



**IMPROVE
CONTINUOUSLY**



Scan for survey

Safety & Security



Medical

AED and First Aid Locations. Know your address or current location.



Earthquake

Remain in place and evacuate when it's safe to move.



Active Assailant

Run | Hide | Fight



Evacuation

Know how to get out and where to gather following an evacuation.



Severe Weather

Stay weather aware and monitor conditions in your immediate area.

Seek shelter, as necessary.



Employee Wellbeing

Safety is a priority, in the event of an emergency, respond!

No penalty for leaving due to an emergency event.



Accountability

Inform your instructor and Leader of the situation (if possible).

Inform your Leadership of your status during and after the emergency is over.



What to Know

Know your current address or physical location, and emergency contact information.

Know your evacuation routes, where to gather for evacuations, and severe weather shelter areas.



Expectations

- 1 Be fully present
- 2 Participate
- 3 Be respectful
- 4 Commit to this class fully



Our Journey



**120 Destinations
11 Countries**



Core Competency

Improve Continuously

Consistently reviews processes or operations to find cost-saving opportunities; applies an efficiency-oriented approach to evaluate the status quo and optimize, develop, or recommend enhancements.

Target Level

Target Behaviors

Foundational

Understands importance of improving efficiency related to Southwest's goals.

Recognizes when a current way of work can be more efficient while delivering consistent or improved results.

Reviews area of own work for cost-saving opportunities.

Proficient

Identifies opportunities focused on cost reduction and savings across Team or peer's work.

Applies efficient practices to achieve measurable benefits.

Proposes enhancements and solutions that lead to process or improved business performance.

Advanced

Enhances existing methods to become more efficient.

Leads efficiency efforts and trains others in developing efficient solutions.

Collaborates with others to find cost-savings across departments or processes.

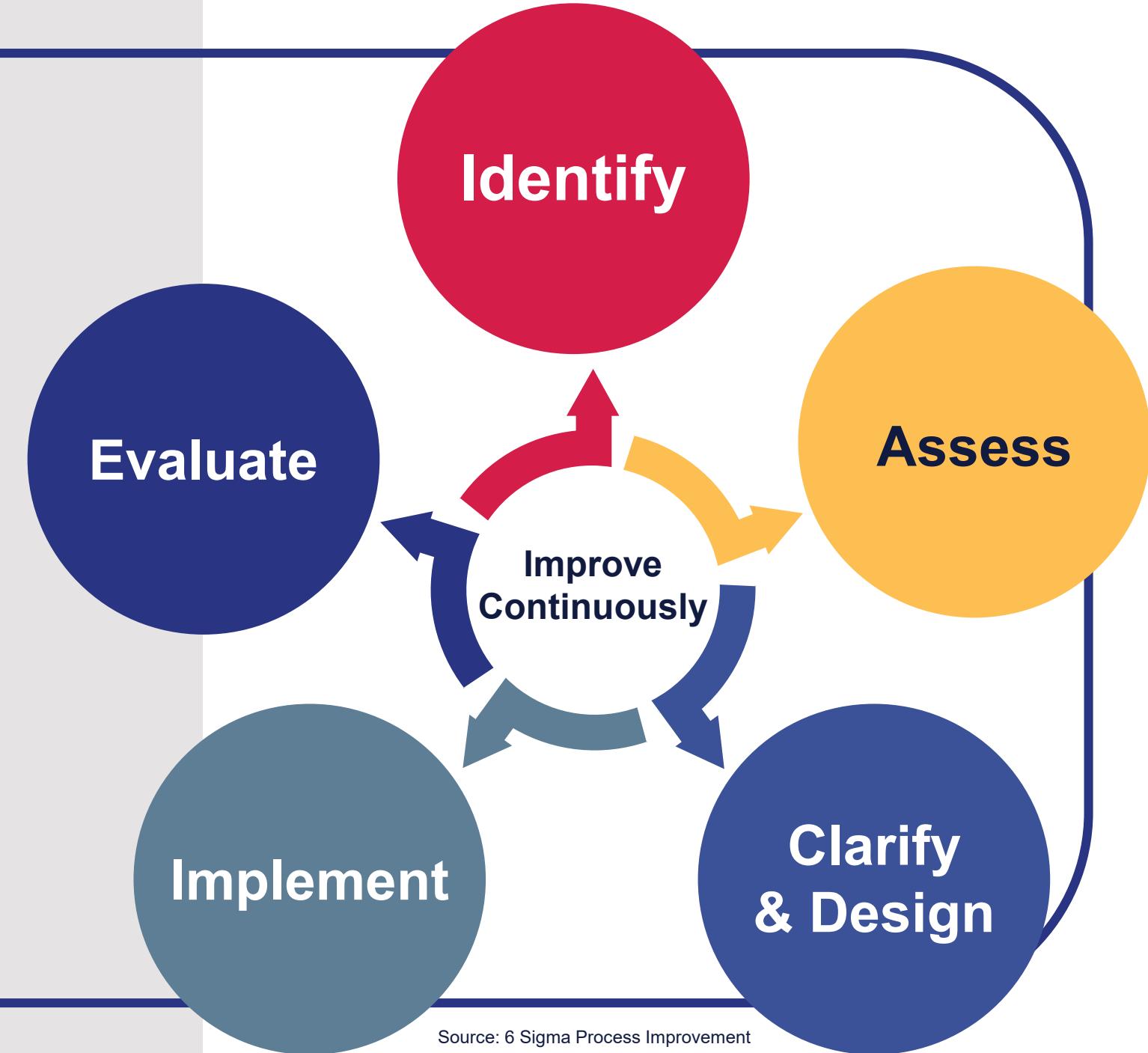
Expert

Drives development of efficient methods that support enhancement of organization-wide processes and drive operational excellence.

