

# CAREGIVER OR AUTHORITY FIGURE?

Managing the Two Faces of Flight Attendants' Leadership  
for Increased Resilience

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# A Little About Me...

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**Breeze Airways** - Leadership Dev, Training & Evaluation  
**Utah Valley University** - Professor, Aviation Science  
**Delta Airlines** - Flight Attendant/Purser



# Goals for Today



1

**Leadership Effectiveness  
& Resiliency Skills**

2

**Tools & Takeaways**

# Are Flight Attendants effective leaders?



YES

OR

NO

# Do Flight Attendants see themselves as leaders?



OR



# Rank the top 3 skills you feel are the most impactful to Flight Attendants' leadership effectiveness.

**Tone**

**Empathy**

**Listening**

**FA Swap Out**

**Professionalism**

**Respect**

**Anticipating  
Problems**

**Taking Charge**

**Confidence**

# Top 3 skills for effective FA leadership

**Tone**

**Empathy**

**Listening**

**FA Swap Out**

**Professionalism**

**Respect**

**Anticipating  
Problems**

**Taking Charge**

**Confidence**

# Flight Attendant Leadership Study

**Total Participants:** 12

**Age Range:** 25–57 years

**Orientation:** 11 Female, 1 Male

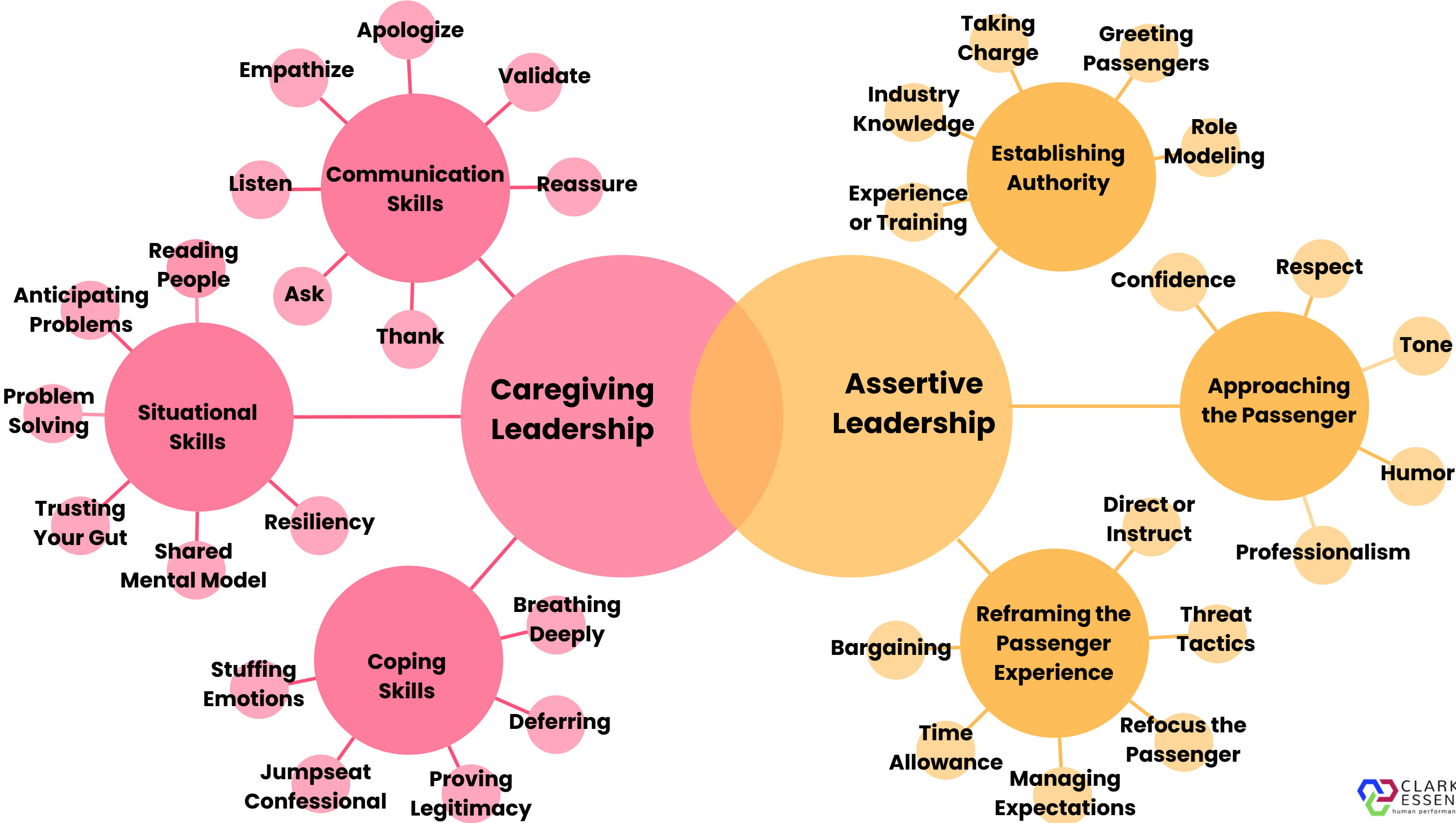
**Category:** 3 Legacy, 2 Major, 2 Regional,  
4 LLC, 1 ULCC

