

FIND A WAY TO YES!

Bringing Humanity Back to AIR TRAVEL
jetBlue

"Culture is what people do when no one is looking"

Herb Kelleher
Chair S.W. AIR
& Servant LEADER



CREATE A DISCIPLINED CULTURE OF EXCELLENCE

didn't state values but lived them daily
Walton, Wallmart

You cannot "create culture" it is a product of the environment!

MORE GOOD PEOPLE THAN BAD
need to tell the good stories about great servant leaders



DEVELOP A VALUES BLUEPRINT

BEHAVIORS GIVE MEANING TO THE VALUES



Cards with each value on it - write a note acknowledging the behavior

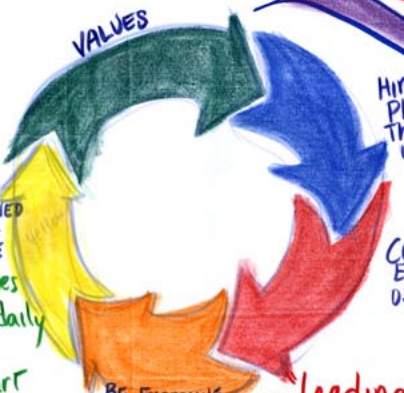
VALUES and Behaviors AFFECT:

- ▲ People
- ▲ PRODUCT
- ▲ Prosperity
- ▲ Patients

IF YOU SAY YOU ARE a caring organization you need to ACT in a caring way to your employees

People will continue to do a positive new behavior if you support & recognize it - INCENTIVIZE

VALUES CENTRIC



Hire 'A' players that mirror your values can't afford "C" players

CONTINUALLY Exceed Expectations of your people

BE EXCESSIVE ABOUT YOUR PATIENTS

Leading change means influencing people deliberately
Jayne Felgen
I, E, Z

Leaders → Values → Behaviors → Culture → Performance

People with Integrity & humility - just live it every day



LEADERSHIP

ANN RHOADES

"A" PLAYERS' behaviors consistently reflect the VALUES of the Organization

Share RBC MODEL Before you hire - need the commitment on 'DAY ONE' = consistency of performance

- ★ EXPECT Them to understand the Business - give them the #'s
- ★ they need to help make the #'s
- ★ They will help save \$
- ★ Then REWARD Them

System of Recognition



Think Creatively ABOUT WHO YOU HIRE

"we miss a golden opportunity when we fail to take seriously the exuberant creators among us"
Jayne Felgen
leading lasting change

Don't LET YOUR 'A' PLAYERS GO - FIND A WAY TO YES!

KEEP TRACK of your GOOD PEOPLE LISTEN to what they want

"C" people in Leadership Roles Lower the performance bar for everyone



TIGER TEAMS - SELF MANAGED



What % of your employees could pick you out of a police line-up?
Brian Jones

DRIVE A LOWCOST CULTURE STRATEGY MAP

don't do the things no longer relevant Provide Exceptional PROCESSES

"A" PEOPLE Engaged in making their organization SUCCESSFUL

SAVE \$20 million in FUEL
SAVED \$35,000 on Dunkin Donuts coffee

- Hurricane IKE
- quests of in patients
- staff dependents
- Pets
- CUT SICK TIME
- IT'S an OPTION
- Bonus instead



LINKS TO PERFORMANCE AT ALL LEVELS

BEHAVIORAL BASED INTERVIEWING
PAST BEHAVIOR → FUTURE BEHAVIOR

IT'S ALL ABOUT QUALITY and SAFETY SYSTEMS



When you think you're HOT you're NOT !!

Embarrassed & deeply Sorry for worst operations week in Jet Blue's history...

Signed, CEO

IT'S ABOUT HUMILITY
IT'S ALL ABOUT RECOVERY AT EARLIEST OPPORTUNITY

BE TRANSPARENT!



jetBlue
HIGHEST CUSTOMER SATISFACTION AWARD 5th CONSECUTIVE YEAR

Im so glad! every little cell is happy and Well!