**Case:** Address the seven questions associated with the chapter eight Opening Case Application: Southwest Airlines mentioned in the document with a three to five page paper (excluding title, abstract, and reference pages). Completely review the company website noted in the case

Include at least three peer reviewed sources. Assignment should be APA compliance.

Please use this strategy when you analyze a case:

1. Identify and write the main issues found discussed in the case (who, what, how, where and when (the critical facts in a case).
2. List all indicators (including stated "problems") that something is not as expected or as desired.
3. Briefly analyze the issue with theories found in your textbook or other academic materials. Decide which ideas, models, and theories seem useful. Apply these conceptual tools to the situation. As new information is revealed, cycle back to sub steps a and b.
4. Identify the areas that need improvement (use theories from your textbook)
   * Specify and prioritize the criteria used to choose action alternatives.
   * Discover or invent feasible action alternatives.
   * Examine the probable consequences of action alternatives.
   * Select a course of action.
   * Design and implementation plan/schedule.
   * Create a plan for assessing the action to be implemented.
5. Conclusion (every paper should end with a strong conclusion or summary)

Make sure you adhere to the writing rubric, which includes citing your sources

**Writing Requirements**

* 3-5 pages in length (excluding cover page, abstract, and reference list)
* At least 3 cited sources
* Please make sure to credit all of your sources; no plagiarism! If you fail to credit your sources, you will get no points and no chance to redo
* APA format

**Case study:**

For more than four decades, Dallas-based Southwest Airlines continues to differentiate itself from other airlines with top-of-the-line customer service delivered by more than 45,000 employees to more than 100 million custom- ers annually. Key to this success is Southwest’s teamwork and a people-centered culture. In his 2012 Southwest Airlines One Report, CEO Gary Kelly reiterated the com- pany’s team philosophy: “Our Employees are passionate about our Purpose to connect people . . . We couldn’t be who we are without our dedicated Employees.” As he puts it, at Southwest, “We believe in Living the Southwest Way, which is to have a Warrior Spirit, a Servant’s Heart, and a Fun-LUVing Attitude.”

Southwest has an extensive training and development program for its employees that focuses on building their leadership and teamwork skills.The University for People and the Manager-in-Training (MIT) are two flagship pro- grams that make this possible. According to the company’s Web site, the University for People is a state-of-the-art training facility that offers employees training and devel- opment for every stage of their careers. Offerings include orientation sessions for hires, leadership for frontline and management-level employees, oral and written commu- nication, performance appraisals, and even a Myers-Briggs personality assessment to help teams better appreciate individual differences and work more cohesively.

The MIT program focuses on employees with high po- tential for leadership and interest in a long-term career at Southwest Airlines. MIT I is designed for employees at the supervisor, team leader, and manager levels. MIT II is de- signed for managers and directors who aspire to higher leadership positions. Participants learn how to become strategic leaders.

At Southwest, each department has a dedicated team working together to create action plans to realize its mis- sion and vision. On May 3, 2013, CEO Kelly captured the essence of Southwest’s team approach with this closing statement in his annual report to employees and share- holders: “As we look to our future in building LUV (“LUV” is the ticker symbol for Southwest on the NewYork Stock Exchange), our priority is to maintain the excellence we have built . . . with our brand, Culture, Customer Service, operational excellence, and consecutive annual profits. I am enthusiastic about our 2013 plan and believe our transformation efforts will make us better, stronger, and more competitive. And, the outstanding efforts, commit- ment, and dedication of our People give me confidence in our ability to successfully execute our plan.” Southwest has ranked on Fortune’s World’s Most Admired Companies list ever y year since 1994. They upheld this record with the recent recognition in 2013 as the seventh most admired company in the world.

Can you answer any of these questions? You’ll find an- swers to these questions and learn more about Southwest Airlines and team leadership throughout the chapter.

To learn more about Gary Kelly and Southwest Airlines, visit Southwest’s Web site at <http://www.southwest.com>.

**Case Questions:**

1. What does it say about Gary Kelly’s leadership philosophy when he categorically proclaims, “Our people are our single greatest strength and most enduring long-term competitive advantage”?

2. How can you match our definition of team ef- fectiveness as a multivariable concept involving three components (task performance, group process, and individual satisfaction) to this statement by Mr. Kelly: “We believe in Living the Southwest Way, which is to have a Warrior Spirit, a Servant’s Heart, and a Fun-LUVing Attitude”?

3. What is the evidence that there is strong orga- nizational support for teamwork at Southwest?

4. In what way has Southwest shown that it under- stands the connection between team leadership and team success?

5. Southwest encourages its teams to be creative problem solvers. What are some examples of creative problem solving by Southwest teams?

6. Of the four types of teams discussed, which type(s) do you think Southwest is using?

7. Do you think Gary Kelly is the type of leader who would embrace the self-managed team con- cept? Explain your answer.