

# Who Else is Cross-Training?

## Southwest Airlines

Southwest Airlines cross-trains employees as one method for building leadership.



Lowenstein, Michael. *The Customer Advocate and the Customer Saboteur: Linking Social Word-of-mouth, Brand Impression, and Stakeholder Behavior*. Milwaukee: American Society for Quality, Quality Press, 2011.



## Marlin Steel

Marlin Steel cross-trains their employees to prevent tasks from becoming dull and tedious.

"How Cross-Training Drives Employee Engagement in Manufacturing Jobs." Marlin Steel. January 20, 2015. Accessed August 10, 2016. <https://www.marlinwire.com/blog/how-cross-training-drives-employee-engagement-in-manufacturing-jobs>.

## United States Navy

Navy cross-utilizes engineers so they can handle all scenarios when on a ship with limited capacity.



Welsh, Trevor. "Cross-Training, Teamwork Keep Independence Engineers at Full Throttle." United States Navy. April 19, 2012. Accessed August 10, 2016. [http://www.navy.mil/submit/display.asp?story\\_id=66538](http://www.navy.mil/submit/display.asp?story_id=66538).



## Hospitals

Many hospitals cross-train to reduce workforce costs while improving quality of care.

Mendez de Leon, Daphne and Judy A. Klauzer Stroot. "Using Nursing Resource Teams to Improve Quality of Care." HFM. August 2013.

## Disney

Disney cross-utilizes executives on the front lines, allowing leaders to "walk in the shoes" of employees.

Jones, Bruce. "Learning from the Front Lines of Customer Service." Harvard Business Review. March 8, 2016. Accessed August 10, 2016. <https://hbr.org/sponsored/2016/03/learning-from-the-front-lines-of-customer-service>.

