



# LinkedIn Portraits of Purpose Companies

Practical tips to hire and engage  
talent with purpose.

**Southwest**<sup>®</sup> 

# How to use these company cases.

We interviewed companies on five key areas where they use purpose at work and chose a few examples to share.

## Hiring



Employment  
branding

Examples of using  
purpose to  
attract talent.



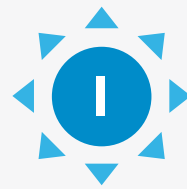
Selection

Examples of using  
purpose to  
select talent.

More on purpose-driven companies  
[Purpose: A practical guide](#)

55 page ebook

## Culture



Positive **impact**  
on others

Examples of reflecting back  
to employees the positive  
impact of their work.



Personal **growth**  
and development

Examples of unique things  
employees learn that improve  
their lives and careers.



Delivery of work  
through strong **relationships**

Examples of how to  
deliver work through  
authentic relationships.

More on purpose-driven talent  
[2016 Global Report on Purpose at Work](#)

32 page ebook



# CONNECT PEOPLE TO WHAT'S IMPORTANT



## Purpose defined

Southwest Airlines was founded on a people-centric formula over four decades ago.

The company's purpose is to connect people to what's important in their lives through friendly, reliable, and low-cost air travel.

This purpose driven strategy has paid off. Southwest Airlines has grown from having fewer than 200 employees to more than 50,000 — all the while remaining profitable and consistently ranking as one of FORTUNE's Most Admired Companies as well as one of The Best Companies to Work For in the United States.



*Happy employees make for happy customers. And happy customers make for happy shareholders.*

Southwest Airlines surprises guests onboard Tennessee One with a surprise Live at 35® performance by Tennessee native and RCA Records Nashville recording artist, Chris Young, along with Republic Nashville recording artist Cassadee Pope.





## Employment branding

At Southwest Airlines, there's a great focus on the spirit of community. Internally, the company encourages employees to share stories and experiences through videos, blog posts and company all hands meetings.

Externally, Southwest Airlines encourages employees to share company content via social media. Employees also share their time and talent with nonprofit organizations in their local communities. Through the Tickets for Time program, for every 40 volunteer hours given by employees, the benefiting nonprofit is eligible to receive a complimentary, roundtrip ticket on Southwest Airlines for fundraising or transportation needs (up to six tickets a year).



Within their first 30 days on the job, Southwest Airlines new hires attend an all-day orientation called Freedom, LUV, and You (FLY). The FLY training immerses employees in what it means to live and work the Southwest way. New employees learn about Southwest Airlines' history, culture, benefits, and business strategies.

In addition to leadership and development training throughout their career, all 50,000 Southwest Airlines employees get year-round access to online and classroom technical training, as well as personal and professional development, from Southwest Airlines University (SWA U).







## The Southwest Way

### A WARRIOR SPIRIT

The airline endured years of legal battles just to earn the right to fly before taking its first flight. The “Warrior Spirit” embodies overcoming constant challenges of a brutally competitive industry, taking pride in working hard, and a desire to be the best.

### A SERVANT’S HEART

Southwest puts an emphasis on hiring people who enjoy serving others. This mantra is about treating others with respect, putting others first, demonstrating proactive customer service, and embracing the Southwest family.

### A FUN-LUVING ATTITUDE

The company encourages humour and enjoyment, be it a joke-telling flight attendant, a pilot waving at a kid from the window of a Boeing-737, or a CEO dressed up as Snow White for halloween.

Southwest Airlines hires for attitude and trains for skill.



To hire candidates who exemplify “The Southwest Way,” the airline built an interviewing methodology around its expectations. “The Southwest Way” is clearly and thoroughly defined so it’s not subject to “we’ll know it when we see it.”



## Hiring tough

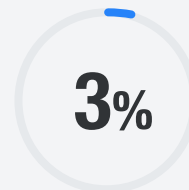
In 2015, Southwest Airlines received 371,202 résumés and hired nearly 6,000 new employees. Despite the staggering numbers, the company is committed to identifying top talent. It's not unusual for the company to meet more than 100 people to fill one position.



### Tying performance to expectations

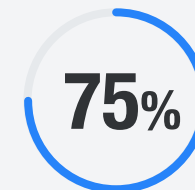
Once Southwest hires the right people, they're measured on their purpose-led behaviour — not just results — in performance appraisals. Employee engagement impacts bottom line results.

### Employee turnover is low



Voluntary turnover is lower than 3%

### Employees are committed



of employees think of their job as a “calling,” rather than “just a job” or “stepping stone.” Highest score ever according to the research firm who performed the survey.

[See more case studies](#) →

Purpose-oriented employees perform better and stay longer. To learn how to attract and retain these top talent, as well as how to strengthen purpose at your organization, get the [“Practical Guide to Purpose”](#) and the [“2016 Global Report on Purpose at Work.”](#)