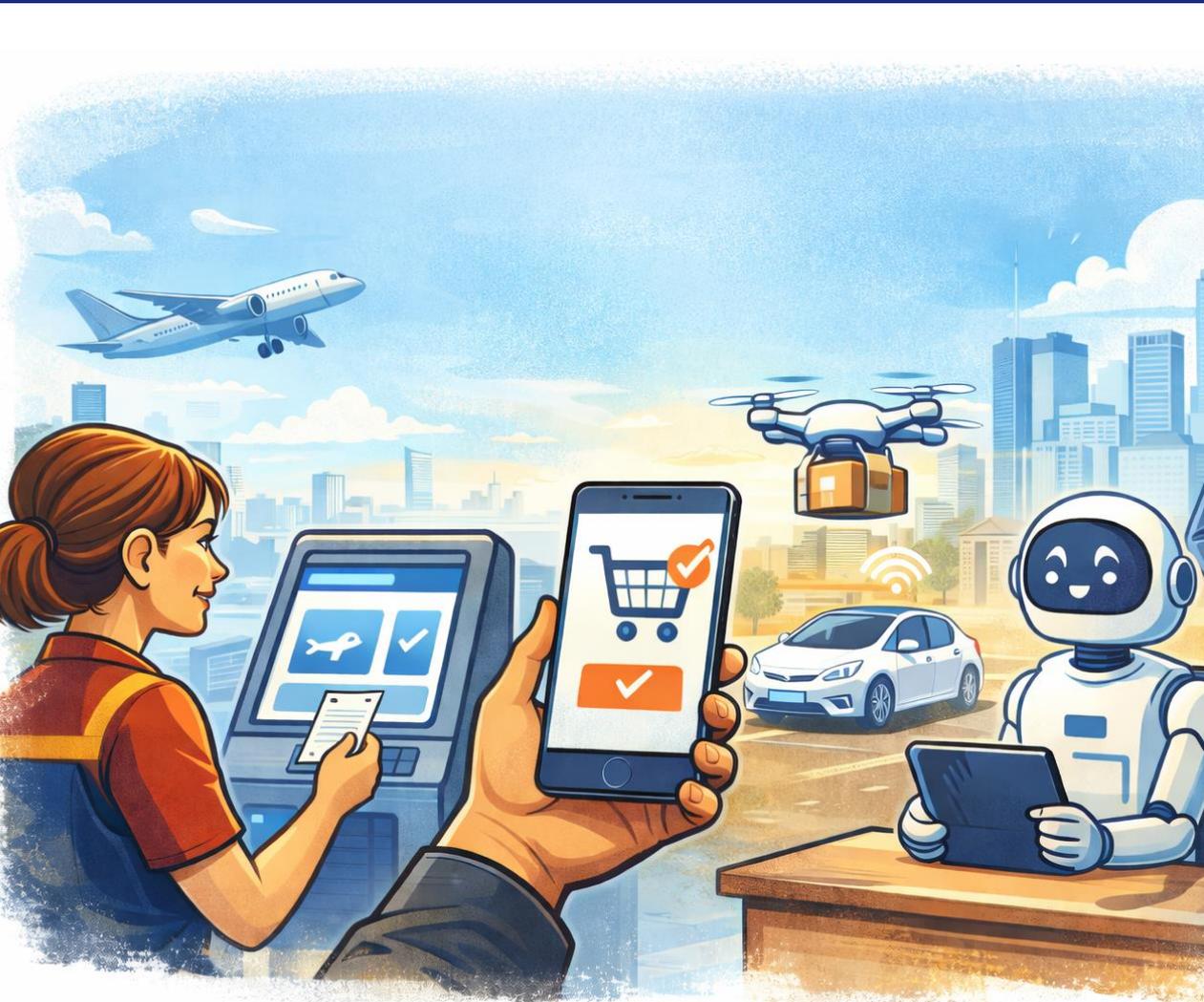


Frontline Empowerment Is the CX Strategy

Kevin McDorman

VP of Customer CARE | Southwest Airlines

Transformation Is Everywhere



Strategy collapses into one **human** interaction

Transformation fails – or succeeds – at the frontline

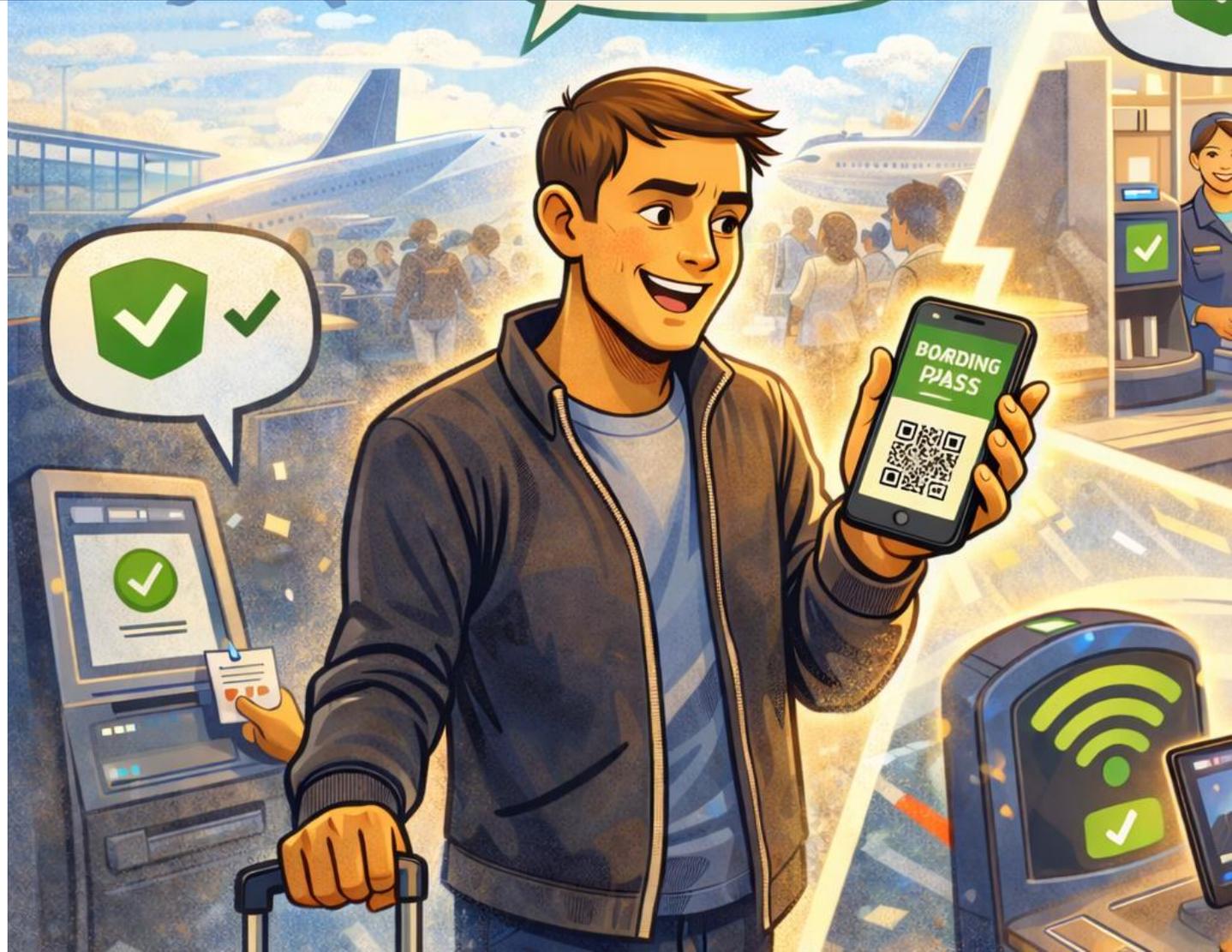


The CARE Truth

Customers do **not**
want to contact us

