

# **“No One Sings Solo”**

## **Missions Succeed With Harmony**

Howard Putnam

Former CEO Southwest Airlines

**NASA Conference - Lake Tahoe**

**June 28, 2005**





# Like pilots we all need:

- A vision and flight plan to the destination
- Leadership and a TEAM
- Communication
- Stars (checkpoints) to steer by
- People support: mentors, instructors, role models
- Radar, technology and tools to navigate
- Benchmark our progress







The Rules of  
Engagement  
Changed Forever in  
Aviation on 9-11

Some play the game

Others change the  
way the game is  
played

**“The person who wants to be NASA Administrator must be extremely naive or extremely optimistic. Mike Griffin is in the “optimistic” category. There are a lot of forces in favor of the status quo, and Mike will have to change that.”**

**Louis Friedman, Executive Director of the Planetary Society, a non-profit group that supports space exploration.  
(USA Today, March 14, 2005)**

# **NASA Priorities Michael Griffin**

- **Shuttle flies till 2010, safely as possible**
- **New Crew Exploration Vehicle thereafter**
- **Balance exploration, science, aeronautics**
- **Complete International Space Station**
- **Pursue partnerships with emerging commercial space sector**
- **Lunar return program for Mars, etc.**

# **Rules of Engagement in Business 2005**

- **Clear and succinct vision for future**
- **What business are you really in?**
- **Be proactive: Cost containment, quality and simplicity are not mutually exclusive**
- **Honesty, integrity and governance to build trust**

# **Rules of Engagement in Business 2005**

- **People, teams supported by technology**
- **Culture to match and support business**
- **Focus on processes and integration of all the parts**
- **Transformation and turbulence are ongoing**

# Virgil Putnam – A leader & model of Integrity





**Turbulence is inevitable**

**Misery is optional**

Transformation of  
organizations, cycles  
&  
turbulence surround us





# The beginning of an era (cycle)





# The end of an era (cycle)





# Branding

If you sell a product or service you will be known as a vendor or a supplier

If you sell a vision or experience, you will develop a brand

**Simon and Gomes – New York - 2002**

Southwest created a culture  
through vision.....

We figured out what business  
we were in.....

“Mass Transportation”

