Developing Emerging Leaders: A Multifaceted Approach

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Program Overview

ELDP (Emerging Leader Development Program) is a recruiting and development program designed to create a diverse pipeline of skilled Emerging Leaders who are experienced in multiple job duties, Lead the Southwest Way, and are prepared to take on Leadership roles in a Department, Station, Base or Center as they become available.

A Great Candidate:
- Has a passion for Leadership
- Is focused on growing and developing with the Company
- Demonstrated leadership potential
- Demonstrated emotional intelligence
- Demonstrated business etiquette and professional presence
- Thrives in a fast paced learning environment
- Is willing to move and relocate based on business need

An ELDP Graduate:
- A well-rounded Leader, able to lead in multiple areas of the business
- Able to articulate and demonstrate SWA’s Leadership Expectations
- Able to articulate and demonstrate Servant Leadership
- Able to break down the metrics of their particular Department and verbalize their understanding
- Able to communicate and cascade information at all levels
Developing Emerging Leaders Requires…

- Robust Training Plan
- Participant Support
- Passionate Team to Make it Happen!
Robust Training Plans

- Job-related agent and leader training
- Leadership development
  - Personal Branding
  - Elevator Speech Module
  - Building Relationships Quickly
  - Emotional Intelligence
  - Book debriefs
- Department visits
- Shadow experiences
- Senior leader exposure
- Opportunities for special project work
- Informal learning opportunities
It takes a village!

Department Sponsors
Senior Leaders
Program Team
Host Location Coaches
Mentors
HR Business Partners
Cohort Environment
Onboarding Peers

Company Culture Immersion
Coaching
General Support
Regular 1x1s
Performance Appraisals Every Rotation
Regular Feedback

So far over 50% of our graduates are being promoted to the next level of leadership within a year of program graduation
And a passionate team to make it happen!

- **Identify** people that are PASSIONATE about developing leaders
- **Equip** them with the tools and resources and continued support be successful
- **Invest** in the team’s development and they will invest in the participants
- **Build** trust among the team to keep everyone on the same page and moving toward the same goal of developing awesome leaders
These work together to create a win/win situation!
What our participants say…

“**ELDP has been absolutely incredible!** It has shown me how to get to know my people as they are the most valuable resource that I have and that every experience is a learning experience. Every day at the airport holds something different and challenging across the board and I LUV it! The future of Southwest Airlines is bright and I am truly grateful to be a part of it!“  –Class 6 Participant | MKE

“I came out of this program more well-rounded, more knowledgeable, and mentally stronger. **I truly learned how to become the best leader for our front line operation.** This program gave me the ability to develop people, build great teams, and think strategically. This was the best experience to practice what the company preaches!”

–ELDP Alumni
What the business says about the participants…

“The one characteristic that stuck out from the first interaction with the ELDP participants was passion. We had ELDP leaders who actively engaged all of our Agents and their fellow Supervisors, and they were performing at a high level that was either at or above our existing team.” – Dallas Host Location Leader

“Not only did these individuals do a fantastic job, they helped break down barriers in regards to Agent commitment because they actively engaged everyone while trying to learn. By participating in this program, it has pushed our team forward, pushed the department forward, and made us better leaders.” – Chicago Host Location Leader
What **YOU** can do now!

- **Get buy-in** from senior leadership
- **Start small** building your Team – start finding the people that are also passionate about developing leaders, you can leverage and engage them to be an extension to your Team
- **Communicate**, communicate, communicate – for a program to be successful everyone has to be on the same page about the objectives of the program
- **Prioritize development opportunities** – figure out what small opportunities can you create to add large value to the organization and build from there
Questions?