Promotes a Culture of efficiency and innovation.

Acts as an expert in identifying opportunities for improvements of cost drivers.

Improving as a Continuous Cycle





Identify Opportunity

Competency Focus:

Recognizes when a current way of work can be more efficient while delivering consistent or improved results (Foundational)

Identify

How can we identify opportunities for process improvement?

Evaluate

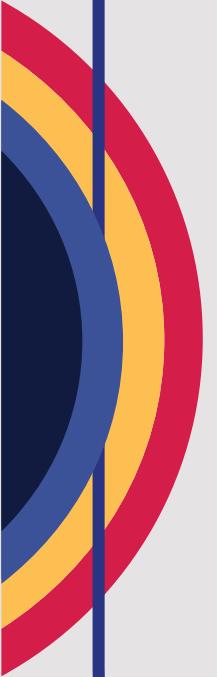
Improve Continuously

Assess

Implement

Clarify & Design



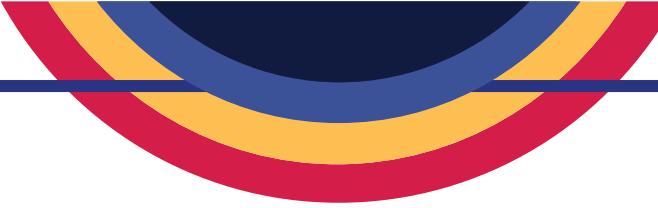


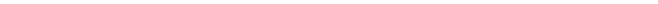
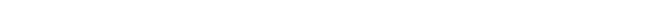
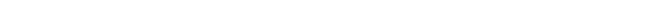
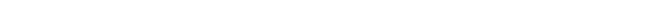
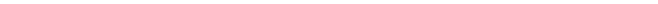
Learning in Action

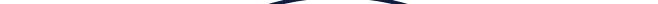
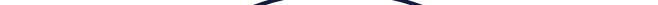
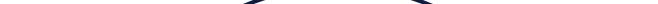
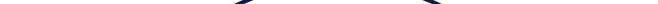
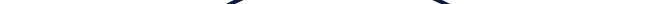
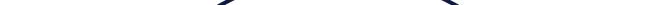
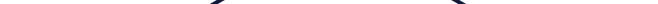
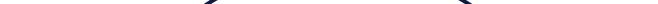
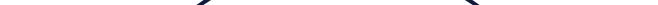
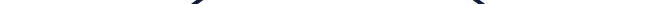
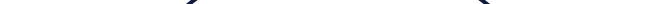
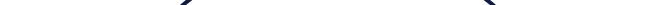
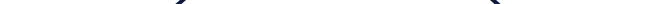
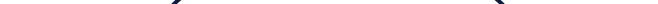
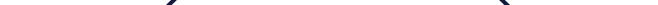
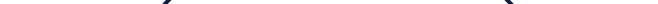
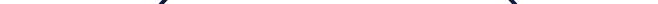
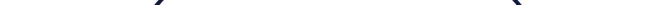
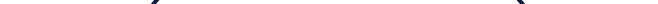
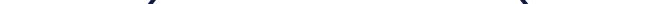
Think about a process improvement opportunity you saw or see but are not speaking up about...

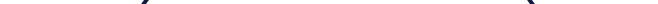
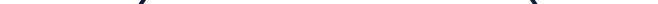
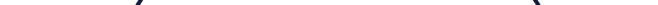
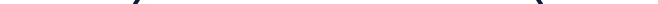
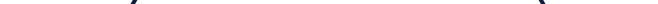
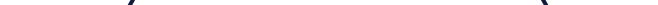
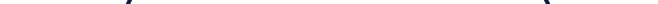
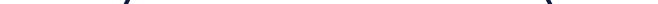
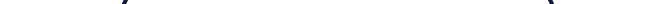
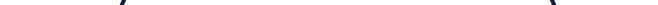
What are the signs that there is an opportunity to improve something?

What is preventing you from engaging?



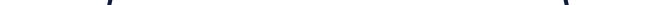
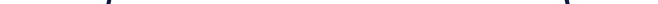
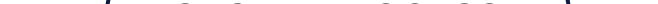
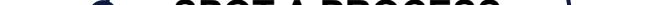
























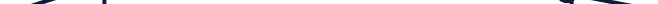
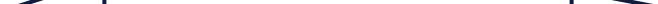
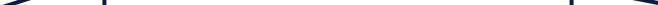






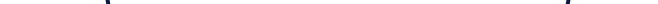
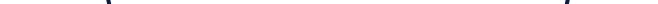
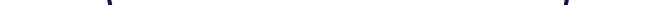






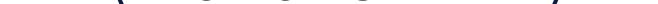


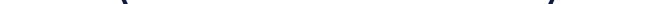
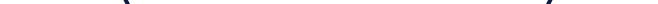
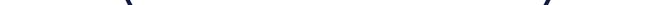
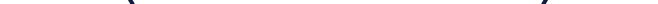
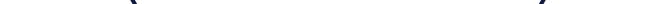
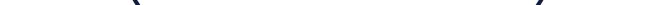
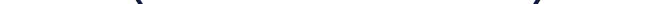
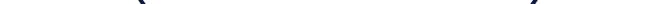
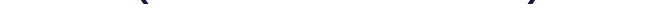
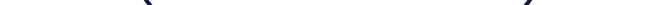
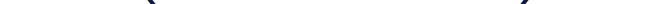
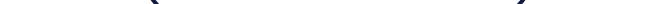
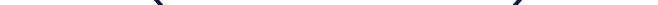
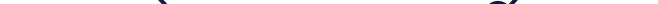
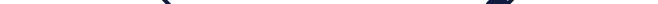




