



PROFILES IN LEADERSHIP, COLLABORATION, AND EMPLOYEE ENGAGEMENT INTERVIEW SERIES

INTERVIEW WITH RANDY BABBITT



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I'm Steve Kraske and this is the Overland Resource Group Podcast Series, Profiles and Leadership, Collaboration and Employee Engagement. These are stories about the surprising results that organizations achieve by experimenting with alternative approaches to working collaboratively, empowering employees and leading more creatively. These stories are told by leaders of corporations and government agencies and the unions which represent their work forces, as well as leading experts in the field of organizational change. This series is underwritten by Overland Resource Group, a change in leadership consultancy, bringing transformative results to organizations for over 30 years.

Today we hear from Randy Babbitt who currently serves as senior Vice President of Labor Relations for Southwest Airlines. In 2009, Randy Babbitt was confirmed by the U.S. Senate as the Administrator for the Federal Aviation Administration where, among many other accomplishments, he worked with union leaders to create what is now routinely heralded as a best practice in labor management collaboration. Babbitt has had a successful career as an entrepreneur and consultant. He has a long history in the aviation industry. He was an Eastern Airlines pilot for 25 years, served as president and CEO of the Airline Pilots' Association. Babbitt spoke with Cathy Wright.

CATHY WRIGHT

I'm curious – could you describe how collaboration has really characterized your leadership approach and all these capacities from cockpit to union headquarters, to executive suite?

RANDY BABBITT

Well, that's an interesting question. I think sometimes it does go back to, actually, the cockpit in some senses. Crews have to work together, they have to get along and they've even formalized a process, it's called Cockpit Resource Management or Crew Resource Management, where crews learn to work together and they're much more efficient and they know more what to expect. And I think that translates throughout. And I've learned over time that when people can work together and they wind up with their – I like to call it, if my fingerprints and your fingerprints are on the final product, we're much



more likely to embrace it, be able to operate with it because we helped design it. And I think that, for the collaboration, it's almost a look back – you realize sometimes after the fact that you achieved this by collaboration.

CATHY WRIGHT

So true. And people, in general, are so much more commuted to think they have a hand in creating.

RANDY BABBIT

Yeah.

CATHY WRIGHT

Randy, over the course of your career, I know that you've seen plenty of not-collaboration, the terms of labor management conflict where the parties were spending effort and resource on being adversarial and really focusing more on one lose rather than shared interests. But in your capacity, as a Union Leader and Agency Head and a Senior Executive, you've repeatedly breached this divide. I'm curious what you would say the secret is and what you see as the keys that have helped really shift organizations you've been affiliated with to become more collaborative in nature.

RANDY BABBIT

Uh huh. Well I had a good proving ground: Eastern Airlines. People remember short of the end of Eastern under the reign of Frank Lorenzo—

CATHY WRIGHT

Yep.

RANDY BABBIT

—but there was a wonderful time in Eastern in the late '70s when Colonel Borman ran the airline and it was highly collaborative and I probably learned more in that process. It had gone from somewhat confrontational and new leadership came to the company that really wanted an outreach and I think the unions were (I was a union representative and a negotiator at the time) and we sort of took the position "Let's give this a try." And we did a number of things in those years where several of us, more than once, said "Why don't we put our legal pads down and just go on in the other room and can you just draw on the blackboard what it is you are trying to achieve so that I understand it?" And really, I mean to me in my mind, that was sort of the seed of interest-based bargaining as a process— not as a taught, learned skill but just the practical idea of going in and help me understand what it is that we are trying to fix and so that, I learned a good lesson there. If you can take folks and sit down and can we articulate what the problem is and let me understand it and then I will try and do the same for you and then we'll see where this common ground is and work on these things together. That's been pretty helpful.

CATHY WRIGHT

Yeah and so much of that to your point Randy is about not just listening but really hearing, being able to hear the other party and understand their perspective. I think that quite often gets overlooked in the dialog.



RANDY BABBIT

Yeah, it absolutely does. Yep. Absolutely does.

CATHY WRIGHT

I reference back Randy to probably one of the first times I met you was at the Phoenix Aviation Symposium, which you and Eclat, your firm at the time, was hosting. And I remember one of the central events was a panel discussion and it was quite an event because you had representatives from several airlines there and their unions and they were touting their success in building collaborative labor management processes and I remember thinking how amazing and how unfortunate that it's that rare.

