

SOUTHWEST AIRLINES

The Sr. Manager is responsible for setting the strategy and executing on large-scale organization design and effectiveness efforts at Southwest Airlines and managing the People Department Organization Design and Effectiveness Team. This individual will partner with the People Department Leadership Team and Senior Business Leaders to lead and deliver activities related to organizational design, organizational effectiveness, workforce management and insights, and data analysis and insights.

WORK ACTIVITIES/CONTENT:

- Direct the Org Design & Effectiveness Team, programs, projects and initiatives including, but not limited to managing staffing, budgeting, expense priorities and strategies
- Collaborate with the People Department Leadership Team to develop an integrated short-term and long-term HR vision and strategy that aligns with overall business priorities and goals
- Identify organizational transformation / improvement priorities in partnership with Southwest Executives and Senior Business Leaders based on alignment to the overall business strategy
- Deliver strategic advisory to the People Department and Senior Business Leaders to build capability related to maximizing org effectiveness and identifying and deploying creative solutions to support their Teams
- Drive the development and application of holistic, consistent assessment and design methods, activities and tools for Org and Team structure, spans and layers analysis, Org sizing, reporting lines, Org and Team effectiveness, work and management process and Employee transition
- Drive and actively participate in organizational redesign initiatives, aligned to strategic imperatives
- Collaborate with Talent Management and Total Rewards People Program Teams to support talent strategies
- Stay current on research and practices in organization design, the interdependence of related talent solutions (e.g. leadership, learning, assessment, performance management, etc.), and workforce management
- Drive the development of a framework for researching, analyzing, and developing recommendations to optimize the workforce, Employee and Team performance
- Drive partnership with HRBPs, Business Leaders and Executives to develop and recommend methods to optimize the workforce and embed workforce planning and analytics into the planning process
- Partner Business Leaders to optimize workforce labor spend and assess the effectiveness of talent investments across all categories of labor
- Lead design and quantitative and qualitative analyses to identify trends in workforce behaviors (i.e. attrition, retirement, movement)
- Define the scope, policies, processes, and standards to develop the infrastructure of People Department data that is aligned with the broader enterprise Data Strategy
- Lead special projects in conjunction with the People Department
- Manage, coach and provide subject matter expertise to their Team to ensure they are equipped with the right skills, tools and talents necessary
- Provide mentorship to the Team to ensure continual professional growth
- Must be able to meet any physical ability requirements listed on this description
- May perform other job duties as directed by Employee's Leader

EDUCATION:

- High School Diploma or GED required
- Bachelor's Degree or equivalent work experience required

- Advanced Degree - Organizational Development, Organization Effectiveness, Change Management, Human Resources or related field preferred

WORK EXPERIENCE:

- 8 years organizational development professional work experience required
- 6 years' experience leading people (direct and indirect supervision) required
- Experience within a Fortune 500 company or major consulting firm (where OE/OD was the primary work responsibility) preferred

KNOWLEDGE/SKILLS/ABILITIES/WORK STYLE:

- Applies multiple coaching strategies in order to tailor feedback to the unique style of individual Team Members
- Balances guiding direct report's actions with granting authority for decision-making; shares accountability when delegating
- Provides formal and informal mentorship to Leaders across functional areas; assists Leaders in moving beyond their perceived limitations
- Drives the development of talent across functional boundaries
- Assesses talent across functional areas; identifies skill gaps and develops a plan of action
- Grows high potential Leaders through stretch-assignments and strategic job moves
- Looks for strategic opportunities or demands for strategic change across functional areas
- Challenges convention purposefully; advocates for new ideas and processes to increase efficiency, quality, and Customer satisfaction
- Collaborates with Peers to address problems, maximize resources, share information, and achieve outcomes
- Recognizes the interdependencies of other Teams, functional areas, and Departments when making a decision
- Translates objectives between the function and the broader business
- Exhibits humility; shares struggles and admits mistakes
- Validates individual Leaders are leading in a manner where trust is a non-negotiable
- Facilitates the group in exploring similarities and differences of opinion on complex or sensitive topics
- Creates an environment where debate and dialogue are welcomed and expected
- Communicate Effectively:
 - Ensures that Teams goals and practices are in alignment with the vision; inspires Team to translate vision into action
 - Articulates and reinforces the vision in Team's actions, goals, and processes
 - Demonstrates discernment amid listening for empathy and for action
 - Commits to distributive Leadership; resists the temptation to "do it yourself"
 - Delegates authority and responsibility for the expressed purpose of developing leadership skills within the Team
 - Adjusts priorities to respond effectively to pressing and changing business demand
- Be Knowledgeable:
 - Demonstrates the ability to use realistic self-assessment to determine the thought patterns and behaviors that are counterproductive
 - Identifies how other Department functions impact the success of Southwest and the challenges each face
 - Stays informed on industry trends in order to predict impact to one's Team; adapts accordingly
 - Conduct performance analyses on the workforce, organizations and Teams to identify areas for improvement and develop actionable and sustainable solutions where needed

- Must have advanced skills in Microsoft Office including Word, Excel, Outlook and PowerPoint
- Must possess analytical problem solving skills and is able to interpret data and draw insights to assess the organization, recognize potential issues, diagnosis root causes, and craft viable solutions

OTHER QUALIFICATIONS:

- Must maintain a well-groomed appearance per Company appearance standards as described in established guidelines.
- Must be a U.S. citizen or have authorization to work in the United States as defined by the Immigration Reform Act of 1986.
- Must be at least 18 years of age.
- Must be able to comply with Company attendance standards as described in established guidelines.

If interested, contact Ursula Howell <Ursula.Howell@wnco.com>