

Delivering results

Boeing's success depends on employees contributing directly to the bottom line. Across the company, they are adding value by producing results. **by William Cole**

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Natasha Zaninovic

The C-17 has touched the life of Natasha Zaninovic in more ways than one. She grew up in Tuzla, Bosnia, where the C-17 later delivered supplies during the conflict there. But she was also an engineer in Los Angeles working for another company when the C-17 contract was awarded. "That was an exciting time for engineers in the area," she says. "And I knew I wanted to be a part of it." Over the years, as a mechanical engineer and senior manager for C-17 wing design in Long Beach, Calif., she's helped to make the C-17 more affordable for the U.S. Air Force and international customers. "The whole process of working with a good team every day to find design and manufacturing solutions is very satisfying," she says. "Boeing is the best."



Gone are the days when employees simply followed instructions and were cautious about showing creativity and initiative.

Today, in their engineering cubicles, at their meetings with suppliers in the field, and on the shop floor employees at all levels are working creatively to help Boeing to grow and become more productive. They are closely following Boeing's financial performance, looking at and learning about trends in the industry, taking advantage of training programs and collaborating with their workmates and colleagues to work more efficiently.

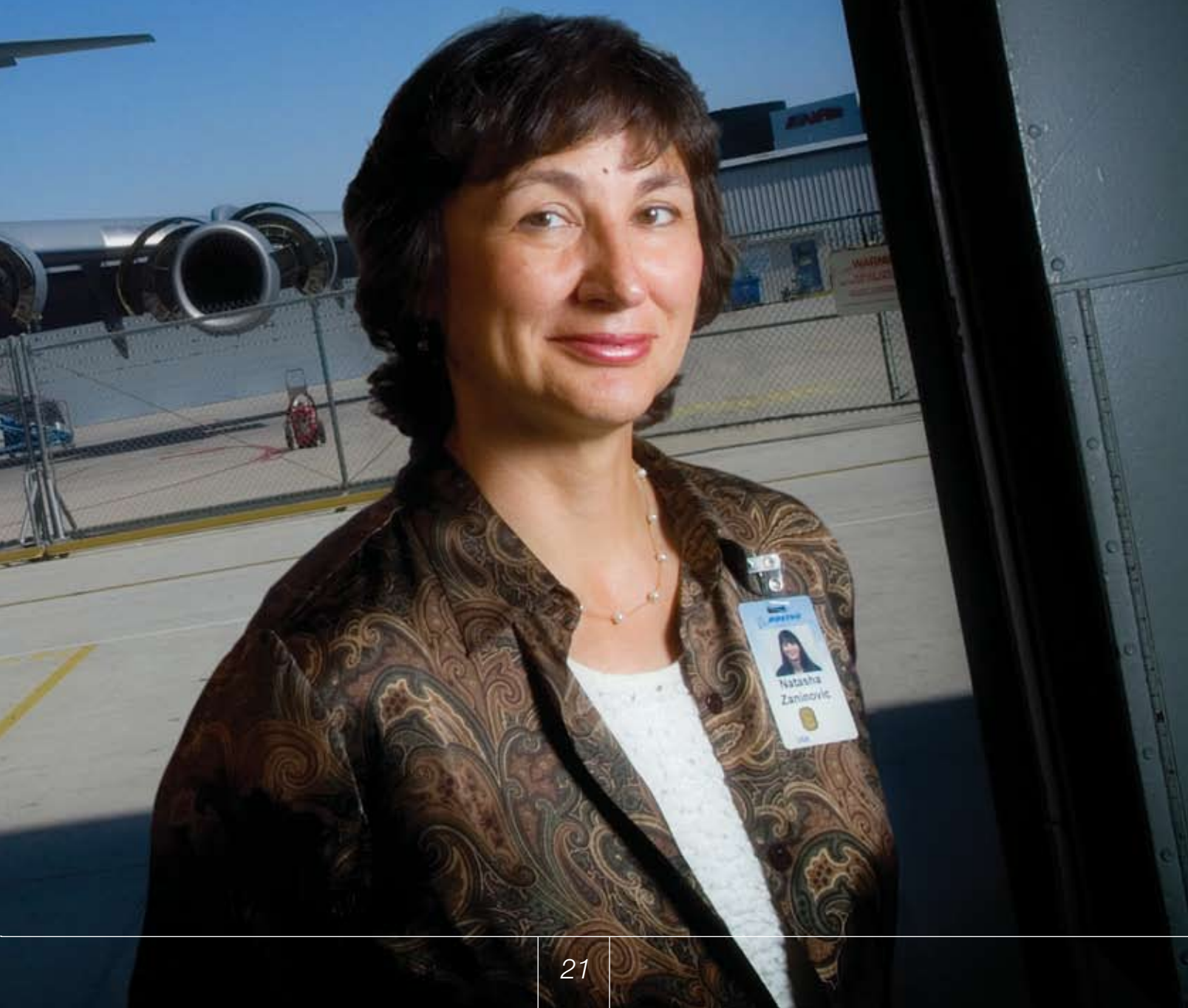
"Today's employees are very sophisticated," says Mike Denton, vice president of Engineering for Boeing Commercial Aircraft and head of the Enterprise Engineering function. "They know that we help ourselves if we help to position Boeing for the future. They have made the connection between working more efficiently and producing results. What's more, they have real-