RANDY BABBIT

Right, right.

CATHY WRIGHT

And I remember wondering whether there is something about the aviation sector that makes it more difficult to find collaborative approaches. It seems so fraught with labor management divisiveness and conflict.

RANDY BABBIT

Well I think one of the things that has not helped in that world is the whole idea of building trust and building a collaborative environment obviously requires some stability and starting with the fact that through most of the last two decades there has been incredible turmoil. The airlines went from being regulated to deregulated. It was a whole new game. Use Continental Airlines as an example. In a 15-year-period, they had 11 different CEOs.

CATHY WRIGHT

Wow.

RANDY BABBIT

And that doesn't lend itself to building trust so I can remember one of my early conversations at Eastern Airlines. Frank Borman came in, he'd been there for two years and he came in one day, quite frustrated and he said, "I've been out in the field and I am so frustrated that the employees they really don't seem to trust anything we're talking about. They're very skeptical of all these programs. Why is that?" And I liked the Colonel and I said, "Well Colonel, I've been here 19 years and you're the seventh CEO I have known. So every one of you comes in with these grand plans and then you are gone and we're still here and so the ability to develop a lack of trust was really calloused into these employees. And then [they were] forced to go through tough times and forced to take concessions and do things that in their mind— I mean, they were victims of deregulation, and yet they were asked to bear the brunt of "Well, we're going to have to reduce our costs dramatically so everybody needs to take huge wage cuts." And it was a very difficult time, very difficult to manage through that— awfully hard to be collaborative when someone says "I am going to terminate your pension plan, and I want you to work 30% more and I want to cut your wages."

CATHY WRIGHT

Sure.



RANDY BABBIT

So it was a difficult transition and I think we are heading back to where people have more stability and that will bring the ability to collaborate. I think it's one of the secrets they have at Southwest. This company is 41 years old. It's only had three CEOs in its whole life.

CATHY WRIGHT

You're right.

RANDY BABBIT

So and there is a lot of trust built. They spend a lot of energy and money I would note in maintaining this great culture of working together and finding mutual solutions and so forth so it's been a good process here and it runs counter to what a lot of the industry had to go through.

CATHY WRIGHT

Right. I wanted to draw a parallel with the situation when you came into the FAA— that was an organization that had a toxic labor management environment at the time that you came in 2009. I think many would say it was probably among the worst labor management situations in the federal sector at that time. And over the course of two years— even under that, less than that period of time— you really brought leadership and absolutely transformed that relationship to the point that now it is frequently held up as a best practice across the federal government. What were the key factors that you paid attention to in creating that transformation and in assuring that it would really take hold and be sustainable in spite of the inevitable leadership changes you have in the federal organization?

RANDY BABBIT

Let me set a little bit of the backdrop for even more clarity. When I arrived at the FAA I knew things were troubled. I had no idea just how troubled until I read just on a poll of 216 federal agencies, the FAA was Number 214 in being the most desirable place to work, which meant and I told employees: "The good news is I can only go down two. If there's a bright light here, I can only drop two spots and then we'll just flat be the worst." But I wanted to have that number in double digits in two years. There is no reason why we cannot. And of things that were achieved there, that may be one of the things I am most proud about was we made in the next two years of polling of the whole federal sector, we made two of the most positive jumps ever recorded in federal history in moving forward and we did it by having lots of discussions, as open as we could be, with the labor leadership conceding the fact that we both had to establish due trust with each other. And I was going to extend to them some opportunities for better communications, more self-governance, more involvement, get your fingerprints more on what we do, and help me make solutions that we can all live with and that will outlive us all. I'm not going to be the Administrator forever and the heads of those unions were not going to be the heads of those unions forever so what can we do to bake these concepts in and I think first was building the trust. And we turned over a number of things. I'm going to sort of paraphrase a few of them, but we had a lot of outstanding grievances with several of our unions, and I don't mean in the

dozens. I mean in the dozens of thousands.

CATHY WRIGHT

I remember, yeah.