**Primary Position:** 7 Reg, 4 Lead, 1 LOD

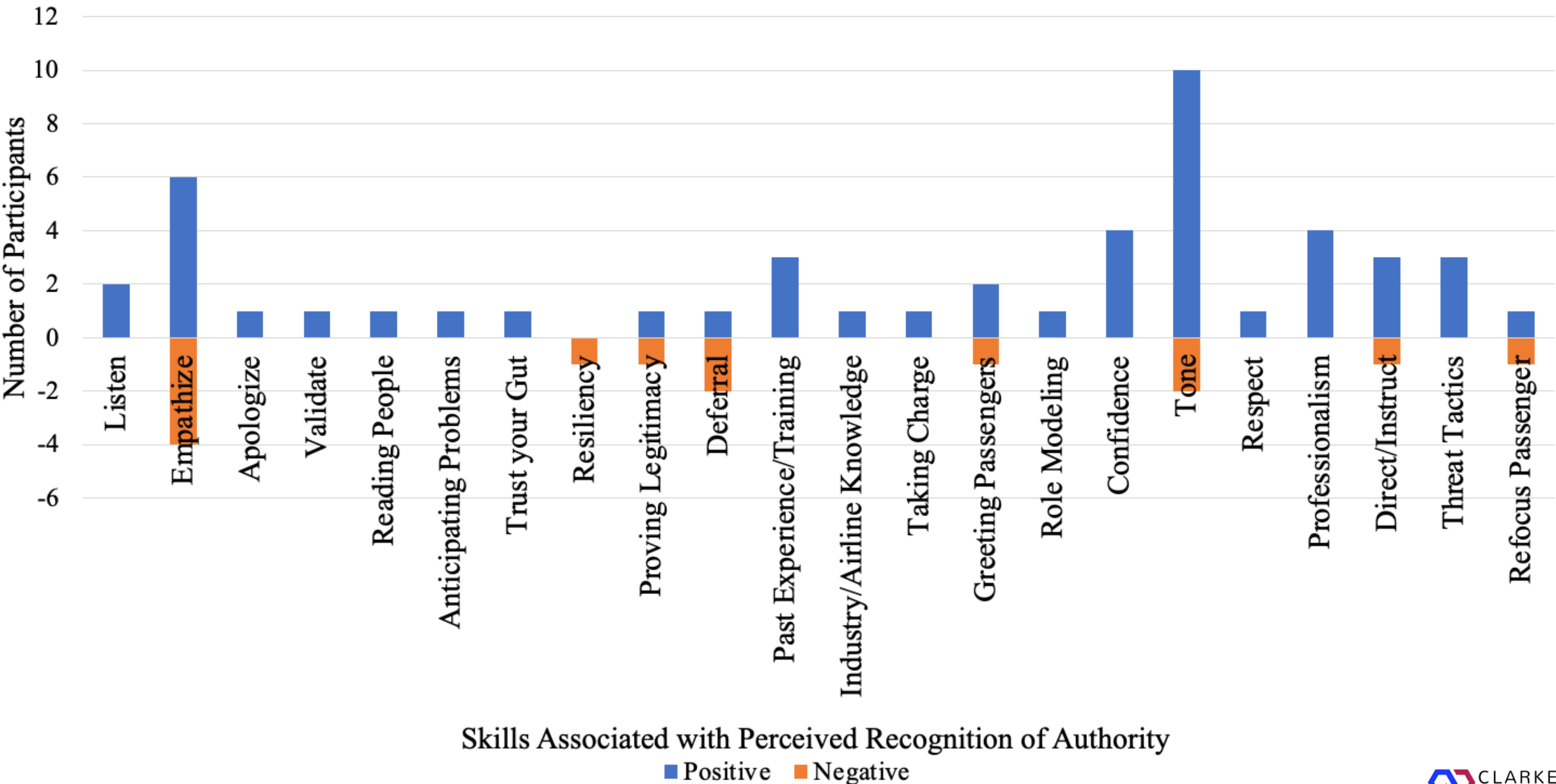
**Years of Experience:** 1–33 years



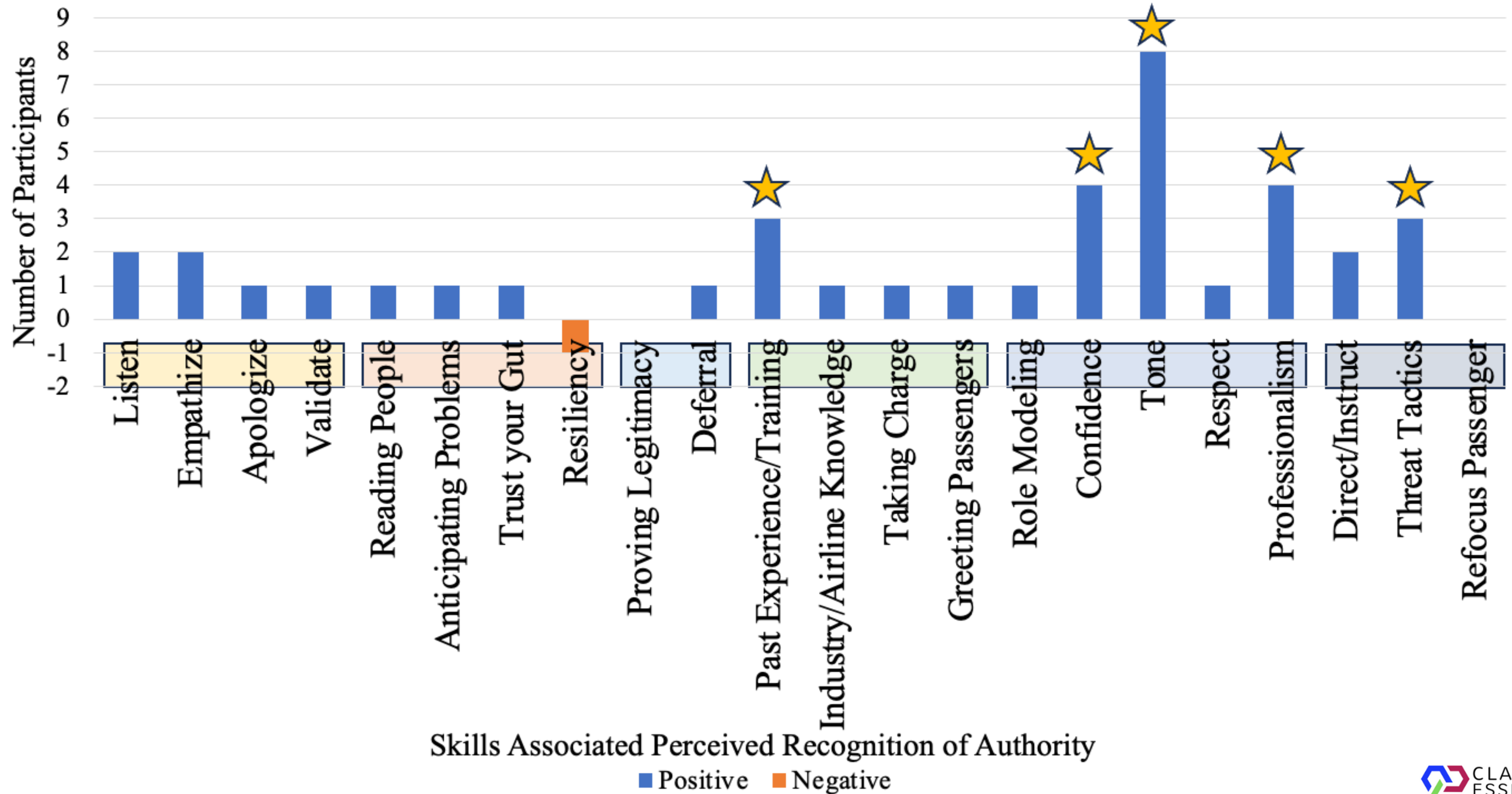
