

The lead role

Developing the next generation of leaders is crucial to Boeing's growth. Here's a look at some of the many ways Boeing is tackling this task.

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Behind every great Boeing product and service is a team of great Boeing people. Helping Boeing people and teams reach their full potential and maximize their contributions is one of the tasks of leaders at Boeing. Indeed, “sets high expectations” and “inspires others” are among the six characteristics spelled out in the Boeing Leadership Attributes.

Boeing places an immense emphasis on developing its next generation of leaders.

“Leadership development is the foundation of our management model and the key to sustainably growing our company. I consider it one of my top priorities,” said Jim McNerney, Boeing chairman, president and CEO. To achieve sustained growth, McNerney said, “we must take specific steps to strengthen the culture of leadership and accountability within Boeing.”

In this series of articles, *Boeing Frontiers* looks at some of the many activities organizations around the company are undertaking to develop its leaders of tomorrow.



Straight from the source

By ROBERT STERLING

When Ginger Barnes spoke to employees attending a recent leadership development program at the Boeing Leadership Center, she acknowledged the challenges that “charts the course”—one of six leadership attributes spelled out by Boeing earlier this year—presented in growing a weapons business.

But she said she’s embraced that challenge with excitement and determination.

“For me, developing a strategy to grow our weapons business has been challenging, but fun as well,” said Barnes, vice president, Weapons Programs, part of Integrated Defense Systems. “It’s not just about a vision for the future, but a vision that everyone can

Ginger Barnes, vice president, Weapons Programs, part of Integrated Defense Systems, takes part in the Leaders Teaching Leaders process at the Boeing Leadership Center. Leadership “is all about leaders teaching leaders and about relationships,” she said.

understand and wants to buy in to, complete with ways to measure our progress.”

Barnes is one of a number of executives who are taking part in the Leaders Teaching Leaders (LTL) process at the Boeing Leadership Center near St. Louis. The project engages leaders from across the enterprise in open and honest dialogue about the leadership attributes, the Boeing management and leadership models, and the impact of incorporating the companywide growth and productivity initiatives into their business and people plans. “Leadership is all about leaders teaching leaders and about relationships,” she said.

Executives from across the company speak to participants of the BLC’s core leadership programs. Classes engage in open discussion and offer participants time to ask questions and challenge leaders on any aspect of leadership development they choose.

Barnes focused on the leadership attributes and Boeing’s strengths versus weaknesses. “We can execute the daylights out

Attributes of a Boeing leader

To strengthen the culture of leadership and accountability within the company, Boeing defined its expectations for leaders. These expectations are known as the leadership attributes.

A Boeing Leader

- Charts the course
- Sets high expectations
- Inspires others
- Finds a way
- Lives the Boeing values
- Delivers results

of anything, so ‘finds a way’ and ‘delivers results’ have always been strong traits,” she said. “Where we need to improve is in the areas of ‘charts the course,’ ‘sets high expectations’ and ‘inspires others.’”

One suggestion Barnes offered: Seek out a mentor—“someone who’s strong in the area you need to develop and will offer honest feedback,” she said. “That’s what I’ve done.”

The LTL process serves as a way for executives to share their personal experiences around the attributes and initiatives. At the same time, it allows for a two-way dialogue to encourage participants to share their own applications and challenges. According to Karesa Prestage, Accelerated Leadership Development program manager, participants are reacting positively to the opportunity LTL provides.

“The Leaders Teaching Leaders session was great,” said Drew Oberbeck, part of the Program Managers Workshop and member of the C-17 program in Long Beach, Calif. “The opportunity to ask any questions, especially tough ones, allows me the chance to look into the future to get a better picture of both where I’m going as an individual as well as the direction of the company.”

“The leadership attributes and initiatives, along with leadership and management models, provide Boeing with a common language and a common culture and help us to better align as one company and drive behavioral change,” said Rick Stephens, senior vice president, Human Resources and Administration, during a recent talk to Boeing Executive Program participants at the BLC.