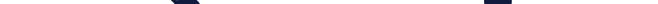
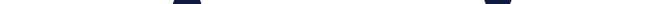
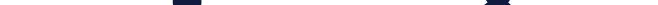
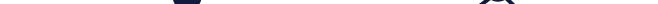
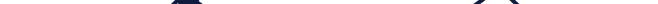
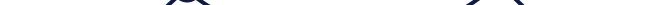
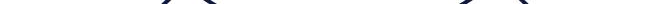
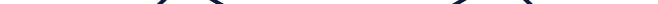
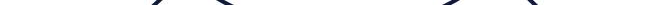
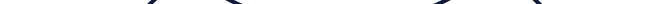
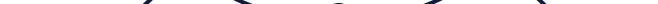






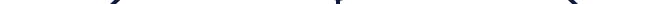
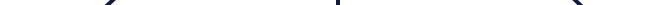
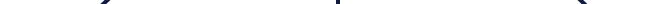
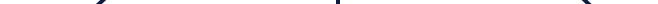
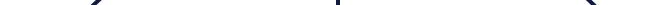
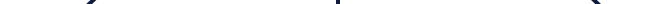
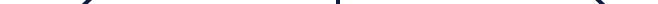
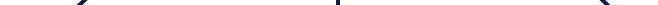
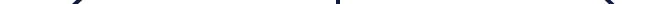
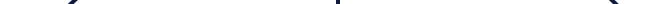
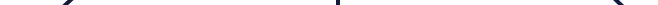
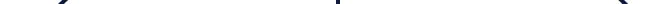
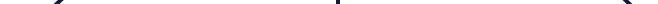
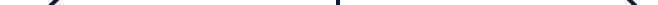
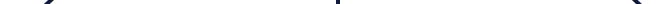
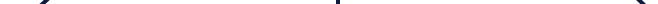
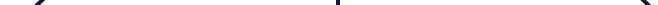
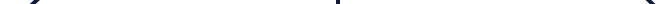
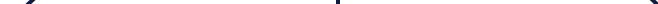
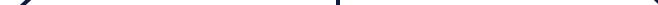
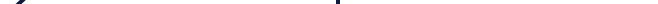
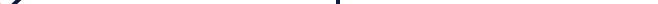
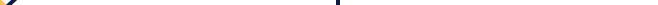
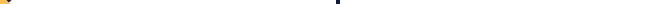
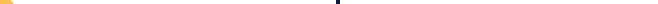
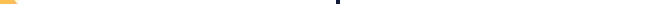
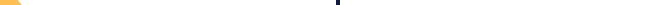
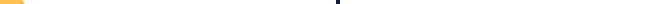
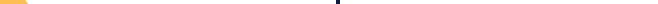
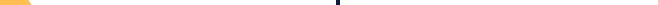
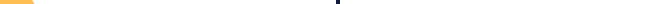
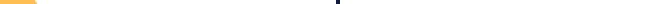


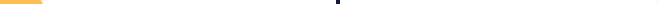
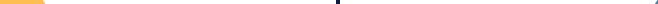






















































































































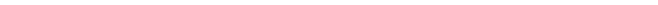
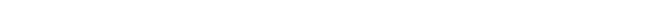
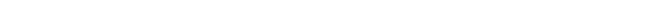
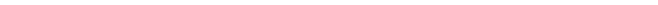
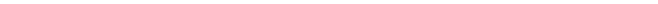
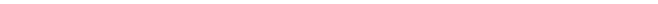
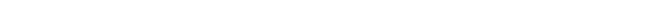
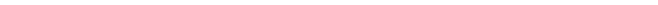




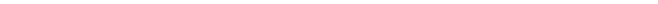
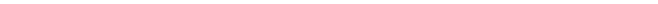
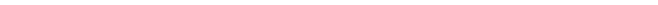
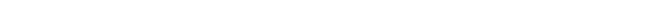
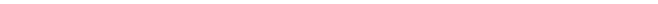
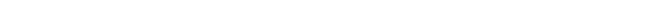
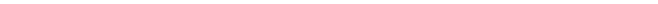
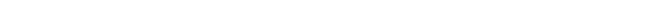


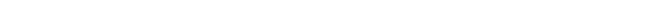
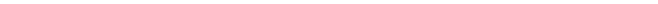
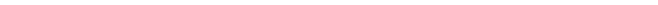
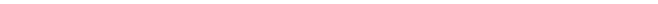
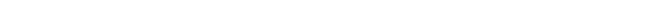
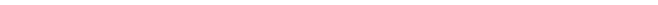
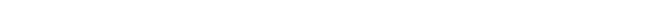
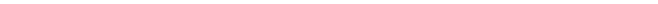
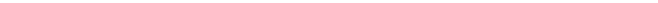
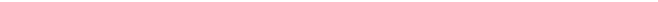
















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Process Improvement Hurdles



Psychological
Safety



Lack of
Historical
Context



Resistance
to Change



Resource
Limitations



Lacking Measurable Goals
and Sustainment



Scenario

Our Purpose: We Put the Heart in Hospitality

Our Charge: Identify problems and opportunities

What We See:

- Jorge has noticed an increase in Customer Service line overflow at the airport.
- When kiosks don't function properly/are difficult to navigate, Passengers seek assistance from Customer Service Agents.
- This results in long wait times, increased Customer calls, and an overall negative experience for travelers.
- Jorge recognizes that his People are frustrated, and their Customers are not happy. It's time to step in.



Identify

Scenario Reflection

What issues is Jorge
identifying?

How do you know?



