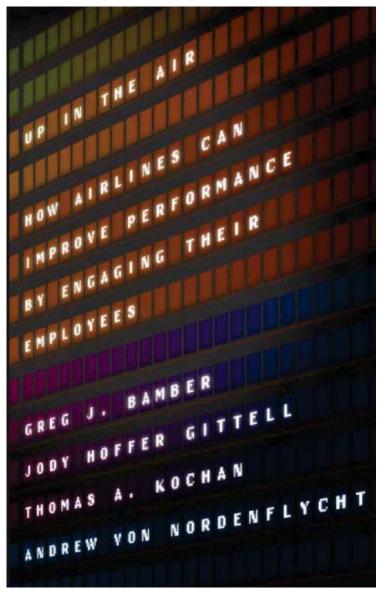
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Up in the Air:

How Airlines Can Improve Performance by Engaging their Employees

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The authors explore such questions in a readable way, using a mix of quantitative and qualitative evidence about airlines from the North America, Asia, Australia and Europe. *Up in the Air* illustrates strategies for achieving a better, more equitable balance among the interests of the various stakeholders. They recommend that firms learn from the positive experiences of firms like Southwest Airlines by building and sustaining a positive workplace culture that fosters commitment to high-quality service, policies for managing people that avoid conflicts, and strategies that can sustain last through the business cycles. The book's analysis not only applies to airlines, but also to many other enterprises and contexts. For more information, go to: www.cornellpress.cornell.edu/cup_detail.taf?ti_id=5284

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Reviews

"Up in the Air is a great read; it features fascinating data and persuasive arguments and is an important contribution to the literature on airlines."—Peter Cappelli, George W. Taylor Professor of Management, Wharton School of the University of Pennsylvania.

"Up in the Air is a very useful compendium of data about and experience in the airline industry. Every political, union and industry executive will learn something."—Robert L. Crandall, Former Chairman and CEO, American Airlines.

"The authors of Up in the Air ask all the right questions about this fundamental yet unstable industry. But they also offer a road map to success for the primary stakeholders—consumers, employees, and investors."—Patricia Friend, International President, Association of Flight Attendants-CWA, AFL-CIO.

"This book should be mandatory reading for management and unions, to help them to reformulate policies to achieve better industrial relations and support a stronger aviation industry."—Ingo Marowsky, International Transport Workers Federation, London.

"Faced with gathering clouds, this book has come at a critical time for our industry. Learning from this research we can as an industry either repeat the mistakes of history or learn from them."—Jim McAuslan, General Secretary, British Airline Pilots' Association.

"This is a timely and important text on the low cost carriers that have transformed air travel in recent years. Up in the Air is written in a lively, accessible, and engaging style with a clear structure and an easy 'flow'." —Peter Turnbull, Professor, Cardiff University, Wales.

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