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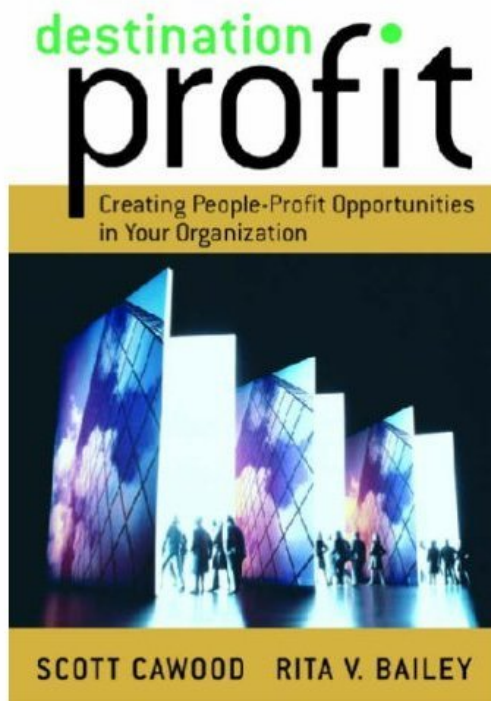
November 16 - 19 2008
Disneyland Hotel, Anaheim, CA

putting the customer at the heart of the business

**The North American Conference on Customer Management
(NACCM) www.ecsw.com/naccm
Recommended Book**

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Title: Destination Profit:
Creating People-Profit
Opportunities in Your
Organization

Author: Scott Cawood and Rita
Bailey. Published 2006.

Published by: Davies-Black
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**Book Review by Heidi Reed,
WorkforceChicago2.0 Intern**

In *Destination Profit*, authors Cawood and Bailey set out to show exactly how 'people' can equal 'profits.' The book focuses on how happy, knowledgeable and connected employees—who not only

understand the goals and destinations of the company but also know they are valued and trusted by the company—will be the most committed employees and work the most effectively and efficiently toward the company's bottom line. Drawing on examples from leading companies across the U.S.—many of which are annually included on *Fortune's* list of 100 Best Places to Work—the authors paint a dynamic picture of how these companies have managed to stay relevant and competitive in a rapidly expanding and changing economy. The story of the U.S. airline industry is just one example the authors use.

After the terrorist attacks of 9/11, airlines were faced with tightened national security in the middle of an overall economic downturn. In this drastically different market, many airlines struggled to stay competitive and profitable. Jet Blue and Southwest were the only two airlines that continued to make profits. How is it that these two companies were able to continue with business as usual and still profit? Authors Scott Cawood and Rita Bailey believe that the success of both Jet Blue and Southwest is due to the unique relationships both companies have with their employees. For example, Southwest holds

frequent company gatherings, openly acknowledges its employees' contributions, uses "Guidelines for Leaders" books instead of a policy books, and sets company goals that include more than just 'flights.'

Ultimately, the uniqueness of Jet Blue and Southwest is explained by how well Southwest and Jet Blue follow the seven "Pathways to Profitability", say the authors.

The Seven Pathways are:

Pathway #1: Get the right Destination

Set a clear Destination which is communicated to and understood by all. Everyone works harder and smarter when they understand the organization's Destination.

Pathway #2: Connect People to the business

Nurture all the key relationships in your organization, including the relationships between the employee and the company, the employee and the supervisor, the employee and the colleagues, the employee and the job, the employee and the career, and the employee and the customers.

Pathway #3: Know who you really are

Identify and define your organizational culture and then help everyone understand and connect with it.

Pathway #4: Cultivate commitment, not compliance

Cultivate a commitment to the Destination from the bottom up, instead of ruling with a top down approach, so that employees understand the needs of the organization and are thus more likely to make good decisions for the organization independently.

Pathway #5: Create an equitable experience for your people

Treat people fairly so that they will stay committed to the organization and work toward the bottom line rather than hurt the organization.

Pathway #6: Build trust into your culture

Build and extend trust between all levels of your organization. It is a critical step in tackling many tough workplace challenges and issues.

Pathway #7: Let go of the stagnant quo

Learn how to identify and then how to let go of the stagnant quo. It is the thing keeping your organization and its people from taking risks that propel the organization forward.