# Cabin Leadership Effectiveness Skills



# EI's Impact on Flight Attendants' Perceived Recognition of Authority



# EI's Net Impact on Flight Attendants' Perceived Recognition of Authority



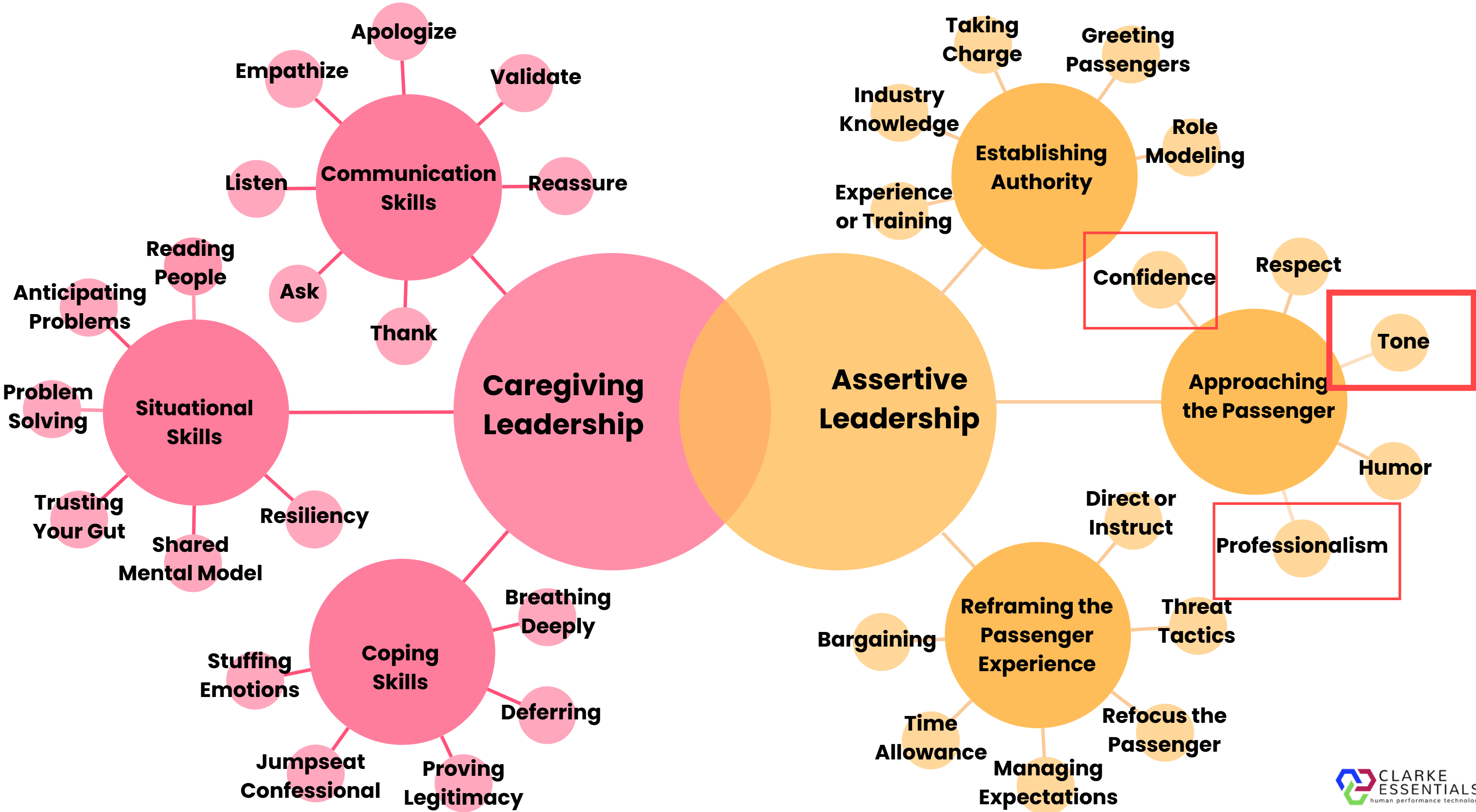
# The Leadership Triangle

(Kellerman, 2008)