“Boeing is about our products, but more about our people, and both have to be strong if we’re to be successful,” Stevens said. “Performance and values must work hand-in-hand. That means leaders must model and demonstrate leadership in the context of their jobs everyday [to] create the right environment so employees can find a way to be successful in their areas of expertise.” ■

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Two years ago, Elizabeth Hopkins (left) took up an invitation from Jim Young (right), vice president of Engineering for IDS Global Strike Systems, to shadow him for a day. That started a mentoring relationship that’s directed her career.

Teach your teammates well

By MARY JO BECKER

Mentoring is highly beneficial to Boeing and has been enthusiastically embraced by Integrated Defense Systems—so much so that IDS president and CEO Jim Albaugh has tasked each member of his senior leadership team to mentor a minimum of three people, including one woman and one member of another minority group.

“When I think about the things that can really change a person and the direction his or her life is headed, education and mentoring are right at the top,” Albaugh said. “All leaders at one time or another have likely benefited from those who took an interest in them, helped them develop their skills and provided opportunities to learn and grow. This is really the most important job managers have—building the next generation of leaders who can take Boeing to a higher level of success. By mentoring others, by demonstrating—every day—the Boeing Leadership Attributes, and by creating a culture that values new and diverse ideas and viewpoints, we can help ensure that the Boeing of tomorrow is an even better, stronger and more diverse company than it is today.”

Simply defined, to mentor is to serve as a teacher and counselor

to a willing learner. Mentoring can be formal or informal—anything from one-on-one conversations to classroom training. It can draw people from similar or diverse backgrounds and experience. It can be an inherent skill or one that is acquired.

Jim Young, vice president of Engineering for IDS Global Strike Systems, has a mentoring portfolio that includes meeting one-on-one with employees, participating in roundtable discussions and speaking at orientation sessions for new employees. It was at one of those sessions two years ago that he met current protégé Elizabeth Hopkins, who joined Boeing out of college.

When Young invited any new employee to shadow him for a day, Hopkins signed on. It was the beginning of a mentoring relationship that has directed her career and helped her transition to her current job in Industrial Engineering on the C-17 pod line.

“Talking with Jim has helped tremendously,” Hopkins said. “For instance, talking with him about my Performance Development Plan changed my goals dramatically and really made the plan a workable road map for building the skills I want and need.”

Derek McLuckey, general manager of IDS Wichita, sees mentoring as a way to leave a meaningful legacy. Toward that end, he meets regularly with individual employees and teaches Basics of Leadership Development, a series of classes that covers everything from production and finance to motivation and managing change.

“When you look back over your career, when you’re packing your

boxes and turning off the lights, your legacy is the people you’ve helped become leaders,” McLuckey said.

Jason Beckmann got the message. He was mentored by McLuckey and in turn mentors three other employees. “The greatest benefit of mentoring is that it gives you a systems view of the world,” he said.

Beckmann is really a third-generation Boeing mentor. His mentor, McLuckey, was mentored by Gary Toyama, vice president, Southern California Region for IDS. Toyama mentors up to 24 people individually and hosts monthly Web-based training sessions for employees across Boeing.

For Kory Mathews, director of F/A-18 program strategy and integration, mentoring is “hugely important—it’s the epitome of diversity. It offers a chance to share experiences and to view the world from someone else’s perspective, to pick someone’s brain and leverage their experience and your own for mutual benefit.”

Mathews formally mentors seven co-workers and has informal mentoring relationships with several others. “I can share experiences, offer opinions and help guide the people I mentor, but I learn as much from my proteges as they ever could learn from me,” he said.

“Kory makes you feel comfortable, and he makes sure you know he values your opinions,” said Lana Lechner, who’s been mentored by Mathews for about 18 months. “Mentoring with him really helps you step back and think of things you ‘know’ in a different way.” ■

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PETE GEORGE PHOTO

New hires can REACH for the stars

Corporate life can be overwhelming for recent college graduates who join Boeing. The Regional Events and Activities for Company Hires (REACH) organization aims to reduce this anxiety through networking and career-growth opportunities.