RANDY BABBIT

And one of the things we did was ask them to bundle those grievances if they could, put them in common areas and then just make a recommended solution. What would you be comfortable settling this grievance for, because to take the grievance all the way through might cost us \$10,000 or more dollars per grievance, even if we bundled them in packages. And it was going to cost them a lot of money and it was going to cost the FAA a lot of money and the key I think was I told them “If you come back with something reasonable, I’ll just agree with it. If you come back with something unreasonable and you overreach here, then we’ll go ahead and we’ll just have to degrade them [the grievances] but I’m going to trust that you’re going to come back with something reasonable”. Well they did. About half of the grievances they said, “You know what? These are just placeholders. These are silly, which is going to take them off the table.” And they threw them away and probably two-thirds of the ones that were left, they came up with very reasonable solutions and I said, “Fine we’ll just, we’ll do that. I agree with you.” The good will that was created by those settlements will pay dividends for years and it cleared up all the backlog and we moved forward. Second thing we did that I think is really important and obviously had professional help doing this from your group— we trained people on how to be more collaborative and making local level decisions. And in some cases, created an environment where if an issue came up— and in the federal sector they are really only three kinds of issues there— well putting aside a personal grievance— but you have local that would be focused only on that particular facility; maybe it’s the Potomac TRACON has some work rule that is unique to them so it’s a local issue. They even have a regional issue— something that the whole region does and the country is divided into nine regions and so you would have a regional, or you would have a national issue something that affected controllers nationwide. Well given those three things, on the local level we said, “Well, why don’t we just let local level people make recommendations and if they can’t solve them then we’ll escalate them” and meaning that, “You guys try and work it out. If it doesn’t work out then it will escalate and we’ll get other people involved. But human nature takes over there. People like to make their own decisions. And I was dazzled— I don’t know what the number is today, but I know back in the first 18 months that we used that process; I don’t think anything escalated out of the local level. They liked making their own agreements and so we just eliminated a whole lot of things that we used to have to discuss because they would just agree with each other and they had the skills to do it and it was being done at the local level. It became a local level habit. And, Paul Rinaldi has done a fantastic job. I hope he stays a long time. This will survive that. It will survive, obviously surviving me, it will survive Michael Huerta [current FAA Administrator] and Michael is every bit as engaged and supportive of this process, so he’ll continue for many, many years.



CATHY WRIGHT

That's fantastic. You know I talked to Paul recently and he was sharing very similar stories and he noted how much money NATCA and the agency saved by not taking cases to arbitration and he said beyond that, it frees up time for people at the front line at the mid-level to proactively work on issues that are important to the agency and to employees instead of being kind of in the reactive negative mode. So he was also very complimentary and pleased with progress.

RANDY BABBIT

Well the other byproduct that we got from that: We were having contractual issues with vendors and part of the problem was that over the course of time we had become so engaged, or maybe the term is disengaged, in spending time on these nonproductive areas and issues of labor relations that we didn't need in the FAA. And at that end, the controllers didn't have the time nor the inclination to become involved in some of the key projects we were working on. So, for example, ERAM was a great example. I mean that program had just completely floundered and now that we've freed up this time and got the cooperative spirit back in place, I mean some of the best advocates and some of the biggest progress that we've made forward has come at the hands of controllers now having the time to get involved and serve on our committees and work as a team with the FAA to get these vendors squared away and get the right information in so that we are going to build this modernization system. Another byproduct that we get from it: they're going to be better operators of it because they helped build it and that's a win-win all the way when things like that occur.

CATHY WRIGHT

Absolutely and I know on the Professional Aviation Safety Specialists [union] on that side of the house they and the agency were able to negotiate their first-ever interest-based contract and to ratify it by an unprecedented margin. And talking with leaders in PASS and the agency, they say that was largely because we had processes in place to learn how to collaborate and to build levels of trust that enabled us to do a different kind of negotiation.

RANDY BABBIT

Yup, absolutely. Well it just, it's almost like a perpetual motion machine that once you get it started, it will run on and the only oil has to be in terms of keeping it operative is to continue. It does take some work. You do have to educate people. There will be turnover and a new people come into the system, they have to be educated both on the actual how to do things, there are better ways to say things, there are better ways to cooperate, there are better ways to have dialog that some people might have it naturally. But I would say for a lot of folks, it's just not a natural— your instincts will take you one place— but giving them some training, giving them some mentoring, and then they become students of the process too.

CATHY WRIGHT

Yeah absolutely.



RANDY BABBIT

That's all you have to do is just keep making sure you have a steady supply of trained seedlings and the forest will grow.