# Why Southwest Airlines Works – Clear Value Proposition



1978 – 12 B-737's  
1000 Employees  
Employees are # 1



2005 – 430 B-737's  
37,000 Employees  
Employees are still # 1



# **The Southwest Airlines Vision/Mission**

**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 for all**

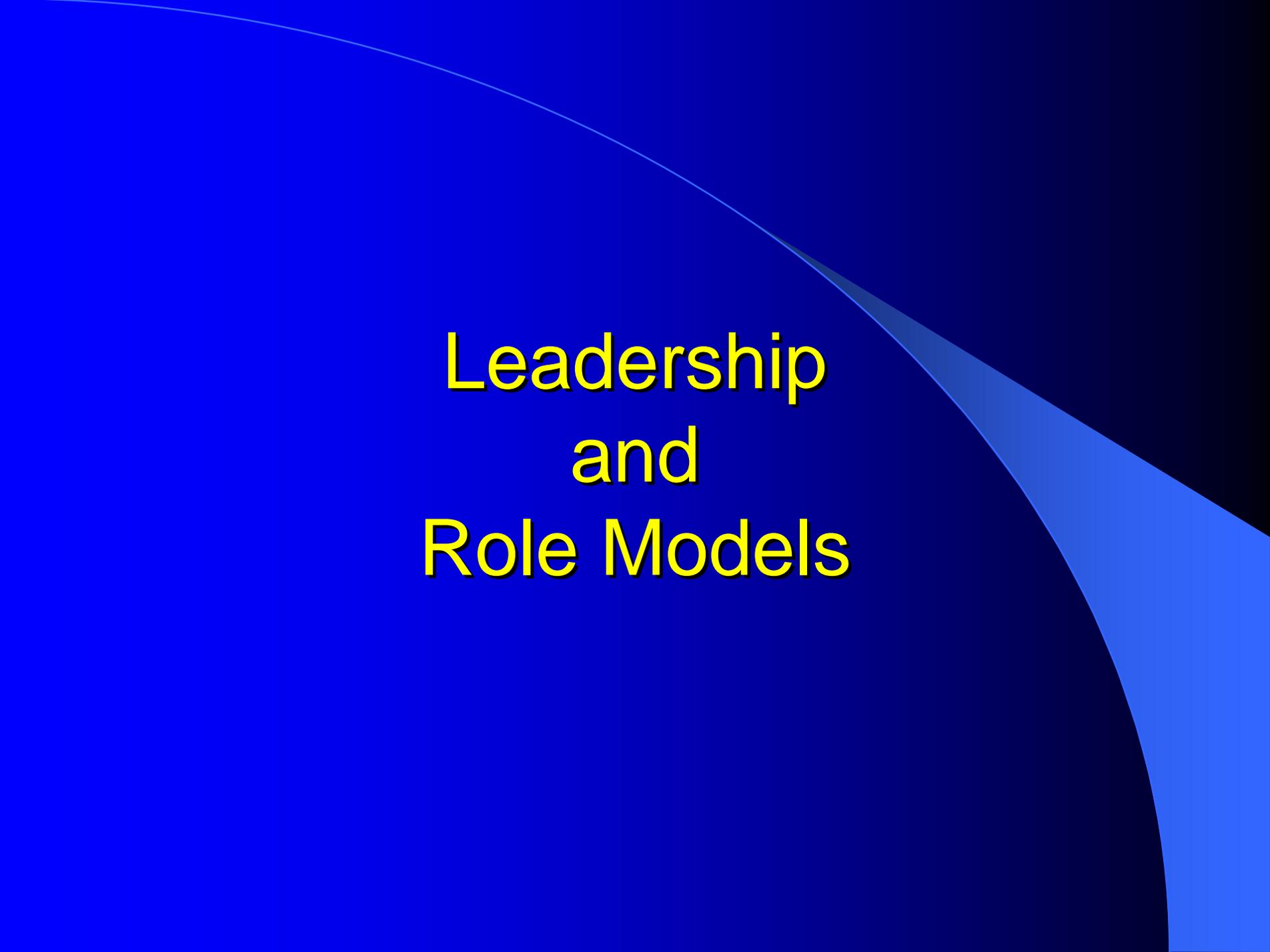
# 10 Reasons Why Southwest Airlines Works

- Vision (Steady to the course for 26+ years)
- Leadership (Open, honest)
- People #1 (Hire attitudes, profit sharing all)
- Niche (Mass transportation)
- Product (value, safe, fun)
- Simplicity (One type aircraft)
- Productive (High utilization of assets)
- Operational (LOWEST COST, focus on execution)
- Technology (Efficient use of internet)
- No AEE (Arrogance, ego, exclusion)

# How Southwest Airlines Hires

- Cheerfulness
- Attitude
- Optimism
- Decision making ability
- Team spirit
- Communication
- Self confidence
- Self starter