Values

Me

How I Show Up

Pride

- Have a strong work ethic
- Take initiative
- Be accountable

Integrity

- Act like an owner
- Choose to do right
- Be courageous

Humility

- Don't take yourself too seriously
- Keep perspective
- Don't be a jerk

We

How We Treat Each Other

Teamwork

- Practice civility
- Embrace Team over self
- Be inclusive

Honesty

- Speak up
- Be transparent
- Tell the truth

Service with LUV

- Practice Hospitality
- Live by The Golden Rule
- Don't be rude

Southwest

How Southwest Succeeds

Efficiency

- Don't make the easy hard
- Keep costs low
- Stay agile

Discipline

- Be safe
- Be focused
- Be reliable

Excellence

- Get results
- Win the right way
- Kick tail



Assess Opportunity

Competency Focus:

Leads efficiency efforts
and trains others in
developing efficient
solutions (Advanced)





To be or not be?

How do we know when to engage in the improvement process?



Scenario

Our Purpose: We Put the Heart in Hospitality

Our Charge: Identify problems and opportunities

What We See:

- Jorge has noticed an increase in Customer Service line overflow at the airport.
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- This results in long wait times, increased Customer calls, and an overall negative experience for travelers.
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Process Considerations



Safety
Prioritize Safety



Customer Impact
People-Centered Company



Cost/Benefit Analysis
Stay Low-Cost



Scope and Goals
Embrace Simplicity



Schedule
Stay Agile and Realistic



Gathering Information

How do we find the inefficiencies in a process?

WHO

.....

Who should be involved?
Who will be impacted?

WHAT

.....

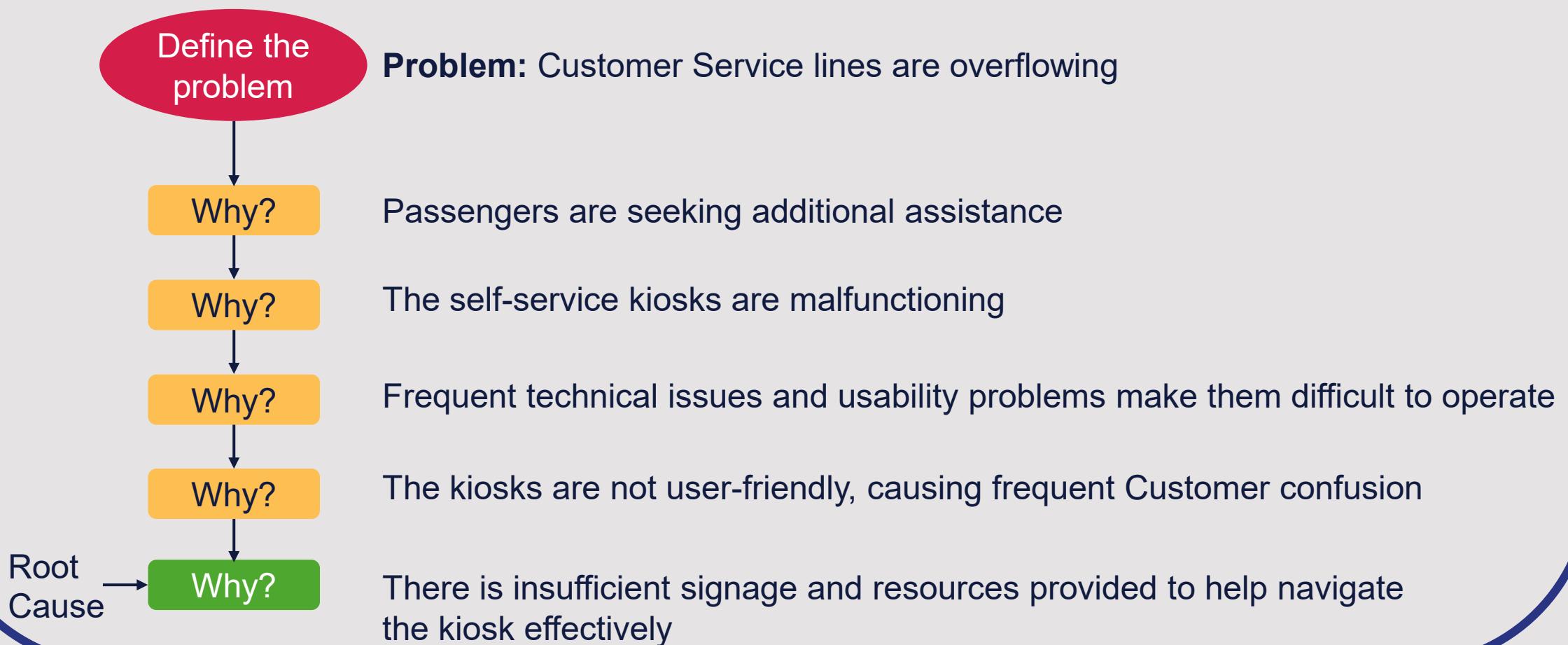
What information needs
to be gathered?
What questions do we ask?
What do we need to look out for?
What's at stake?

WHY

.....

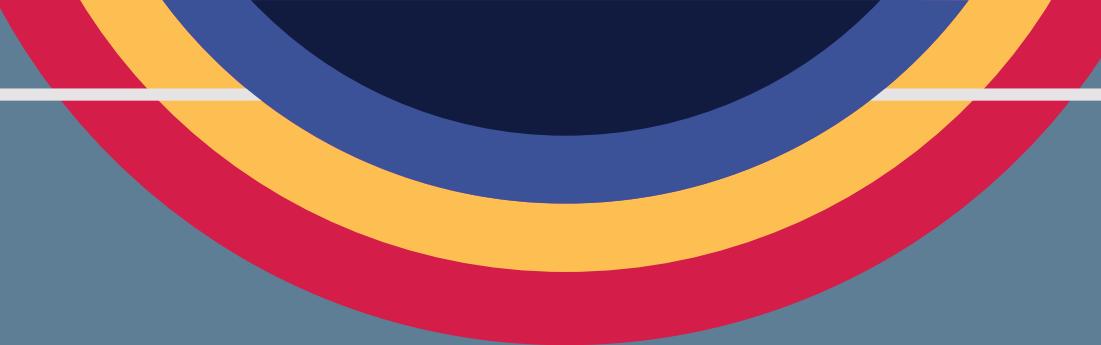
Why is this happening?