CATHY WRIGHT

A great analogy. Randy I remember another thing that you did early on in your tenure in the FAA. You and the senior level leaders from labor groups were really establishing good rapport and relationships. At the same time, you say "We've got to go to the front line. We've got to get this collaborative process down to the level where the people who are doing the work live." And what was your thinking behind that? What was the driver behind that approach for you?

RANDY BABBIT

Well if it doesn't resonate at the front line— and by the way, the most effective communication to the front line is when they can look up, when the front line employees looks up and sees the manager of the company standing shoulder to shoulder with the [union] representatives that you elected agreeing that this is something we ought to do, it's over. You have won. You have declared victory. Take the extra point and get off the field. When the labor leadership is out there alone they almost have to be a little bit defensive. If they are trying to tell everybody why we're going to do this because the FAA wanted us to do it, there'd be skeptics.

CATHY WRIGHT

Sure.

RANDY BABBIT

If the leadership or management is out there explaining something then there will be people that are, "Well are we being sold a bill of goods? I'd like to hear from my union here." But if they can present together that we have been through this, we have a new agreement, we have a new process... A good example would have been the ASAP Program, which is the Aviation Safety Action Program, which was a huge leap of faith. This is a program where, and I can tell you there were people on both sides of the aisle both on the labor side and the management side, that were highly skeptical of this approach. And this approach says that you as an employee can put your hand out and say, "I just made a mistake and this mistake, I think, could have led to something serious. And by putting my hand up, you're going to give me immunity, but I'm going to then tell you what I did wrong and as long as it wasn't criminal or alcohol or drugs or anything like that— those were excluded— but if you simply make a mistake, you are going to get immunity for telling, and it is incredible how much more safety-based information that we have gotten from these programs. People would have just hidden them before. We'd never see them... And the controllers, I mean they saw the value on it. PASS, for example, the Professional Aviation Safety Specialists, they saw the advantage and jointly we all joined that program and people on the management side were served well. You know what? I would rather grant five of them immunity and get good, solid safety information out of the sixth one. It's worth that for the safety of the system.



CATHY WRIGHT

Yeah. Sure. It's hard to repair things you don't know about and to address trends and issues—

RANDY BABBIT

Exactly.

CATHY WRIGHT

So that's a great example. Randy you gave me a great segue, too— speaking of skeptics. I know in this work that we do with labor management collaboration there are skeptics who say that working in this fashion requires management to give up control and requires labor to drink the Kool-Aid or to set aside their primary responsibility for representing the interests of members. And as somebody who has been on both sides of the leadership fence— both as a labor leader and a management leader— I am curious how you would respond to those skeptics. What do you say to that charge?

RANDY BABBIT

Well if I sort of bifurcate them, put a union hat on and say, "Well, you're just drinking the company's Kool-Aid. They want us to do all these things." And I would kind of make it very clear that what's important here— start with a base idea— that for us to get a raise, for us to do better at this company and so forth, doesn't this company have to do well? And if this company can't make any money, if it's not profitable, there's no chance of us getting a raise. Or if the service we provide in the federal sector isn't viewed as additive by Congress and other people then it is going to be awful hard for us to get funding and so forth. So, it's in our best interest to work with a company and by the way, by working with them, we now have a seat a little closer to the table. We can, what we're going to want is more of a say. On a management side, we want better relationships and sometimes it does take some rethinking and a lot of the managers would take the position that gee whiz— "These are management level decisions. Why do we have the unions in here being involved?" And the answer to that is, they're going to have to live with this process that we're designing and I'd much rather have them be part of it and be accepting of it than simply, "We'll go out and we'll impose these things and all we're going to get from them is malicious obedience. That's all we're going to do. Well fine. If that's the way you want to do it, fine. I'll do exactly what you say." But if they are part of it, they kind of want it to work. And so, I think each side has to come to a little bit of a different recognition than maybe a tradition of 1930s kind of labor management thinking.

CATHY WRIGHT

Right.

RANDY BABBIT

This isn't the 1930's. There's a lot more information available to people. That's one of the challenges that we all face is the information that both the union membership and management employees can get today is dramatically different than it was 30-40 years ago. And that's another reality we have to work with so they have the information. It best be given to them honestly and trust that you can work with them on that information.

CATHY WRIGHT

Alright. You know Randy sitting here and having this conversation with you, it makes so much sense working collaboratively and focusing on shared interests but it sure is hard when you look at what grabs the headlines. What do you think are the most difficult pitfalls that leaders have to overcome in order to be able to create this kind of collaborative environment? What gets in their way?