Contact is **friction**
made visible

Contact = ~~Failure~~

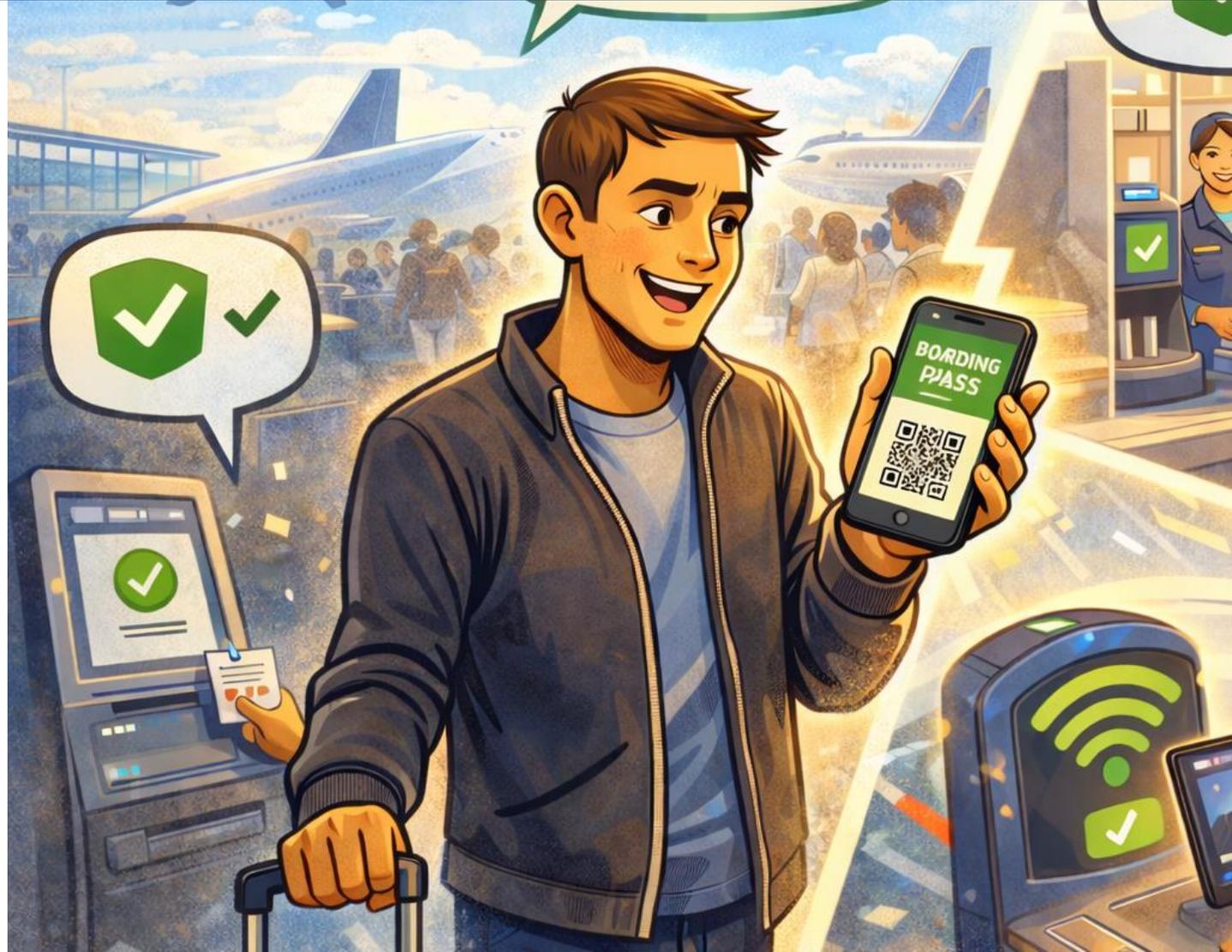


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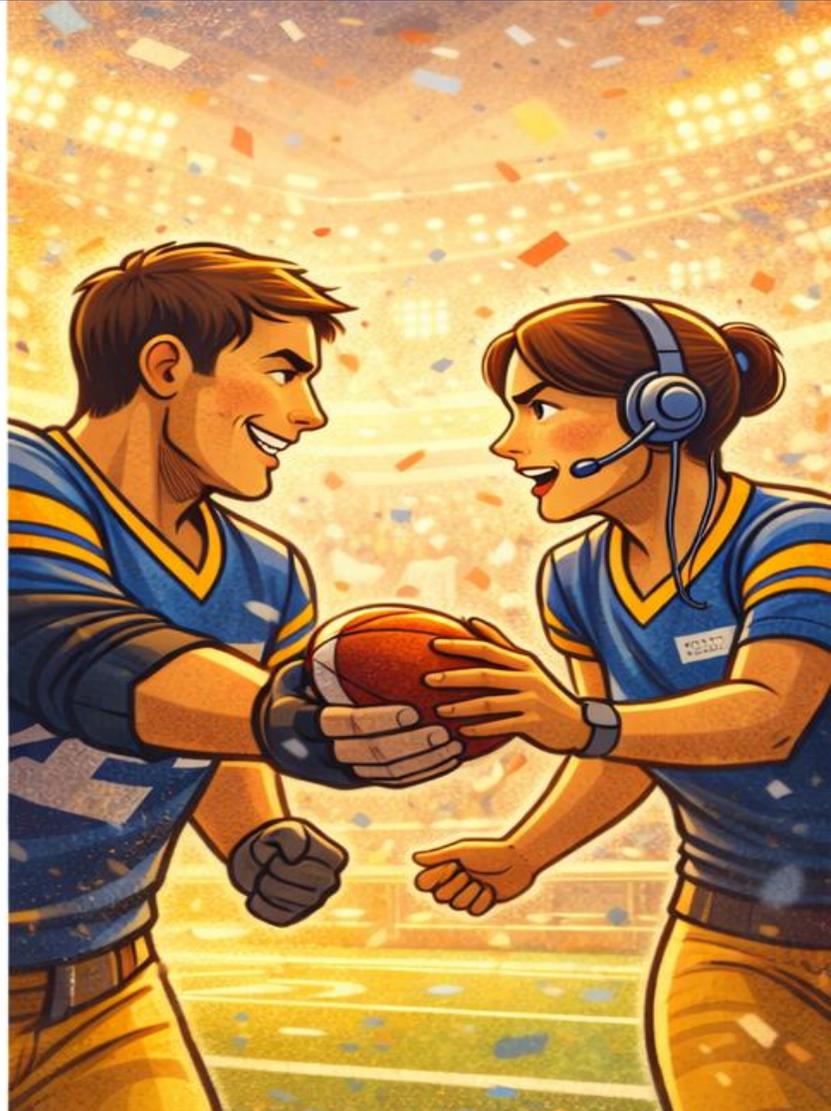
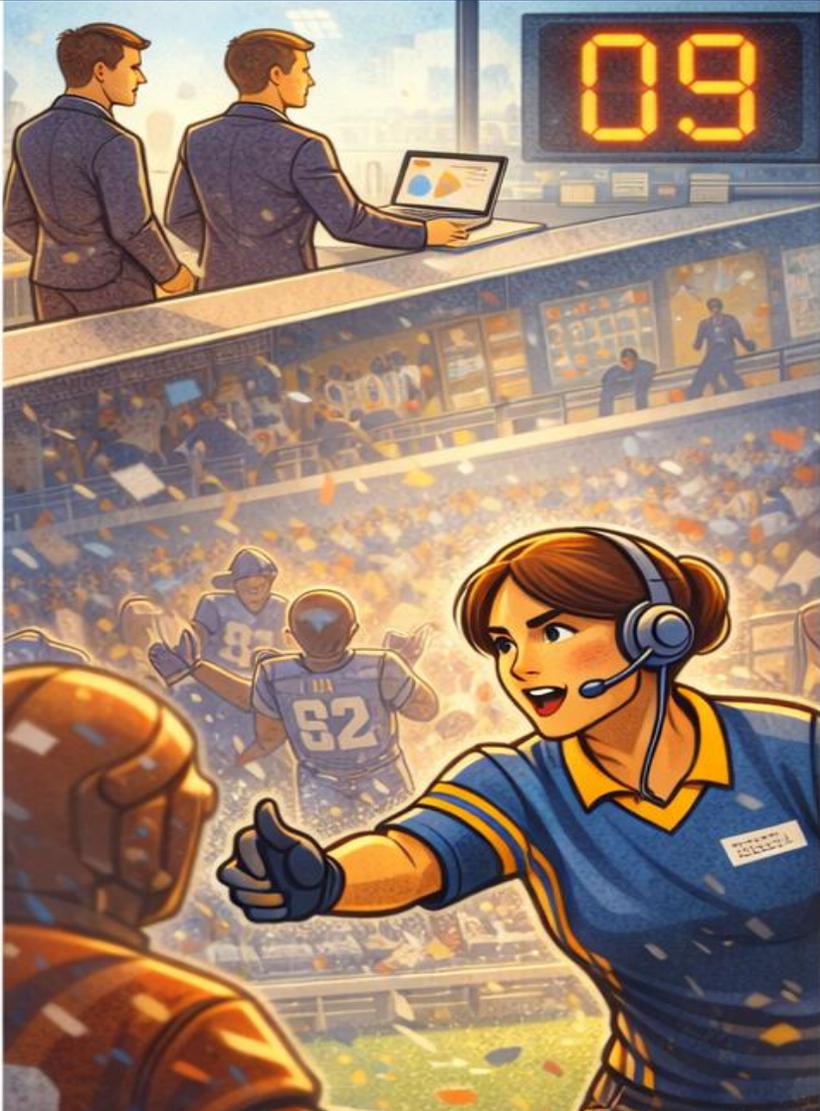
Contact = **Signal**



**Design
brilliantly for
necessary
contact**



Customers remember the **recovery**





Empowerment is Designed

Traditional

Policy enforcement
Script adherence
Containment
Efficiency metrics

Empowered

Wide guardrails
Judgment
Friction resolution
Experience outcomes

Guardrails define the field • Judgment wins the game

Be better at **caring** for your **frontline** than
you are at caring for your **customers**

Supported employees create differentiated recoveries and CX

Culture as Infrastructure

Hire



Train



Measure



Reward



Warrior Spirit • Servant's Heart • Fun-Loving Attitude

Recognition that reflects **trust**

Forbes'

Best Employer 2025 – Top 25 U.S. Companies

#1 in J.D. Power 2025

North America Airline Satisfaction Study

Wall Street Journal's

Best U.S. Airline for 2025



Billboards in downtown Denver

Your **frontline** isn't delivering CX
They are your **CX strategy in motion**