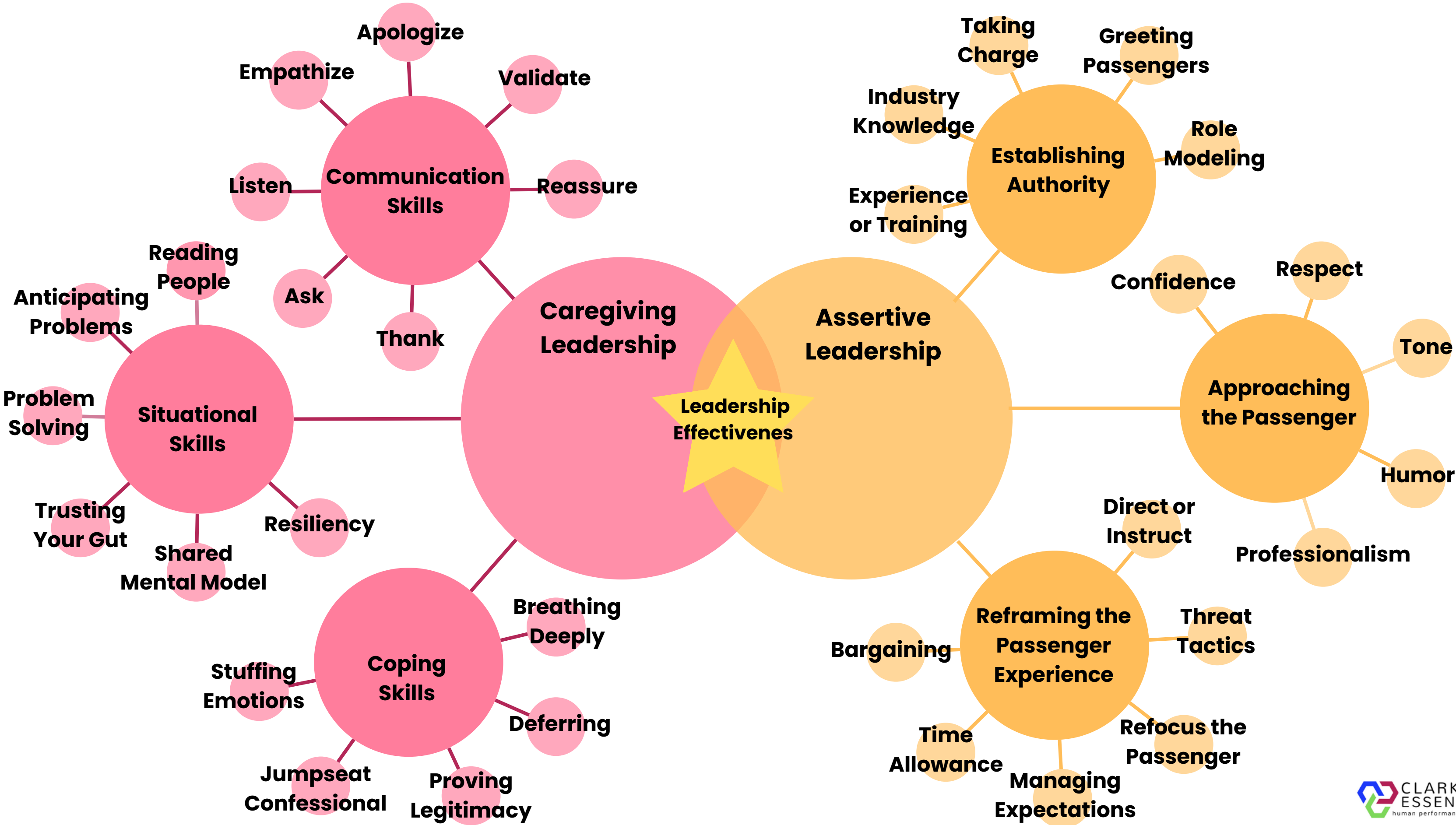
**If the GOAL is compliance...  
does it matter how we get there?**

# Cabin Leadership Effectiveness Skills





# Cabin Leadership Effectiveness Skills



# Leadership Agility

“

How one leads  
directly affects how  
one's followers follow.

(Avolio, 1999)



# Questions?

Thank You.

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