RANDY BABBIT

Well I think sometimes a company might develop a need, the environment changes, and I mean Southwest Airlines is a great example. After 9-11 the short haul market evaporated— so short haul being defined as 250 miles or less— to traffic today is down 40% in those markets. And that was a huge portion of the market that Southwest Airlines served, so you have to change. I will give you an interesting statistic. We are carrying today, and through 2012, we are carrying about the same number of passengers in the airline industry today that we carried in the year 2000 and people say “That, that’s impossible. I mean that’s 12 years. We haven’t grown?” No, we haven’t. We are carrying the same number of people. Now are we carrying, how about available seat miles, which is the measure of how many seats and how far you carry the people, that’s up so what that tells you is we’re carrying people further per flight, but essentially, the same number of flights and the same number of people is just going further distances. And that’s the short haul market. So as a result of that Southwest Airlines had to change their business strategy. A lot of airlines have. And it requires [changes to] things that we used to do. For example, there was no need for part-time help because Southwest never went to a station where they didn’t fly there 10-12 times a day.

CATHY WRIGHT

Right.

RANDY BABBIT

But now because some of the short haul markets are gone, well you might only fly to that station twice a day but you can’t handle full teams sitting in a station to serve two flights so you either hire, outsource it to another airline— perhaps an airline that has gates and personnel there, or a contractor or something like that. Lots of carriers do it. Something Southwest didn’t have to do; now they have to do it. Getting those kinds of changes and it’s an educational process in place; I think presents a big challenge to executive management teams. When the market place has changed and you need to do business differently and you go to your unions and say “Well this is something we need to do now that we didn’t need to do in the past.” Their answer is going to be “Well we’ve never done it that way. This doesn’t look appealing to us.” And so it’s a challenge to communicate it and we use a process here that I mean we’ve done it lots of places; I have, where, “Let’s put the facts down. This is how we see this situation. These are the facts. These are the dollars associated with these facts. Do you see it the same way?” And I think that’s a step that a lot of people miss. In other words, if we don’t see the same issue, it’s going to be awfully hard to come up with a solution. If you see a different

problem than I see, then we are trying to solve two different things and so I always try and start with “Let’s start with the facts. Do we agree on the facts? Then let’s move to the problem. Based on these facts, this is an issue.” And I would counsel unions to do exactly the same thing. If you want something changed in your working agreement, you go to the company and you put it down the same exact process. “These are the facts. This is what everybody else is doing. We’re not. It’s a gap. It’s a problem for us. How do we solve that? What can you do to help us fix that gap?” And it doesn’t matter which side of the table you sit on. It works the same way and if more people would adopt that process I think a lot of your negotiations and a lot of your frustrations would evaporate.

CATHY WRIGHT

You’re so right Randy. I think quite often when we look into some of the conflicts that plague labor and management, they are working on different sets of facts and when they can get to thinking about what is it that is in our mutual good interests and to your earlier point having successful enterprises is in everybody’s better interests. It’s hard to create a good working environment and compensate people well when you are a failing enterprise.

RANDY BABBIT

Exactly right. Well, and in fairness, you have to— I mean today these larger unions have very sophisticated, very savvy folks working with them and so just using the pilots here at Southwest is an example. We went through this process and we spent about a half a day laying out just “Here’s how the airlines run and this is where the money’s coming from, this is where the expenses are. And, do you all agree?” And they said, “With a lot of it, but we don’t agree on a few things. And so basically, could you come back tomorrow? We’d like to present to you how we see the airline.” And so we did. We came back and we had two more sessions with them and there were three or four things that they didn’t agree with and they showed us their facts and we said “You know what? You’re absolutely right. Your numbers are correct. We will accept that.” And there were two or three things that we had that they said “We don’t agree with that, but after further exploration and going through the numbers,” they said, “You know what? We didn’t see it that way. We get it. You’re right. We’ll abide you.” We now have a combined set of facts that we all agree to and we made some changes. We were looking through a different lens than they were and now we’ve gotten our lenses aligned and we see the same picture. That’s a great way to start negotiations. It really is—

CATHY WRIGHT

Absolutely.

RANDY BABBIT

—and having a common base of facts.

