Successful Strategies Through Turbulent Times
Vision and Leadership

dCsG West

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Howard Putnam
Thanks to all our servicemen and women for their service

*God Bless America*
Choices

**Southwest? Success story: Vision, leadership, profitability over 40 years**

**Braniff? Ego, arrogance, bankruptcy**
The value system from growing up and learning to fly on an Iowa farm:

*Influenced my business career*

*Family, responsibility, accountability, integrity, teamwork*
“Turbulence is inevitable but misery is optional.”

Howard Putnam
Sustainable Organizations in business or government: Start with a vision, leadership and a flight Plan

“Start with Why”
Purpose
Cause
Inspire
Turbulence Has Stages

- Alpha
- Beta
- Flex
- Gamma
- Omega
- New Alpha
- Blue Skies
- Thunderstorms
- Innovation
- The Pits
- Fresh Start
- Redesign, Green
“In transformation and turbulence simplify, simplify, simplify”
Which Legacy Do You Want to Be a Part of?

“Some play the game.”

“Others change the way the game is played!!”
Vision

- What business are we in?
- Culture to support it all
- Safety, Innovation and transformation hatch from the above
“If you sell a product or service, you are just a vendor or supplier.

If you sell a vision or experience, now you are developing a brand.”

Simon Sinek – NYC
www.sinekpartners.com
The mission of Southwest Airlines is to provide **safe** and comfortable air transportation in commuter and short-haul markets, from close-in airports, at prices competitive with automobiles and buses and to involve customers and employees in the product and the process, making the airline a fun, profitable and quality experience.
How Southwest Airlines Hires

- Attitude (can teach them skills)
- Cheerfulness
- Optimism
- Decision making ability
- Love customers
- Team spirit
- Communication
- Self confidence
- Self starter
- Sense of humor
The Southwest Transformation - Airline Deregulation


For over 30 years, SWA has stayed with 80% of the vision put in place in 1979 after airline deregulation. Turbulence and Transformation do not mean you get out of your niche and change it every year…You stick with what works and STANDARDIZE. Delete what doesn’t work & move on.
The Putnam List for Southwest Airlines: For Airline Deregulation 1979

- Safety #1 Priority
- Retain our low cost model
- Cookie Cutter to expand
- Remain short haul carrier
- Only B-737’s
- High utilization

- Passengers only, no freight
- Low fares & high frequency
- NO food, NO first class
- NO interlining, bags, tickets
- NO seat assignments
The Putnam List For Airline Deregulation 1979

- Keep the family feeling
- Our employees are #1
- Keep it simple
- Outsource heavy maintenance
- Minimize # of vendors / focus purchasing
- Competition: autos, buses, the living room- increase the size of the pie (total market)
- Expand from Texas like a spider’s web
- Be specific and clear about who we are to all stakeholders, including investors, vendors, communities, our families
In Summary: Jim Collins says to be a 10X organization (ten times better than the competition)

- SMaC - Specific, Methodical and Consistent
- Turn strategic concepts into reality
- A set of practices more enduring than mere tactics
- SMaC practices can last for decades. “Way of Life”
A Brand That Ego and Loss of: Vision, Culture, Innovation, Ethics, Leadership and Cost Controls Destroyed
Role Models – Integrity – Set Climate for Innovation and Big Ideas

You are all Role Models…and WE all need Role Models. Two of mine: Neil Armstrong and Eugene Cernan, first and last on the moon
BALANCE

FAMILY
WORK
COMMUNITY
PERSONAL TRAITS
CHURCH
Are You Really The Person Your Dog Thinks You Are?
www.HowardPutnam.com
Complimentary Email Series on Leadership