking less of yourself, it’s thinking of yourself less.”

C.S. Lewis
Customer First Principles

1. When speaking to a Customer, give them your undivided attention.
2. When you’re in a bad mood, make sure it doesn’t show at work.
3. Smile every time you interact with a Customer both in person and on the phone.
4. Sincerely apologize when you’ve made a mistake.
5. Avoid technical jargon and use words familiar to the Customer.
6. Maintain eye contact and avoid doing things when talking with your Customers.
7. If you can’t help a Customer, try to find someone who can.
8. Put myself in the Customer’s place and see things from their perspective.
10. When it’s really busy and you’re feeling overwhelmed, tell yourself that if it weren’t for the Customers, I wouldn’t have a job.
Employee First Principles

1. When speaking to an Employee, give them your undivided attention.
2. When you’re in a bad mood, make sure it doesn’t show at work.
3. Smile every time you interact with an Employee both in person and on the phone.
4. Sincerely apologize when you’ve made a mistake.
5. Avoid technical jargon and use words familiar to the Employee.
6. Maintain eye contact and avoid doing things when talking with your Employees.
7. If you can’t help an Employee, try to find someone who can.
8. Put myself in the Employee’s place and see things from their perspective.
10. When it’s really busy and you’re feeling overwhelmed, tell yourself that if it weren’t for the Employees, I wouldn’t have a job.