CATHY WRIGHT

Yep. You know one of the other things I think about Randy listening to you— Bob Tobias is a good counterpart of ours at American University. He said to me in a conversation one day that the biggest challenge of collaboration between

labor and management is that all too often the parties settle for respectful relations instead of real achievement. And I think his point was: getting along is great. It creates a much more friendly environment but the real opportunity in having good collaborative processes and relations is that you can jointly identify challenges and tackle them together.

RANDY BABBIT

Uh huh. Uh huh. That's a great quote from Mr. Tobias. I mean he's obviously been around and has a lot of insight in the industry and I think that's correct. I mean, if you go back and you ask someone who headed up labor relations 40 years ago and asked them what their job is, I'll bet you a good percentage of them would articulate the position that they were there just to insure labor peace.

CATHY WRIGHT

Yeah.

RANDY BABBIT

Literally buying labor peace. "I'm going to just put out noise stops. I'll make concessions or I'll give them what they want until the noise stops" and literally buying labor peace. And I think that's kind of an old archaic thought. The other change I mean you see much more modern views of collaboration, working together and getting true achievement as Tobias has described it, but I think unions to realize the benefit, the days of just standing in the back of the break room, or the back of the plant in union hall complaining about the all of travesties that are being put forth on the poor working labor have been now changed to "How is this going to affect our profit sharing? How is this going to affect our you know...? We are in this boat together and I think that's a very enlightened view as well."

CATHY WRIGHT

Yes and getting rowing in the same direction makes for much better progress overall. Randy last question based on your experiences as a collaborative leader in so many capacities and having worked with a lot of other really stand-out collaborative leaders: what advice would you give to those who are in organizations that are struggling to find their way in this space? What would you counsel them to think about or do differently to try to create a collaborative environment?

RANDY BABBIT

Yeah that's awfully tough but it's a great question. I'd like to sit down with both sides independent of each other and say, "What do you think would be the benefit if we were working together collaboratively? What do you see would come from being more collaborative? Can we list about five or six things that you think would improve around here and conversely, what do you see happening if we don't improve them? What's going to go wrong? Let's put that on the other side of the ledger here." It doesn't take long. This is a five-minute exercise. You do the same thing with the other side. And then I like to sit down and bring everybody together and say, "Look, if you both realize there's enormous benefits in this and somewhere along the line you have lost your

ability to work and fundamentally trust each other, but you're going to have to find some areas of mutual trust"... Then if you can get them to sit down, understanding benefits that would come from being more collaborative, and let them start meeting maybe once a week, [discussing] how's it going, staying in touch, sharing what's going wrong and that not in a sense that it's a gripe session, but in the sense of what went wrong and what really seems to be working. "What should we be doing more of? How can I help process? I want this process to work." And if both sides come to it with that attitude, it will get there. The problem is one hand can't clap.

CATHY WRIGHT

Yep.

RANDY BABBIT

It takes two and it's very, very challenging. If you try at one level of the company and you are just not getting there or if you tried one level in the management side and you are not getting there, maybe an outreach to some other people and try the same process again. I also would suggest outside independent people that don't have a dog in the fight. Groups like yours [Overland Resource Group] can come in and sort of bridge that gap. Often some professional help to get people started is really, really useful and you can confide in a neutral party. I mean people do it all the time in their personal lives. They get marriage counseling. Don't wait until the pots and pans are flying around the kitchen to bring the counselor in. You can do things when you can begin to sense that you can use some help. And we use professionals for so many other things why not in something this important? And some of that is training. As I mentioned earlier on, in some of the dialog we had Cathy, the idea that everybody just has these skills— that's not correct. And some training and teaching people how to do these things and recognizing there will be a lot of "oh wows", you know, "oh, that's why that is happening. I get it. I didn't realize I was being quite that offensive when I answered your question or your email this way or that way." And a little help there will also go a long way.

CATHY WRIGHT

Yeah and I think so often to your point Randy when the parties have been really divided and adversarial for a long time they don't even have a forum for proactive dialog. When you can start hearing one another, it just shifts the conversation in powerful ways, so great counsel. Randy, I want to thank you so much for taking your time to speak with me today. You've had great insights and also to thank you for your amazing leadership. It's so encouraging to have you as a model for others to look to as ways to navigate through the sometimes very trying challenges of labor management collaboration.

RANDY BABBIT

Well you're sure welcome. I appreciate the opportunity.

STEVE KRASKE

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