

## The Southwest Airlines Way Jody Hoffer Gittel

Transforming Relationships for High Performance  
High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience  
Monthly Labor Review  
The Southwest Airlines Way  
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Industrial and Labor Relations Review  
Regaining Control of Our Destiny  
Perspectives on Work  
The Digital Doctor: Hope, Hype, and Harm at the Dawn of Medicine's Computer Age  
Source Book on Collective Bargaining, Wages, Benefits, and Other Contract Issues  
California Management Review  
Proceedings of the 59th Annual Meeting, January 5-7, 2007, Chicago, Illinois  
An Empirical Framework for Testing Theories about Complementarity in Organizational Design  
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Thomas A. Kochan Robert Wachter Labor and Employment Relations Association. Meeting Susan Athey  
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Chicago, Illinois An Empirical Framework for Testing Theories about Complementarity in Organizational Design Annual Report Business 2.0 Working Paper Series Challenge Proceedings of the Forty-seventh Annual Meeting Workforce Airfinance Annual *Jody Hoffer Gittel Jody Hoffer Gittel Jody Hoffer Gittel Jody Hoffer Gittel Thomas A. Kochan Robert Wachter Labor and Employment Relations Association. Meeting Susan Athey Commonwealth Fund Industrial Relations Research Association*

a guide to using positive organizational change to do more with less from the acclaimed author of the southwest airlines way whether from customers supply chain partners policymakers or regulators organizations in virtually every industry are facing calls to do more with less they are feeling compelled to provide higher quality outcomes more rapidly at a lower cost this book offers a road tested approach for delivering these outcomes through positive organizational change its message comes just in time for too many companies have gone the way of low road strategies such as cutting pay and perks and working harder not smarter drawing on her pathbreaking research jody hoffer gittel reveals that high performance is fundamentally relational rooted in both human and social capital based on this insight she provides a unique model that will help companies build meaningful relationships among colleagues develop smarter work processes and design organizational structures fit for today s pressure test by following four organizations on their change journeys she illustrates how relational coordination unfolds in real world settings in addition tools for change guide readers as they learn how to implement this new model in their own workplaces

in her groundbreaking book the southwest airlines way jody hoffer gittel revealed the management secrets of the company fortune magazine called the most successful airline in history now the bestselling business author explains how to apply those same principles in one of our nation s largest most

important and increasingly complex industries high performance healthcare explains the critical concept of relational coordination coordinating work through shared goals shared knowledge and mutual respect because of the way healthcare is organized weak links exist throughout the chain of communication gittel clearly demonstrates that relational coordination strengthens those weak links enabling providers to deliver high quality efficient care to their patients using gittel s innovative management methods you will improve quality maximize efficiency and compete more effectively high performance healthcare walks you step by step through the process of identifying weak areas of relational coordination within your organization transforming work practices that are creating barriers to relational coordination building a high performance work system to foster consistent relational coordination across all disciplines the book includes case studies illustrating how some healthcare organizations are already transforming themselves using gittel s proven tools it concludes by identifying industry level obstacles to high performance healthcare and showing how individual organizations and their leaders can support sweeping change at the highest levels policy changes and increased access to care will not alone answer the healthcare industry s problems timely accurate problem solving communication that crosses all organizational boundaries is a powerful response to business as usual high performance healthcare explains exactly how to achieve this crucial dynamic providing a long awaited cure to an industry in crisis

publishes in depth articles on labor subjects current labor statistics information about current labor contracts and book reviews

through extensive research the author gets to the bottom of what has sustained southwest airlines positive employee relations and high performance through good and bad times

if you look at southwest airlines and i admire what they do they've been the most successful airline in the industry gerard arpey ceo american airlines through extensive research jody hoffer gittel gets to the bottom of what has sustained southwest airlines positive employee relations and high performance through good and bad times thomas a kochan professor mit sloan school of management mit global airline industry program in an industry with losses in the billions southwest airlines has an unbroken string of 31 consecutive years of profitability the southwest airlines way examines how the company uses high performance relationships to create enormous competitive advantage in motivation teamwork and coordination among employees it then goes further to show how any company can foster these powerful cooperative relationships and explains how to lead with credibility and caring invest in frontline leaders hire and train for relational competence use conflicts to build relationships make unions its partners not its adversaries build relationships with its suppliers

the new york times science bestseller from robert wachter modern healthcare's 1 most influential physician executive in the us while modern medicine produces miracles it also delivers care that is too often unsafe unreliable unsatisfying and impossibly expensive for the past few decades technology has been touted as the cure for all of healthcare's ills but medicine stubbornly resisted computerization until now over the past five years thanks largely to billions of dollars in federal incentives healthcare has finally gone digital yet once clinicians started using computers to actually deliver care it dawned on them that something was deeply wrong why were doctors no longer making eye contact with their patients how could one of america's leading hospitals give a teenager a 39 fold overdose of a common antibiotic despite a state of the art computerized prescribing system how could a recruiting ad for physicians tout the absence of an electronic medical record as a major selling point logically enough we've pinned the problems on clunky software

flawed implementations absurd regulations and bad karma it was all of those things but it was also something far more complicated and far more interesting written with a rare combination of compelling stories and hard hitting analysis by one of the nation s most thoughtful physicians the digital doctor examines healthcare at the dawn of its computer age it tackles the hard questions from how technology is changing care at the bedside to whether government intervention has been useful or destructive and it does so with clarity insight humor and compassion ultimately it is a hopeful story we need to recognize that computers in healthcare don t simply replace my doctor s scrawl with helvetica 12 writes the author dr robert wachter instead they transform the work the people who do it and their relationships with each other and with patients sure we should have thought of this sooner but it s not too late to get it right this riveting book offers the prescription for getting it right making it essential reading for everyone patient and provider alike who cares about our healthcare system

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