

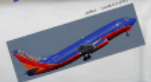
JET BLUE HUMAN RESOURCE STRATEGY

Quiz!

jetBlue

presented by Maria Markoulli,
Michelle Kizer, and Samantha
Roberts

summary



Summary text describing the case study.

What is JetBlue's culture?



Additional text or notes.

How does it contribute to company performance?

What are the main ingredients of JetBlue's approach to HRM?



What are the disadvantages of the JetBlue approach to HRM?

What cannot be replaced?

How is the theory of HPWS applied in this case?

High performance work systems

The development of human capital can create sustainable competitive advantage. Applying human resource practices, motivation and

HPWS objectives

- Increase employee output
- Increase employee retention

Practices

- Satisfaction
- Reduced turnover
- Employee voice
- Market-based support
- Organizational support
- Employee discretion to innovate
- Internal promotion

Are HPWS best practice?

HRM	HRM
HRM	HRM

What is the effect?

Effect text describing outcomes.

Questions Conclusion

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summary

Why is JetBlue successful?
 - "It's not just the plane"
 - "It's about to create something new, something no one else has"
 - "Vision of managing technology and people to deliver a low cost high service experience"



What is JetBlue's culture?



- jetBlue values
- safety
- caring
- integrity
- fun
- passion

back to the values

How does it contribute to company performance?

What are the main ingredients of JetBlue's approach to HRM?



What are the disadvantages of the jetBlue approach to HRM?

- What could be improved?
- 1) Need for specific customer service or customer focused courses
 - 2) Lack of time management programs
 - 3) Question of cost?
 - 4) Question of time!

How is the theory of HPWS applied in this case?

High performance work systems

- The development of human capital can create sustainable competitive advantage.
- Aiming to improve employee attitudes, motivation and therefore performance

HPWS objectives

- Increase employees' control
- Increase employees' wellbeing

Features

- Satisfaction
- Reduced anxiety
- Enriched jobs
- Employee voice
- Motivational Support
- Significant financial investment in employees
- Flexible practices
- Organisational commitment
- Employee discretionary behaviour
- Internal promotions

Are HPWS best practice?



2011	11/2009
55.94041	60.27094
Strategy Test	an vs subject

Best practice or pitfall?
 - It's hard to tailor to every individual's needs. A structural element doesn't guarantee it.
 - But it's hard to tailor to them!
 - There's not one set of best practices that will fit all organisations. Context is key to successful HRM. It's not just the process but how and all employee needs given the nature of individual organisations.

Questions?

Conclusion

The logo for 'etBlue' is displayed in a white, rounded, sans-serif font against a dark blue background. The background features a grid of lighter blue lines and several rectangular blocks of varying shades of blue, creating a modern, digital aesthetic. The text 'etBlue' is centered horizontally and occupies the upper half of the frame.

etBlue

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summary

jetBlue – founded in 1999



- “Building a values-based, high commitment organizational culture”
 - “Bring humanity back to air travel”
 - “First paperless airline”
 - “A chance to create something new, unencumbered and fun”
- “Vision of leveraging technology and people to deliver a low-cost high service experience”



commitment
 ravel"
 g new,
 and people
 rvice

Organizational culture discourse

- First introduced from an anthropological perspective (Pettigrew 1979).
- Basic framework for understanding organizational culture is developed by De Witte and van Muijen.

The diagram is a nested box structure. The outermost box is labeled 'NATIONAL CULTURE'. Inside it is a box labeled 'PRESSURE/CRISIS'. Inside that is a box labeled 'INTERACTION BETWEEN INDIVIDUAL AND ORGANIZATION'. Inside that is a box labeled 'LEADERSHIP'. The innermost box is labeled 'PROFESSIONAL ASSOCIATION'. Arrows point from the inner boxes towards the outer ones, indicating influence or interaction.

How does it contribute to company performance?

What is jetBlue's culture?

Broad categorizations

- animal perspective
- formal approaches

The diagram is a 2x2 matrix. The vertical axis is labeled 'Internal' at the bottom and 'External' at the top. The horizontal axis is labeled 'Human Resource Model' on the left and 'Organizational Model' on the right. The four quadrants contain the following text:

- Top-Left (Internal/HR):** Human Resource Model. Focus: • Work and culture. • Training and development. • Performance. • Human resource strategy.
- Top-Right (External/Org):** Organizational Model. Focus: • Structure and organization. • Adaptability and change. • Organizational culture. • Human resource strategy.
- Bottom-Left (Internal/HR):** Human Resource Model. Focus: • Work and culture. • Performance. • Human resource strategy. • Human resource strategy.
- Bottom-Right (External/Org):** Organizational Model. Focus: • Structure and organization. • Adaptability and change. • Organizational culture. • Human resource strategy.

jetBlue and organizational culture layers

- charisma and leadership
- strategy, vision, and mission
- identifying important performance features, communicating them, and shaping culture
- employee treatment and alignment with the leader's plans

back to the values

- safety
- caring
- integrity
- fun
- passion

- jetBlue values
- safety
 - caring
 - integrity
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 - passion

What is...
 inc