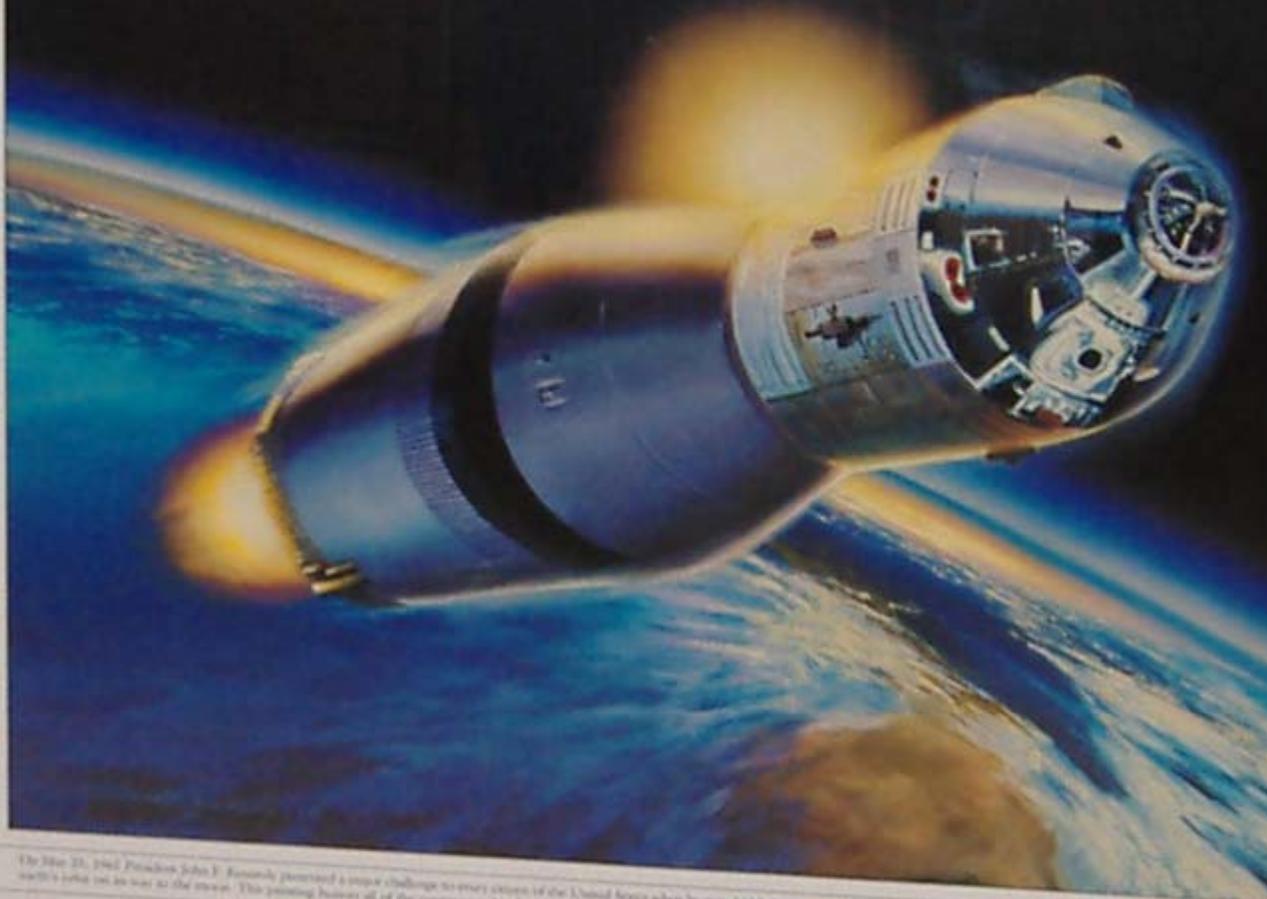


# Leadership and Role Models

# What do you look for and admire in a leader?

(Used with permission from Jim Kouzes and Barry Posner Research)

- ❑ 1. 88% Honest
- ❑ 2. 75% Forward looking
- ❑ 3. 68% Inspiring
- ❑ 4. 63% Competent
- ❑ 5. 49% Fair minded
- ❑ 6. 41% Supportive
- ❑ 7. 40% Intelligent
- ❑ 8. 33% Straightforward



The May 25, 1961 President John F. Kennedy presented a major challenge to every citizen of the United States when he stated "I believe we should go to the moon." This dramatic moment by actor Rick Elmore depicts a nation's determination to go to the moon. This painting honors all of the courageous Apollo Astronauts who dedicated their lives to fulfilling President Kennedy's dream of "landing a man on the moon and returning him safely to the earth."

*T Buzz Aldrin*  
 Buzz Aldrin - Apollo 11 - Lunar Module Pilot

*Jay Carr*  
 Jay Carr - Apollo 8 - Command Module Pilot  
 Apollo 11 - Lunar Module Pilot



*Richard Gordon*  
 Richard S. Gordon, Jr.  
 Apollo 11 - Command Module Pilot

*Fred W. Cook*  
 Fred W. Cook - Apollo 11 - Lunar Module Pilot

*William S. Pogue*  
 William S. Pogue - Apollo 11 - Lunar Module Pilot

*Michael Smith*  
 Michael Smith - Apollo 17 - Lunar Module Pilot  
 Apollo 17 - Mission Commander

*Ed S. White*  
 Ed S. White - Apollo 11 - Pilot

*Paul J. White*  
 Paul J. White - Apollo 11 - Command Module Pilot

*Michael Collins*  
 Michael Collins - Apollo 11 - Command Module Pilot

*Walter Cunningham*  
 Walter Cunningham - Apollo 11 - Lunar Module Pilot

*James A. Lovell*  
 James A. Lovell - Apollo 13 - Mission Commander

*Al Worden*  
 Al Worden - Apollo 13 - Command Module Pilot

Sponsored by Kalle Davis in memory of the Southwestern National Air and Space Museum