Why, Jorge, Why?





Learning in Action



Think about an issue or inefficiency that you have observed...

What is your problem statement?

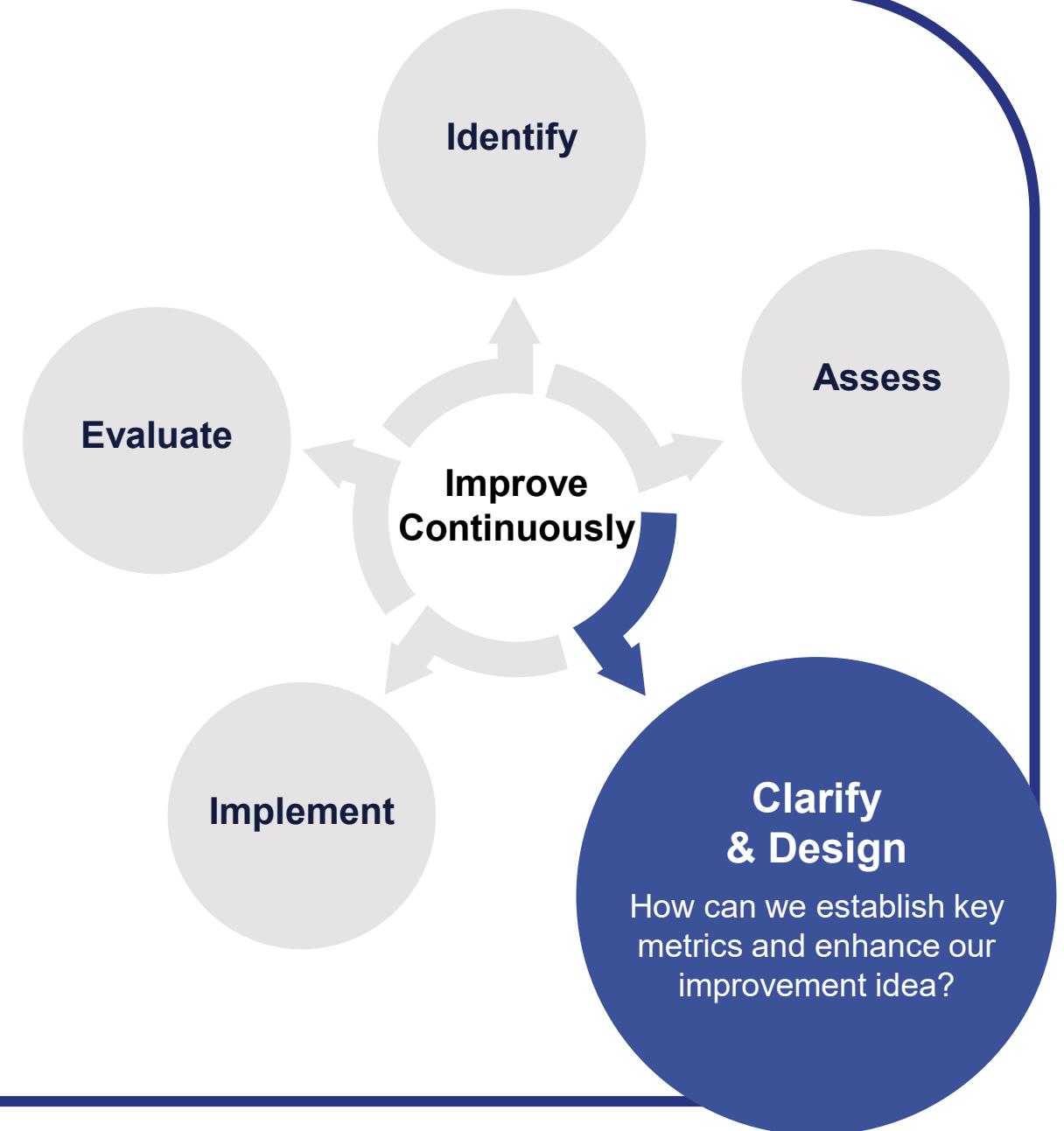
What is the “why”?



Clarify & Design

Competency Focus:

Applies efficient practices to achieve measurable benefits (Proficient)



Bringing the Idea to Life

How can we take this dental hygiene routine from good to great?

What structure do we need?

Is there an alternative way to do this?



Defining Our Metrics

How do we measure success?



Customer Experience



Quality



Cost



Time

What are other ways we measure success at Southwest?

