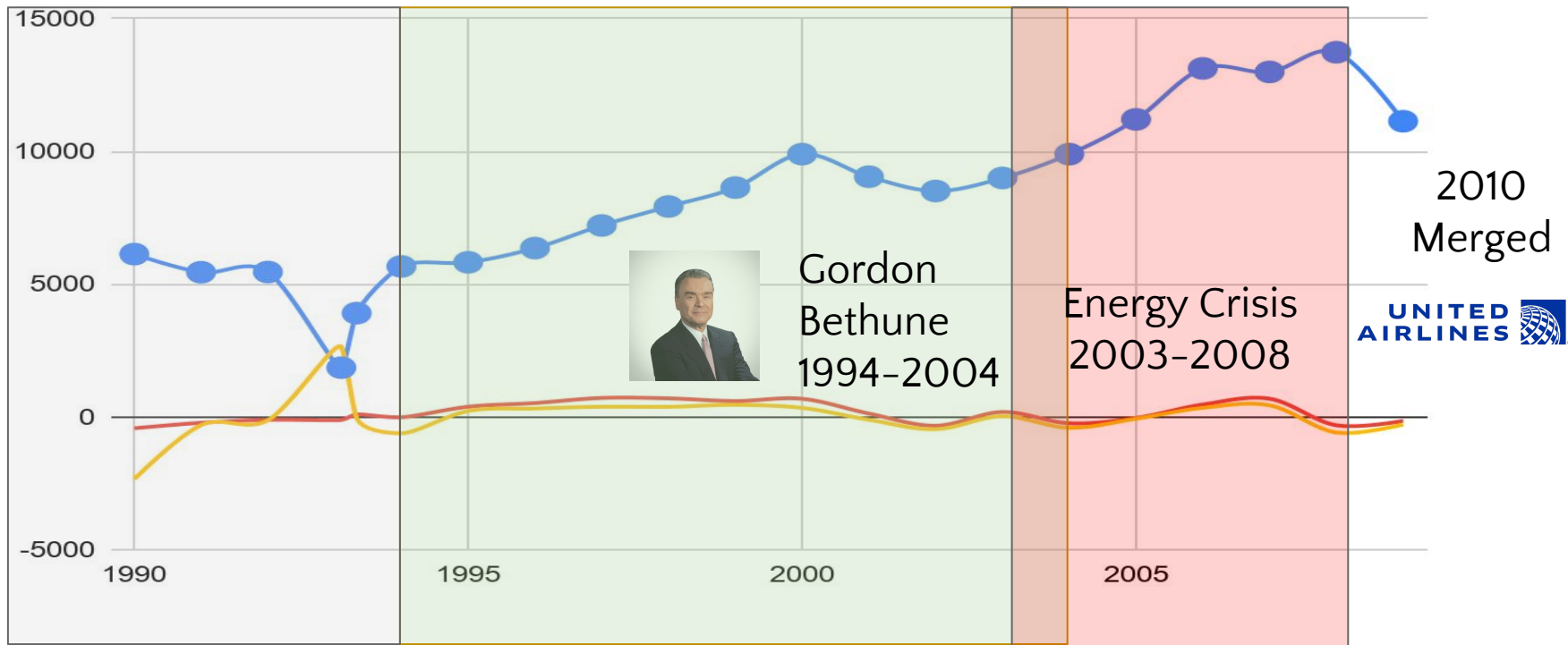




● Operating revenues — Operating income (loss) — Net income (loss)



Year	1990	1991	1992	1993.1	1993.33	1994	1995	1996	1997	1998	1999	2000
Operating revenues	6,133.90	5,450.80	5,458.70	1857.2	3910.5	5,669.90	5825	6360	7213	7927	8639	9899
Operating income (loss)	-426.6	-218.9	-105.9	-113.1	95.4	-11	385	525	716	701	600	684
Net income (loss)	-2,343.90	-305.7	-125.3	2640.1	-38.5	-613.3	224	319	385	383	455	342

Throughout the 1980s and early 1990s

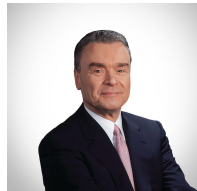
- Filed for Chapter 11 bankruptcy protection in 1983 and 1991
- Managed through 10 CEOs in a decade.
- In 1994, it had lost 610M and ranked last in every measurable performance category

In 1995

- Continental made 220Ms
- Ranked as one of the best companies to work for in America
- Trust

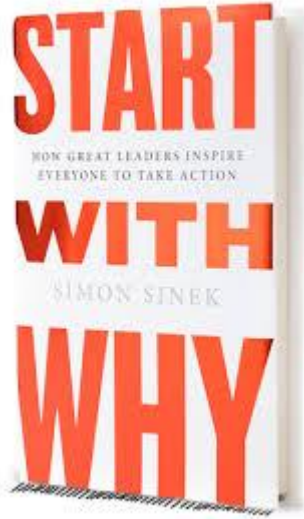
Gordon Bethune
(1994–2004)

From Worst To First





We serve books that inspire you.



How Great Leaders Inspire Everyone To Take Action

Part 3. Leaders Need A Following
Chapter 6 – The Emergence of Trust

Simon Sinek



3

Part 3. Leaders Need A Following

Chapter 6 – The Emergence of Trust



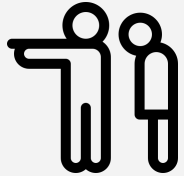
Happy employees ensure
happy customers.

And happy customers ensure
happy shareholders in that
order.

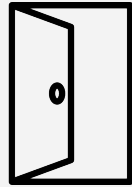
Herb Kelleher
Co-founder Southwest Airlines



Some of Howtos Bethune Changed Culture & Gained Trust



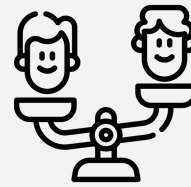
Asked top executives to leave if they weren't team players.