# Neil Armstrong 1<sup>st</sup> man on the moon



# Jim Lovell, H. Putnam, Gene Cernan, Dick Gordon



# Six Time Shuttle Pilot Curt Brown—Sea Fury—Reno Air Races



# Coach Tom Landry Dallas Cowboys & Braniff Int'l



# 12 Touch Points of Leadership

- **Honesty, integrity, values**
- **Passion**
- **Vision**
- **Understanding your business**

# 12 Touch Points of Leadership

- **Hire the right (attitudes) people**
- **Flow state organization, flexible**
- **Focus on what you do best**
- **Great communication skills**

# **12 Touch Points of Leadership**

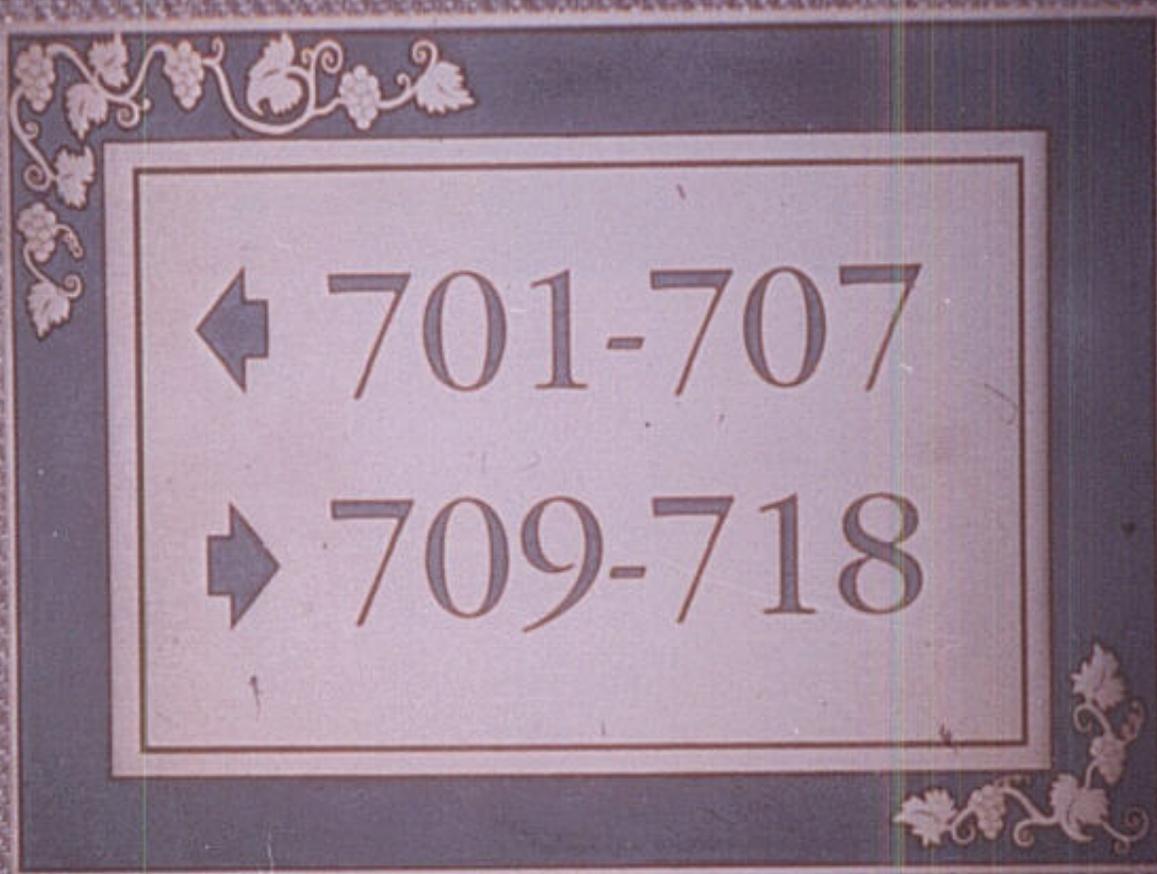
- **High energy level**
- **No AEE (Arrogance, ego, exclusion)**
- **Balance family, work, inner peace**
- **Capitalize on early life teachings and experiences**

**Perception becomes reality**

# COMMUNICATIONS

**"IF YOU ARE SITTING IN AN  
EXIT ROW AND YOU CANNOT READ  
THIS CARD OR CANNOT SEE WELL  
ENOUGH TO FOLLOW THESE  
INSTRUCTIONS, PLEASE TELL  
A CREW MEMBER."**