Key Performance Indicators (KPIs)

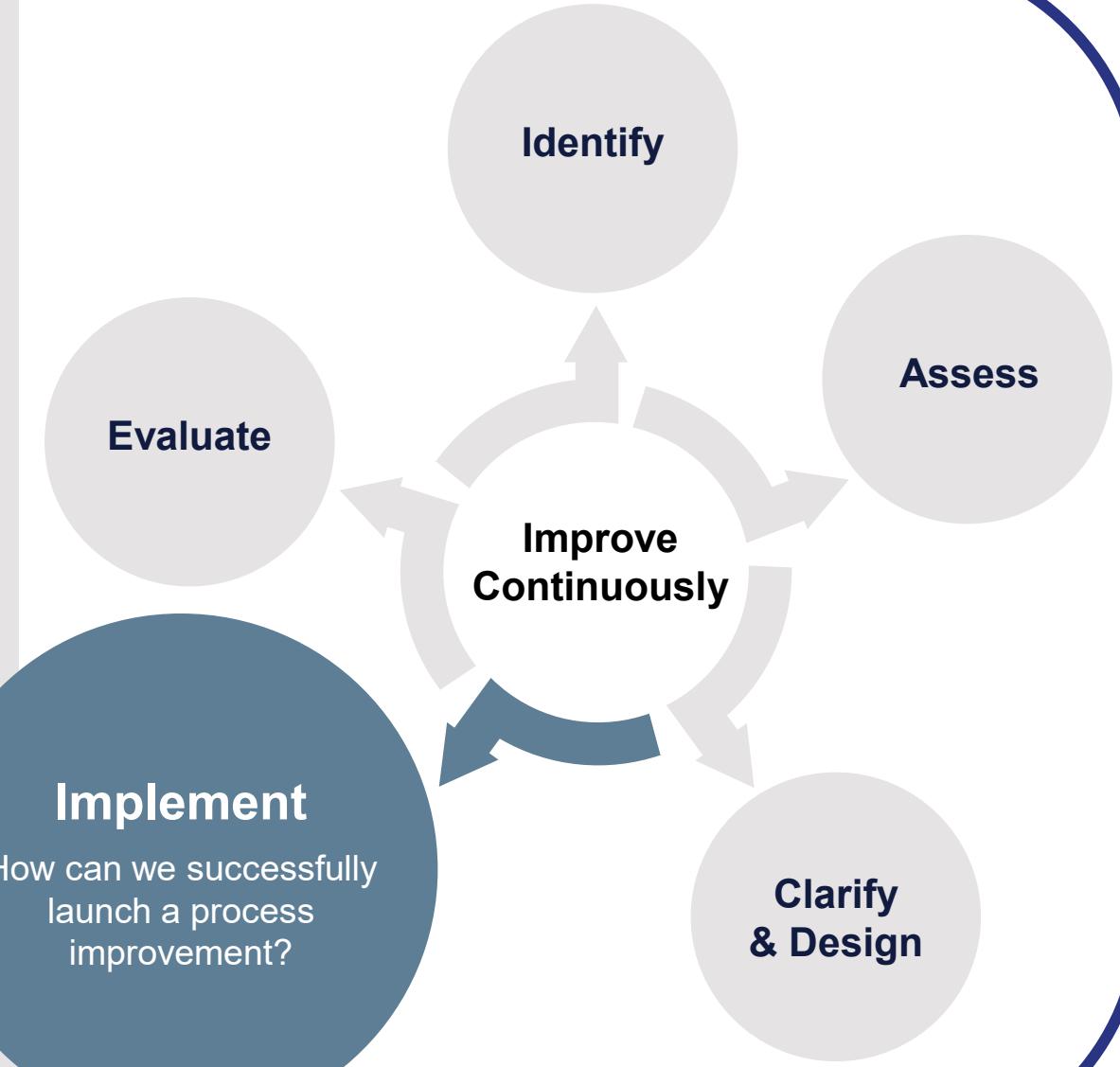
- 1 Relevant to the organization's goals
- 2 Measurable and quantifiable
- 3 Actionable
- 4 Timely
- 5 Easy to understand and communicate



