



# WestJet: Building a High Engagement Culture

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# Company Background

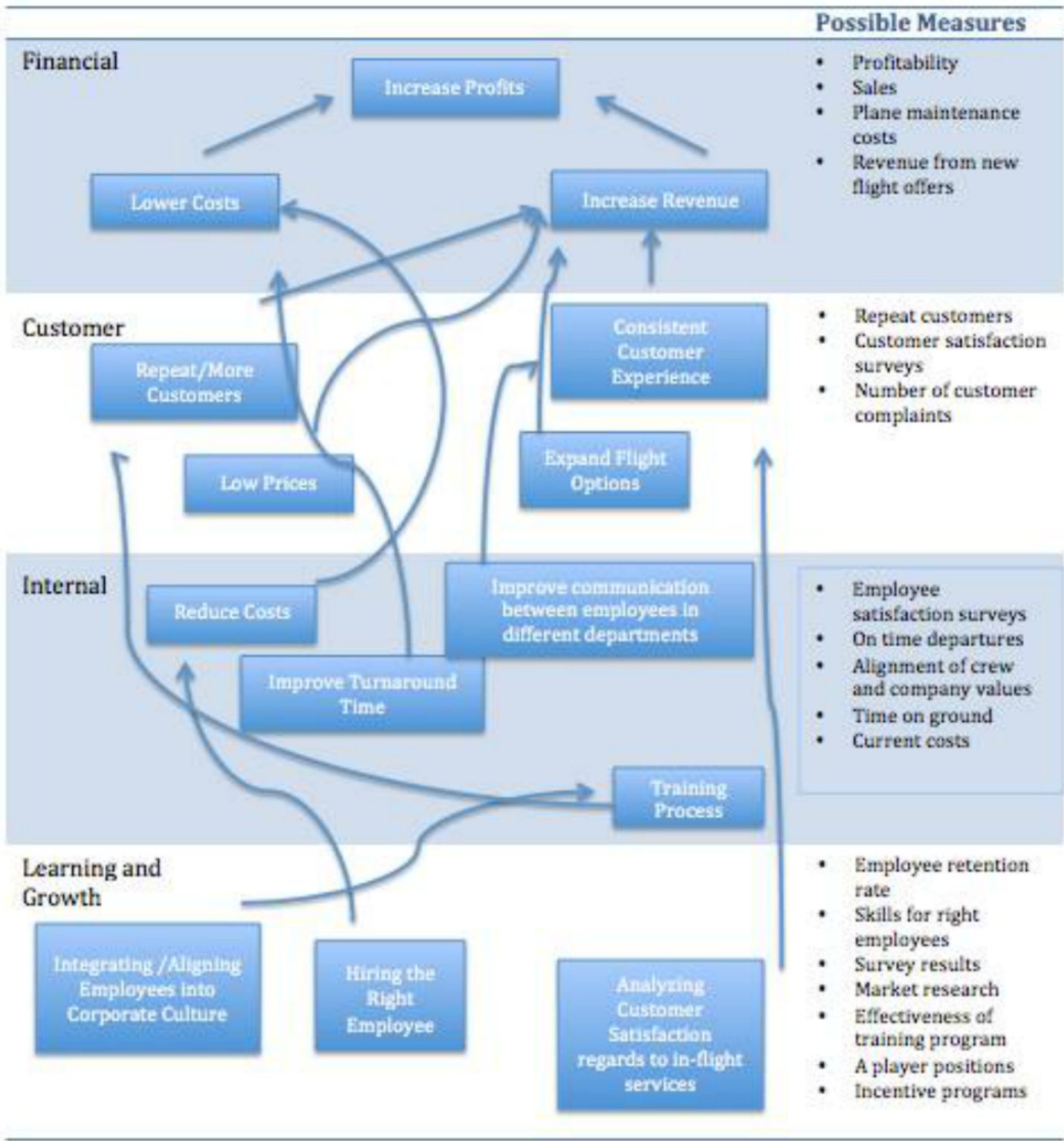


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# History

- Founded in 1996 by Clive Beddoe and a team of “like minded” individuals
- Seized an opportunity to satisfy the need for affordable air travel within Western Canada
- Focused on other low cost carriers such as Southwest Airlines and Morris Air
- Began with 3 commercial aircrafts (Boeing 737-200), five flight destinations and 220 friendly WestJetters
- Managed to expand organization and have service throughout most of Canada by 2001 and some trans border flights by 2004.
- Main differentiator?

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## WestJet Culture

- Friendly, caring, fun and youthful
- Decision-making capability pushed as far down to the frontline as possible
- WestJet's core values lead employee's decision making process
- Employees answer a simple question: Do their actions live the values of the company or contravene them?
- Focus on empowerment and trust
- WHY Survey: "We Hear You"
- "Adopt a Base" program



Clan	
• Extended family	•
• Mentoring	•
• Nurturing	•
• Participation	•
Hierarchy	
• Structure	•
• Control	•
• Coordination	•
• Efficiency	•
• Stability	•

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# Org Culture

Clan	Adhocracy
<ul style="list-style-type: none"><li>• Extended family</li><li>• Mentoring</li><li>• Nurturing</li><li>• Participation</li></ul>	<ul style="list-style-type: none"><li>• Dynamic</li><li>• Entrepreneurial</li><li>• Risk-taking</li><li>• Values innovation</li></ul>
Hierarchy	Market
<ul style="list-style-type: none"><li>• Structure</li><li>• Control</li><li>• Coordination</li><li>• Efficiency</li><li>• Stability</li></ul>	<ul style="list-style-type: none"><li>• Results oriented</li><li>• Gets the job done</li><li>• Values competition</li><li>• Achievement</li></ul>

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