



## Hiring Dedicated People

by [Andrew Cooke](#), [Blue Sky GPS \(Growth & Profit Solutions\)](#)

In 2015 SouthWest Airlines received a job application every two seconds, but it was very selective. It received over 287,000 resumes from which it interviewed 102,112 candidates, and hired only 6,582 people. Why has SouthWest Airlines gone to such an extreme to recruit so few people, less than 2% of all applicants?

Key to the hiring process is hiring the people whose values mirror yours, and who will be engaged from day one. SouthWest Airlines don't hire for skills, but for three attributes:

- A warrior spirit - a desire to excel, act with courage, persevere and innovate
- A servant's heart - the ability to put others first, treat everyone with respect and proactively serve customers
- A fun-loving attitude - passion, joy and an aversion to taking yourself too seriously.

And when they are hiring for these key attributes they are interviewing them using behavioural questions to determine whether the candidates already have and are living them. You do need skills, but it is the attributes that people have that will differentiate them. The on-going need for these attributes is reflected in SouthWest Airlines' development and promotion practices, and especially for those who aspire to a leadership role.

This is good for the company, but how good is this for the employees. In a 2014 employee survey, when staff were asked whether they felt like their job was "just a job," "a stepping stone," or "a calling," nearly 75% selected, "a calling," and 86% said they were proud to work for Southwest. So hiring for values seems to be working for both the company and the employees.

How are you hiring in your business? And what attributes are you looking for? Will you be as selective in your process? Do you want your employees to feel that what they do is not just a job, but "a calling"?



### **About Andrew Cooke**

Andrew Cooke is known for his work with executives, managers and teams in helping them to grow, develop and achieve results. Using a blend of consulting, facilitation and coaching he is noted for his ability in "bringing people potential to life". Andrew takes the time to understand and assist successful business executives in creating a customized plan that allows them grow and develop their leadership effectiveness and improve organizational performance. In doing this he guides executives to manage, direct and make change work for them and their stakeholders and teams in an increasing volatile, uncertain, complex and ambiguous business environment. From this he helps others to become more successful in both what they do and how they do it.

Andrew demonstrates a proactive attitude and empathy that blends enthusiasm, energy and a pragmatic approach in engaging leaders and their stakeholders. He has over thirty years of international business experience and insights on which to draw, and has worked with blue-chip clients and other leading businesses across a range of industries. Andrew is passionate about helping others to be more successful personally and professionally

### **Qualifications & Accreditations**

Andrew is an experienced international expert in executive coaching, leadership development and business consulting. He has qualifications, certifications and accreditations from recognized leading global organizations, including:

- International executive coach with certifications for Marshall Goldsmith Stakeholder Centered Coaching and Global Leader of the Future 360<sup>0</sup> Assessment
- Masters of Business Administration (MBA), London Business School, UK
- Bachelor of Business BA (Hons), University of Plymouth (UK)
- Diploma from the Institute of Marketing (UK)
- Accredited DISC Facilitator & Coach