Originally coordinated in 1998, the organization now provides new hires at 26 Boeing sites opportunities to learn about the company, network with colleagues and learn from executives how to put their careers on track to success. For employees new to a geographic area, REACH can help familiarize them with the community’s social and cultural highlights.

A typical REACH activity may be a company-sponsored community event such as refurbishing a house or stocking a food bank. It may be attending a sports event with fellow new hires or sitting down with one of the company’s top leaders and asking questions such as, “How did you become the leader that you are?”

This summer, REACH and College Programs sponsored a development day in Southern California called “Take Your Career to New Heights.” Two hundred REACH members and college interns heard tips from Boeing senior managers about how best to accelerate their careers.

REACH has also acted as a linchpin for Boeing’s student development program, in which college interns spend 12 weeks working on a program or within a function while learning about Boeing. “The REACH program was one of the main reasons I came back to Boeing after my internship,” said Betsy Jobes, a structural engineer for the C-17 program. “I saw a way I could immediately add value and make a difference, and not be lost in a company of 150,000 people.”

For more information on REACH, visit <http://reach.web.boeing.com> on the Boeing Web.

—Erica Godfrey

Among the participants in Regional Events and Activities for Company Hires is Matt Rutherford, a participant in the IDS Engineering Skills Rotation program and currently assigned to Tactical Aircraft Reliability & Maintainability. He’s been a member of REACH for three years.

New class seeks to build leadership bench strength

Accelerating the preparation of program managers is the aim of a class begun in June for 20 managers from throughout Integrated Defense Systems.

The new Program Manager Development Program, Boeing's most intense program-manager training effort, is part of a push to ensure the company will continue to meet its need for skilled leaders. The inaugural class's participants, selected by IDS executives, are spending seven weeks over 18 months in workshops exploring the fundamentals of program management.

"Our expectations for this group are high," said Steve Goo, vice president, IDS Program Management and Business Excellence. "We want them to model what they learn from the experts and take it back to their home programs so their teams can be more successful."

The class is part of a growing number of activities around the enterprise to develop program managers. For example, a monthly workshop at the Boeing Leadership Center in St. Louis enables 36 leaders from IDS, Boeing Commercial Airplanes, Shared Services Group, customers and suppliers to participate in a management simulation on leading programs using the Boeing Program Management Best Practices. In addition, training sessions are held monthly throughout Boeing to support best practice implementation. And a quarterly class will be launched at various sites in early 2007.

IDS is now working with Commercial Airplanes to take its new development program to other parts of Boeing. The two business units are merging their program-manager biographical databases to boost visibility of skilled individuals. They also are participating in an enterprisewide Program Management Development Initiative team. The team's ultimate goal is to create a system that will increase career development opportunities and the number of management-position candidates through certification, job rotation and other strategies.

"The identification, development and promotion of program managers is one of the biggest issues in the aerospace industry today," said Goo. "With our 500 programs, IDS is in a unique position to leverage what Boeing knows and prepare qualified program managers to lead our company in the future."

—Diana Eastman

Steve Goo, vice president, Program Management and Business Excellence for Integrated Defense Systems, discusses with members of the first program-manager development class the increased focus on preparing Boeing's future leaders.



Out of the office, onto the shop floor

By KATHRINE BECK AND CARRIE THEARLE

Beth Anderson knew she'd made the right move the day a mechanic came up to her with two seemingly identical parts, one in each hand. "This one costs \$2.50 and this one costs \$17," she recalled him saying. "So why am I using the one that costs \$17?"

Anderson is director of the Interiors Responsibility Center (IRC) in Everett, Wash., where interior components such as overhead stow bins, sidewalls and ceilings for all Commercial Airplanes models are made. She's a living example of the Lean manufacturing ideal that good leaders must understand the daily work in great detail.

It was with that thought in mind that she moved her office onto the factory floor. Before her present assignment, Anderson had no experience in a manufacturing environment. An engineer, she had spent 20 years in Commercial Airplanes working on modifications and upgrades of existing airplanes.

A few days into her new job, she was asked to put together a report on how the organization would be able to increase its production rate.



