



Adding A Discipline to the Team

A conversation with Jim Jamieson

Jim Jamieson was named Boeing senior vice president of Engineering, Operations & Technology in June, expanding his previous chief technology officer responsibilities to include leading efforts to improve the efficiency and effectiveness of Boeing's engineering, operations and technology functions. According to Boeing Chairman, President and CEO Jim McNerney, the rationale for this move is to ensure that the level of functional discipline needed to meet Boeing's aggressive long-range growth and productivity goals is achieved in these key functions. In the following interview, Jamieson shares his perspective on his new organization and the role it will play within Boeing.

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Jim Jamieson, senior vice president of Engineering, Operations & Technology



Chief Information Officer
Information Technology

Scott Griffin



Chief Technology Officer
Phantom Works

Bob Krieger



Intellectual Property
Management

Rob Gullette



Development Process
Excellence Initiative

Nan Bouchard

Technology & Initiative Groups



IDS Engineering

John Tracy



BCA Program Management
Engineering & Manufacturing

Jim Morris



IDS Operations &
Supplier Management

John Van Gels



BCA Global
Partners

Steve Schaffer



IDS Program
Management

Steve Goo

Functional Groups

Why was the new Engineering, Operations & Technology organization formed?

It's part of Boeing's strategic plan to improve discipline in all functions – including HR, Finance, Legal, Communications and so on – to ensure that the company not only executes well on its record backlog of current business but also continues to hone its competitive edge for winning and executing new business. While most of the other functions already had centralized enterprise guidance in this direction, the engineering, operations, program management, supplier management and quality assurance functions did not. Their new alignment under the Engineering, Operations & Technology organization helps remedy this situation.

How much of this new functional alignment under Engineering, Operations & Technology is focused on development programs?

An important objective of improving discipline in all the functions across Boeing is so that they can better support the businesses and protect the enterprise. Since development programs are an important part of our business and are also higher risk in nature, they are clearly an important focus of functional discipline. So what we will try to ensure is that best program management practices are identified and used consistently across the enterprise to maintain schedules and cost, manage risks, seek help when needed, encourage open communication and generally achieve high performance results.

What is now included in the new Engineering, Operations & Technology organization?

I'll answer that in two parts. First, our new organization includes everything that was under the former Boeing Technology organization. So on the technology side I will continue to work with Scott Griffin of Information Technology to establish stan-

dard processes and systems across the enterprise; Bob Krieger of Phantom Works – who is also the new Boeing chief technology officer – to provide common, enabling technologies to the business units; Rob Gullette of Intellectual Property Management to protect and leverage Boeing's valuable IP; and Nan Bouchard of the Development Process Excellence initiative to improve the yield of our R&D investments and the efficiency and effectiveness of development programs.

Second, our new organization now also includes the engineering, operations, program management, supplier management and quality assurance functions. In these areas I'll be working closely with the business unit functional leaders – Jim Morris and Steve Schaffer of Commercial Airplanes and John Tracy, John Van Gels and Steve Goo of Integrated Defense Systems – to improve functional discipline in these areas. (See titles of function group leaders, above right).

Do these functional leaders now report to you?

Tracy, Morris, Van Gels, Schaffer and Goo continue to report to their business unit leaders and are functionally aligned to me at the enterprise level.

Can you explain what this "functional alignment" means in terms of the different responsibilities the functional leaders now have?

It means that the engineering, operations, program management, supplier management and quality assurance functions are now comparable to other centrally managed, enterprise functions – like Finance, HR, Legal and Communications – in that their leaders will have both business unit and corporate level responsibilities.

Within their business units, the functional leaders will continue to perform their roles in providing the business unit's programs with the kind of engineering, operations, supplier management and program management support they need

to meet their cost, schedule and quality commitments to their customers.

At the enterprise level, the functional leaders will work with me to focus on improving the efficiency and effectiveness – the discipline – of their functions across business units by identifying and implementing best practices, simplified processes, standard systems, common technologies and critical skills in their respective areas.

While the technology group leaders – Krieger, Griffin, Gullette and Bouchard – will continue to report directly to me, the functional group leaders – Tracy, Morris, Van Gels, Schaffer and Goo – will, as I said, report directly to their business unit leaders and functionally to me. Either way, because these leaders are responsible for both business unit and enterprise objectives, they should be able to work more effectively together as an integrated team to identify the best solutions for the enterprise and implement them more quickly in their respective business units.

Will the employees of the various functions now aligned to you play different roles and have different goals and metrics for each reporting relationship?

Somewhat. While employees of these functions will continue to perform primarily in accordance with business unit goals and metrics, they will also be expected to more directly support the enterprise goal of improving functional discipline through the use of best practices, simplified business processes, standard systems, common technologies, skills development and more – all of which are designed to accelerate progress toward both business unit and enterprise goals.

What has happened to the Engineering & Technology, Operations & Quality, Supplier Management, and Program Management process councils?

The leadership and integrated structure of the new Engineering, Operations & Technology organization is designed to provide a more streamlined approach to implementing best practices, simplified processes and so on across the enterprise, enabling us to make functional improvements much more quickly and effectively in support of Boeing's near- and long-term business objectives. Because these goals are essentially those of the former process councils, the councils are being absorbed into the functions.

Why have you also been assigned the role of coordinating the four enterprise initiatives?

Among the four initiatives – Internal Services Productivity, Lean+, Global Sourcing, and Development Process Excellence – there is a significant amount of overlap with each other and with the functions and technology groups within my organization. As a result, some coordination is needed to ensure that synergies are gained, duplication of effort is avoided, a common database is established and goals are achieved.

Is there anything else you would like to say?

Only that our organization has some really interesting and important challenges ahead but has a really great, strong team to tackle them. In the meetings we've had so far to discuss goals, strategies and issues, I couldn't be more pleased with the enthusiasm, energy and commitment of the team to working together to help Boeing achieve higher levels of productivity and growth through greater functional discipline across the enterprise. So it's a great pleasure – as well as a great honor – to be leading this tremendous team. ■



Co-located engineers and mechanics at Commercial Airplanes work closely as a team and regularly consult each other on the factory floor in Renton, Wash.



Boeing engineers are using a common resource – the Boeing Solid Modeling Library – for the design of fasteners for a C-17 flap closeout rib in Long Beach, Calif., for example.