**Chapter 11**

**Herb Kelleher on Organizational Culture**

The business of people is people. Southwest Airlines’ former CEO Herb Kelleher offers sage advice on building a people-centered culture.

*Use with:* <http://www.youtube.com/watch?v=oxTFA1kh1m8> (5:19)

1. What is distinctive about Southwest’s culture?
2. How is Southwest’s culture connected to its strategy?
3. How does Kelleher distinguish between tangible and intangible resources?
4. Is the Southwest culture appropriate for all organizations? Explain.