TONY ROMERO PHOTO



GAIL HANUSA PHOTO

Beth Anderson (left), director of the Interiors Responsibility Center in Everett, Wash., chats with Scott Partridge, lowered-ceiling mechanic, in the production area where they both work.

Much of the area's production relies on three- and five-axis routers. Anderson laughs now, but she said there were gasps when she had to ask what a router was. "I have learned so much," she said.

Leanne Jackson, team leader for ceilings and sidewalls, said of Anderson's new work location, "I love that. It makes her more accessible to employees. I think they just feel she's not separate from us, doing her own thing. She's more involved with us in our daily work."

"The farther away managers are from the work area, the more it dilutes the information they get," said Mike Herscher, leader of the Commercial Airplanes Lean Enterprise Office.

He also said that when managers get close to the daily work, they teach as well as learn. Herscher accompanies Carolyn Corvi, vice president and general manager of Airplane Production, on her regular weekly walks through production and office areas. Corvi is responsible for managing Commercial Airplanes' fully integrated production system from design through production and delivery. Once a week, she spends three hours in a work area, accompanied by several students of Lean—hourly, salaried, managers and executives. They learn from real-life examples and talk to employees about improvements.

"The people will talk about what they're working on, and Carolyn will share the philosophy and principles of Lean and challenge them to think how they would adopt principles in their work environment. She teaches, and at the same time, she learns," said Herscher.

Lean manufacturing has been a remarkable success at Commercial Airplanes. In six years, the time it takes to build a 737 has been reduced from 22 to 11 days. Glen Kanenwisher is general super-

visor for three of those flow days—days six, seven and eight—in 737 Final Assembly at Renton, Wash. He's also a strong believer in the value of understanding the daily work. "You've got to get out of the office, and you've got to know your work force, and they have to know you," he said. He added that an important part of his job is to inspire employees and to "foster ownership" of the work they do.

Gemba is Japanese for "the real place," and a gemba walk into work areas is a key part of Lean thinking. Kanenwisher tries to walk through his area and meet with the employees at least twice a day.

"I walk up to them, and I learn the issues of the day by asking them how everything is going and if there is anything I can do for them," he said. "You have to be prepared to follow up." And when he does follow up, he tries to model the right kind of problem-solving behavior, stressing Lean thinking and cooperation.

Employees might request help with a supplier issue or a "defect" report on an assembly traveling into their area. Kanenwisher said he is seeing a change in the nature of these requests as employees take ownership. Now, he's less likely to hear about what's wrong—and more likely to hear an employee asking for help making an improvement.

Kanenwisher is upbeat about Lean manufacturing and continuous improvement. "I know we are doing well because employees are dissatisfied with the current situation—meaning they want to get dramatically better than they are today. And we're already world class today," he said. He's doing his part by staying close to daily work. ■

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Here: Leadership Excellence 2006

This year's annual training program for 8,000 managers across Integrated Defense Systems is under way.

"Leadership Excellence 2006: Raising the Bar Through Integration and Alignment" began last month and continues through November. The half-day workshops include an introduction to the Boeing Management Model, Leadership Model and Leadership Attributes.

The sessions also explain how these concepts connect to both the IDS strategic imperatives—effective leadership, flawless execution, and shape markets and grow profitably—and the four IDS focus areas: program management best practices, supplier management and supplier quality, systems engineering, and cost structure.

"We use Leadership Excellence to help leaders understand and apply our management tools so they can be more effective, meet team objectives and keep IDS moving forward," said Norm Bartlett, vice president of IDS Human Resources. Bartlett said the training supports Lean+ and the other Boeing growth and productivity initiatives "by giving managers the inspiration and the means to create a culture of continuous improvement and drive higher levels of personal, team and business performance."

The program began in 1999 when the former Space & Communications business unit, now part of IDS, developed a set of common expectations for all managers and team leads. These expectations were explained through a workshop, called Leadership 2000, that was aimed at sharpening their skills and creating positive change. Since then, the leadership program has grown into required, annual training for 8,000 IDS managers.

—Ken Meuser