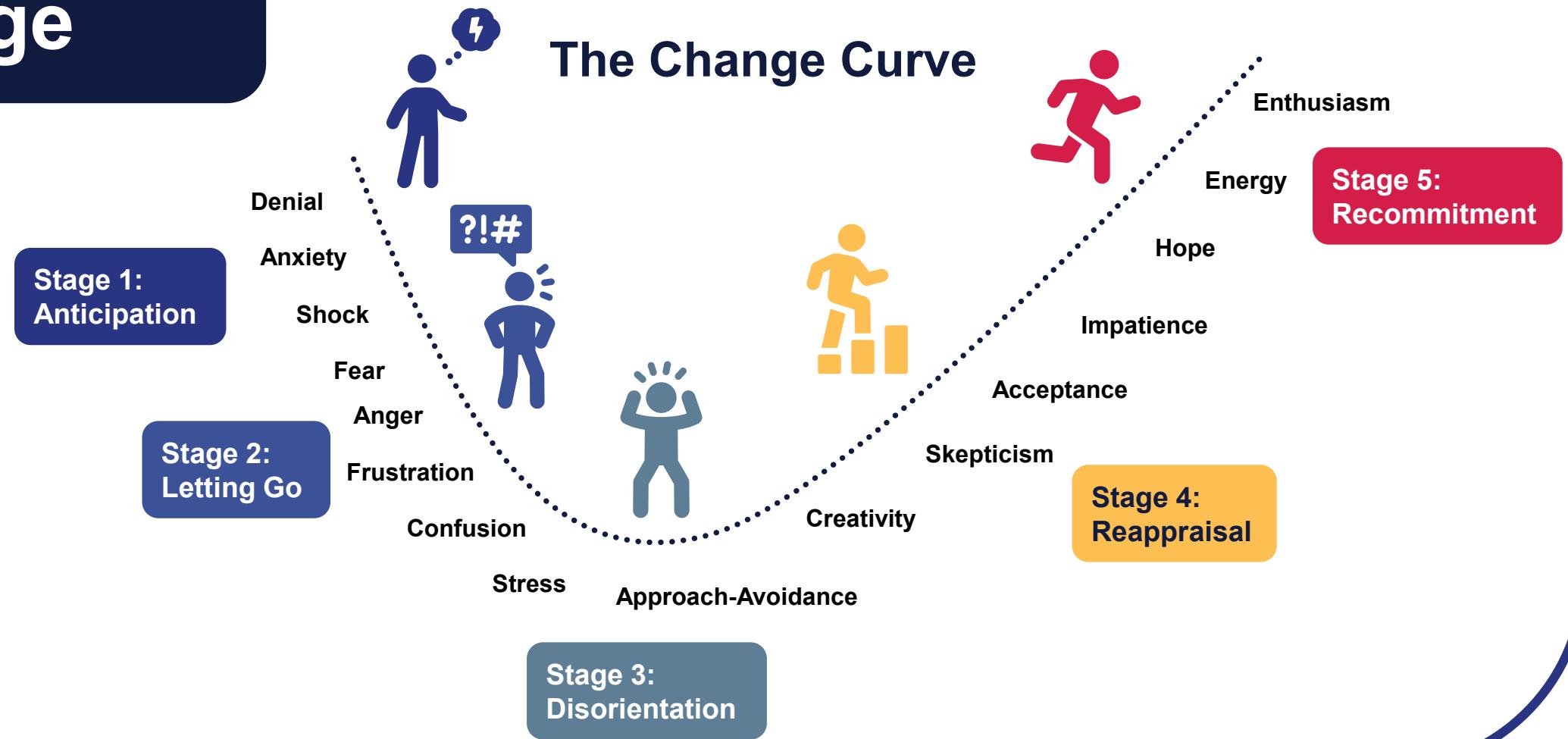
Implement Change

Competency Focus:

- Leads efficiency efforts and trains others in developing efficient solutions (Advanced)
- Promotes a Culture of efficiency and innovation (Expert)



Processing Change



Supporting Others Through Change

State of Change	Description	Emotions	Action
 1. Anticipation	Knowing or expecting that something is going to happen	Denial Anxiety Shock Fear	Communicate
 2. Letting Go	Facing the fact that things are different and letting go of the past	Anger Frustration Confusion	Listen
 3. Disorientation	Things are no longer what they were, and they aren't yet how they are going to be	Stress Approach-Avoidance	Direct
 4. Reappraisal	Taking a new look at the situation and assessing options	Creativity Skepticism Acceptance	Engage
 5. Recommitment	Reconnecting to a sense of purpose	Impatience Hope Energy Enthusiasm	Coach



Learning in Action

Change Management Practice

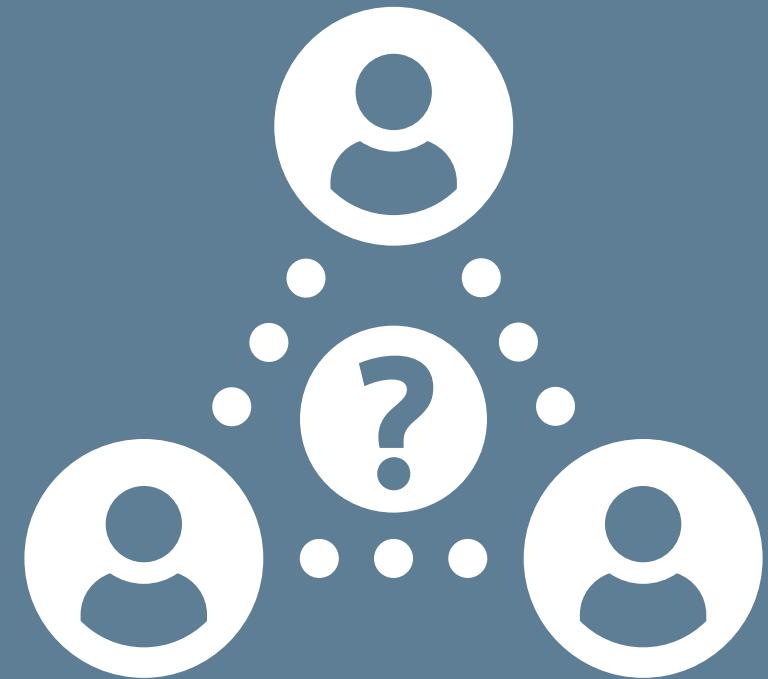


Jorge is leading a process improvement initiative on his Team to improve kiosk signage by clarifying instructions, adding multilingual support, and conducting regular maintenance checks. Natasha, a Team Member, is struggling with the changes of this new process. She feels overwhelmed by the additional responsibilities and how they will affect her. Natasha sees potential benefits from the changes but is hesitant to fully engage due to her concerns about the feasibility of the new process. As the changes are rolled out, Natasha's uncertainty is growing, and she is finding it difficult to navigate the shift in her responsibilities.

- What stage is Natasha experiencing in the Change Curve? How can Jorge support her?
- When reflecting on your own experiences, how can you apply what you learned as you process or support others through change?

Breakout Debrief

- What stage is Natasha experiencing in the Change Curve? How can Jorge support her?
- When reflecting on your own experiences, how can you apply what you learned as you process or support others through change?