Instituted an open-door policy



Talked in terms of how it benefited the employees



Measured things the employees could truly control

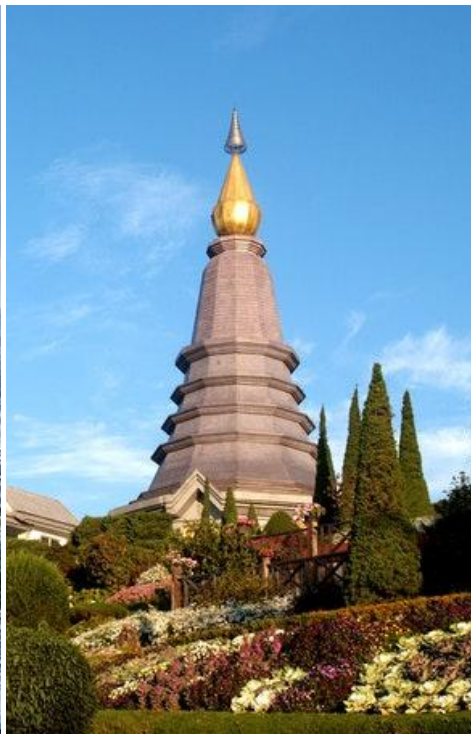


Win or lose on together, not separately

Bangkok



Chiang Mai




Chonburi



Phuket





A company is a culture
A group of people brought
together around a common
set of values and beliefs.

*The goal is not to hire people who simply have
a skill set you need, the goal is to hire people
who believe what you believe.*

“

Simon Sinek



Imperial Trans-Antarctic Expedition



Sir Ernest Henry Shackleton



Imperial Trans-Antarctic Expedition



The Endurance was launched on 5 Dec, 1914 with Shackleton and 27 men crew.



7 Dec, 1914 It encountered polar pack ice and progress slowed to a crawl



21 Nov, 1915 Endurance's final sinking,



Imperial Trans-Antarctic Expedition



Find the People Who Believe What You Believe

Men needed for expedition. Minimum five years' experience. Must know how to hoist mainsail. Come for a fantastic captain.

VS

Men wanted for Hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honour and recognition in case of success."

You don't hire for skills,
You hire for attitude.
You can always teach skills.

Herb Kelleher
Co-founder Southwest Airlines



Companies with a strong sense of WHY are able to inspire their employees. Those employees are more productive and innovative, and the feeling they bring to work attracts other people eager to work there as well.

“

Simon Sinek



*When people inside the company know WHY,
people outside the company are vastly more likely
to understand WHY the company is special.*

“

Simon Sinek

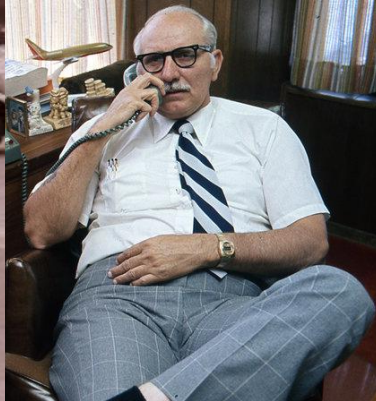


The role of a leader is
NOT to come with all
the great ideas.

The role of a leader is
to create environment
in which great ideas
can happen.



Southwest Airlines' The Ten-minute Turnaround





TRUST

WHAT

Consistency

HOW

WHY

Discipline

Clarity

The Influence of Others



Takeaways

- By building trust, the company's performance could be significantly improved.
- Happy Employees -> Happy Customers -> Happy Shareholders.
- Don't hire for skills, but hire for attitude. You can always teach skills.
- Companies with a strong sense of WHY are able to inspire their employees.
 - Those employees are more productive and innovative,
 - and the feeling they bring to work attracts other people eager to work there as well.
- The role of a leader is NOT to come with all the great ideas but to create environment in which great ideas can happen.

Takeaways

- The leaders must provide a net – practical or emotional.
 - With that feeling of support, protected, those in the organization are more likely to put in extra effort
 - that ultimately benefit the group as a whole.
- Trust is maintained when the values and beliefs are actively managed.
 - Clarity – A company must work actively to remind everyone WHY the company exists.
 - Discipline – They need to hold everyone in the company accountable to the values and guiding principles.
 - Consistency – Bonus and incentives must revolve around them.
- To make celebrity endorsements effectively, the celebrity needs to represent same clear cause or belief.

Takeaways

Happy Employees ➡ Happy Customers ➡ Happy Shareholders

Find People with Same Belief → Hire for Attitude → Give the Purpose → Lead by Example → Create an Environment

Make Them Feel Protected →

Maintain Trust

Remind WHY

Hold Everyone Accountable to Values

Reward Aligned with WHY and Values

Questions

- What is your next job ads?
- How do you build trust with your team? What is your safety net?
- Think of some celebrities/influencers who share the same beliefs as yours, who could be your brand ambassadors?
- How do you get enough of the influencers to talk about you so that you can make the system tip? Where can you find them?



Special Thanks for Awesome Resources

- Presentation template by SlidesCarnival
- Icon "designed by Freepik from Flaticon"
- From Worst To First, Gordon Bethune
- Pictures from Apple
- Pictures from Continental Airlines
- Pictures from Frank Hurley
- Pictures from Nike
- Pictures from Southwest Airlines
- Finetooth, Like tears in rain, U.S CIA
- Pictures from Pexels by
 - Andrea Piacquadio
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 - Icon0.com
 - Nappy
 - Patrick Case, Philippe HECKEL
 - Pixabay
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 - Te lensFix



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