

PROBLEM SOMEWIND STATEMENT

December 2022 Holiday Meltdown



- Planes grounded across the enterprise
- 16,000+ cancelled flights
- 100,000+ passengers stranded
- \$800+ million in damages

MELIOUS Southwest APPROAGE

PILLARS OF STRUCTURED KM

Organization Strategy Link

Values & Objectives

Business Drivers

Supportive KM Strategy

Needs Assessment

Discovery

Gap Analysis

Identify HIAs

Strategy Formulation

High Impact AreasCommunication

Information Access
Operational Efficiency

Operational Efficiency

Systems Maintenance
Staff Support & Retention

Implementation Plan

Recommendations

Tools & Methods

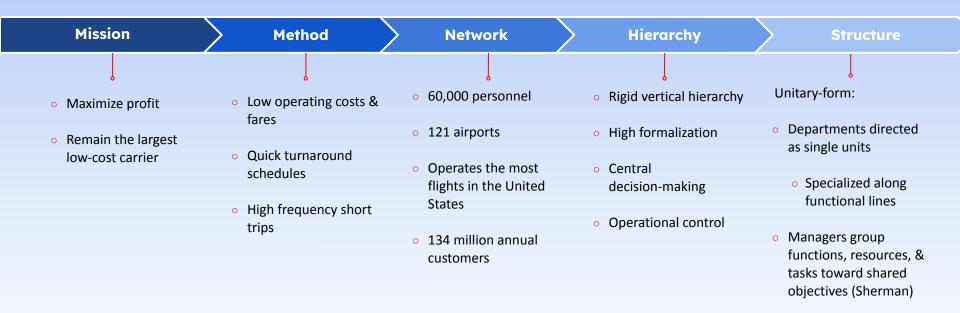
Ongoing monitoring & Iteration

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OUTLINE

	Meet Leadership Stakeholders	Surveys Focus Groups	V
	Gather Background	Data Analysis Summary	VI
	Analysis Model	Identify Gaps Barriers	VII
IV	Comprehensive Review	Action Plan Implementation	VIII

ORGANIZATIONA ANALYSIS



- Southwest

Internal Stakeholders Stakeholder Directors Managers **Employees** Shareholders 0 Perform daily Role Director approval: Organization: Supply: operations: Stability Planning o Flights Executing Direction & capital strategy Customer service Long term goals Delegate o et cetera Decision-making throughout benefiting org & elements stakeholders organization

Stakeholder Groups

Expectation

Stakeholders needs

Maintain competitiveness

Overall consistency

Effectiveness of operations

> Alignment to objectives

Equal pay & treatment

Benefits

Safe environment

Investment value

Voting & feedback on organizational

Maximized ROI

Competitiveness

Best practices

Profit

Gather Background

Stakeholder Groups External Stakeholders Stakeholder Customers Government Community Suppliers 0 0 Service & Role Key business Regulations o General products: motivation economic Policy infrastructure & Payment for employment Equipment Food services Standards Supplies Providing needs Observe law: Responsibility to Proper business **Expectation** Execution of locals & practices services Employment environment Reliability Taxes Communication Energy Standards Fare prices sustainability Customer

service offerings

SafetyFair pricing

Gather Background

Low noise

pollution

Purchasing

Air space

operations

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Service capability

Low cost fares

Vast Network

Weaknesses

Complexity

IT & Software

Knowledge Access

Opportunities

KM Implementation

Technology Overhaul

Customer Notoriety

Threats

Competitors

Recovery

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Comprehensive Review

Key areas: Map structure & goal alignment

Business Components

Strategic Goals
Organization Chart
Organization Values
Business Operations
IT & Technology Systems
Communication Network
Financial Goals & Metrics
Company Vision & Mission
Current Structure & Practices

Organizational Network Analysis

Insight: Communication style, information flow, & collaboration pattern

Network Visualization

Maps relationships

Data analyzed via visual tools

Graphs relationships & communication patterns to help decision-making

Innovation Gauge

Innovation Driver: analyzes relations & measures impacts

Build network necessary to create innovative teams

Surveys | Focus Groups

Feedback

Leaders & Employees

Insight to spot inefficiencies & drivers

Unique feedback, pain points, improvement ideas, value adders, and barriers

Outline new functions

Analysis Model



Comprehensive Review



Surveys | Focus Groups

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Analysis Summary

Full scope view of entire organization & processes

Gaps & Barriers

Strengths vs weaknesses

Highlight issue areas & key barriers

Action Plan

Align relevant plan Create a rich map Relevant action plan

Action Plan Component Areas

Realign Structure
Job Functions Descriptions
Operating Norms & Procedures
Root Causes & Improve Operations

Knowledge Hub Comprehensive IT System Customer Service Training Employee Support Systems

KM Drivers

IT
Collaboration
Competition
Decision-Making
Internal Efficiencies



Analysis Summary



Identify Gaps | Barriers



Action Plan | Implementation

OPERATION A Southwest FEEGLENCE

Action Plan Component Areas

Flight Operations

Safety and Maintenance of Hardware and Software Systems Reduced Staff Burnout and Higher Personnel Retention

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Flight Operations

- Encourage collaboration across several departments
- Develop a system of checks and balances
- Foster a knowledge-sharing culture

Safety and Maintenance of Hardware and Software Systems

- Transparency about safety practices
- Ensure staff are adequately trained
- Create a knowledge repository
- Regular training

Reduced Staff Burnout and Higher Personnel Retention

- Extensive quality of life parameters for pilots and crew
- o Utilize a modern scheduling software
- Run regular surveys to collect input from its employees

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Learning Programs

Prevent repeat mistakes

Embed knowledge and lessons learned

41 Framework

Training Programs

Tactical, tailored, and targeted

Develop competencies

Engage SMEs

Technology

Knowledge repository and exchange

Communities of Practice

Share ideas and knowledge

Increase innovation and responsiveness

Improve skills and reduce duplication

Monitor, Evaluate, & Readjust