Rollout Communication Checklist

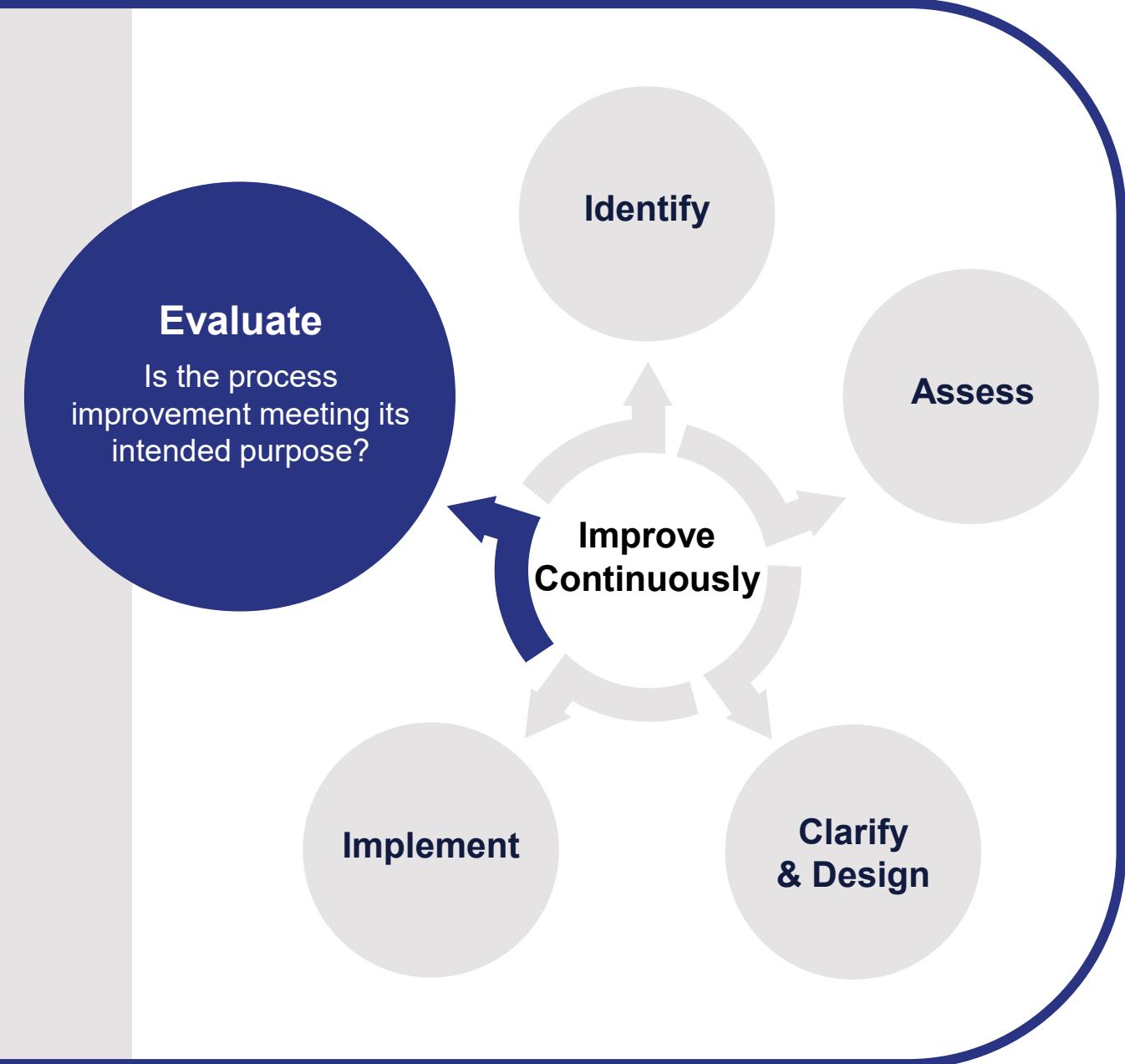
-  **Communicate:** Communicate the change to involved parties
-  **Educate:** Familiarize People with the new process
-  **Test:** Test informal and formal processes accordingly
-  **Implement:** Establish a launch date and continuously communicate
-  **Retire & Sustain:** Retire irrelevant processes and sustain what you've built



Evaluate Value of Change

Competency Focus:

- Recognizes when a current way of work can be more efficient while delivering consistent or improved results (Foundational)
- Applies efficient practices to achieve measurable benefits (Proficient)
- Leads efficiency efforts and trains others in developing efficient solutions (Advanced)
- Promotes a Culture of efficiency and innovation (Expert)



Evaluating Change



Compare data to see if root cause is addressed



Take action and address any gaps



Track and evaluate for new metrics

Building a Culture of Continuous Improvement



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Core Competency

Improve Continuously

Consistently reviews processes or operations to find cost-saving opportunities; applies an efficiency-oriented approach to evaluate the status quo and optimize, develop, or recommend enhancements.

Target Level

Target Behaviors

Foundational

Understands importance of improving efficiency related to Southwest's goals.

Recognizes when a current way of work can be more efficient while delivering consistent or improved results.

Reviews area of own work for cost-saving opportunities.

Proficient

Identifies opportunities focused on cost reduction and savings across Team or peer's work.

Applies efficient practices to achieve measurable benefits.

Proposes enhancements and solutions that lead to process or improved business performance.

Advanced

Enhances existing methods to become more efficient.

Leads efficiency efforts and trains others in developing efficient solutions.

Collaborates with others to find cost-savings across departments or processes.

Expert

Drives development of efficient methods that support enhancement of organization-wide processes and drive operational excellence.

Promotes a Culture of efficiency and innovation.

Acts as an expert in identifying opportunities for improvements of cost drivers.



Key Takeaways

- Recognizing the signs is key to identifying process improvement opportunities
- Drive efficiency by maintaining a cost-effective mindset to support continuous improvement and achieve our Company Mission
- Using a process improvement framework helps us make data-informed decisions
- Maintain a People-focus during the change management phase of implementation



THANK YOU!



Scan for survey