← 701-707

→ 709-718

*Hood River Vineyards*

708

9 23 '00



AIR RACES

DIRECTOR

AIR RACES

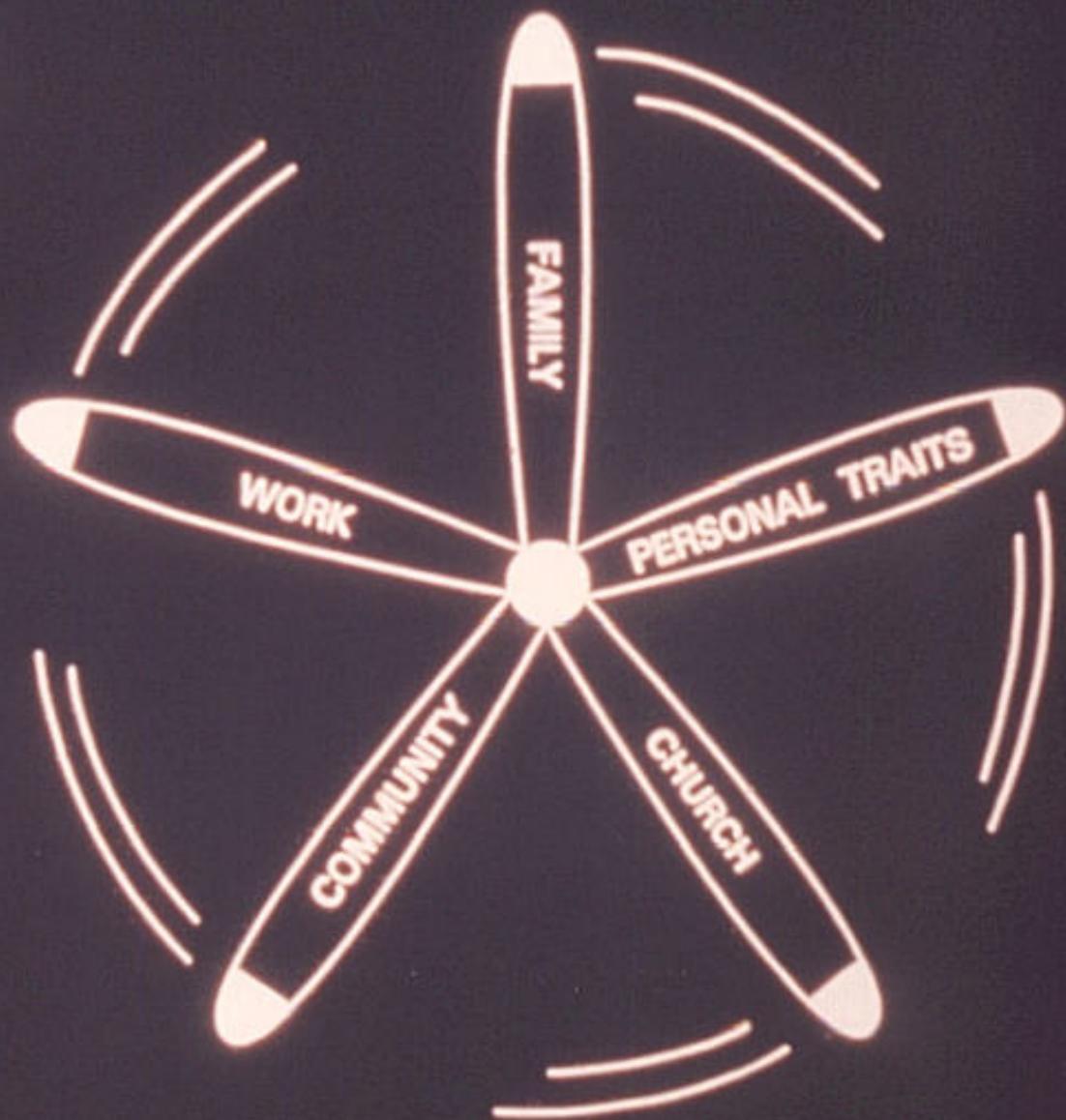
PULL  
FIRE  
ALARM

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# BALANCE



Are you really the person your dog thinks  
you are?



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**Sign up for complimentary  
Leadership eSeries**