ized that you don't have to be a manager to live by the leadership attributes, which drive our efforts toward productivity and growth."

All of us can play a role in mapping out a strategy for our team – or chart a course – no matter how small the group, says Denton. Setting high expectations, inspiring others and finding a way are part and parcel of most team efforts. And living the Boeing values has taken on new meaning over the last three years.

Now, more than ever, employees are delivering results, says Denton. Here are some examples of employees who are excited about their work and the future of the company:

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Arlene Moore is shown in a workshop setting, wearing a bright blue protective jacket and yellow safety headphones. She is smiling and holding a large industrial tool, likely a riveter, used for assembling aircraft parts. The background shows the complex structure of an aircraft being assembled.

Arlene Moore

When she's assembling parts onto the F/A-18 Super Hornet in St. Louis, Arlene Moore treats the aircraft as if her daughter's life depended on it – and it does. "I have a real interest in protecting our men and women in uniform," says Moore, a sheet metal assembler and riveter, or SMAR, "because my 20-year-old daughter is one of them. She's in the Navy and will be serving on an aircraft carrier soon. So it's up to me to make sure that everything fits perfectly." Moore often goes the extra step to help others. She's heavily involved in diversity activities and even learned sign language to act as an interpreter for some hearing-impaired employees on the shop floor. She says, "I'm fascinated by the way people will find a way to communicate no matter what."



Thao Nguyen

Arriving at Boeing was the achievement of a lifetime for Thao Nguyen. Determined to succeed when he arrived in the United States from Vietnam in 1975, he worked as a dishwasher, janitor and then in a mill to support his family. At the same time he attended school to improve his skills. His diligence paid off. He landed a job at Boeing in 1980 as a mechanic on the 737 Classic flight deck. Now, he leads a team of five people who install flight control rigging on the 737 moving line in Renton, Wash. "It's exciting," says Nguyen, who enthusiastically embraces Boeing's lean initiatives and the assembly line's nine-step installation process plan. "It's in everybody's interest to help Boeing to succeed," he says. "What's more, I have an excellent team of people who are very supportive of me and the company."



Jian-Juei Wang

Aerospace metals and composites are designed to endure the most brutal of conditions. But should either of them need to be analyzed before or after damage repair, who do you call? Jian-Juei Wang for one. He's a Phantom Works' structures engineer in Huntington Beach, Calif., who specializes in the analysis of bonded composite repair of both composites and metals that have both military and commercial applications. His analysis tool has been implemented on the Common Structures Workstation and is now being used by engineers across the enterprise, including those on the 787 program. "That's very satisfying," he says. Born and raised in Taiwan, Wang is now a devoted U.S. citizen. "Where else could you get a teaching scholarship for your doctorate and master's degree?" he asks. "Only in America."

David N. Loffing

Born in Ohio – not far from where the Wright brothers worked on their revolutionary flying machine – engineer David Loffing was recently presented with an aerospace challenge almost as daunting as theirs. He was asked to take the design of the 747 wing, developed in the 1960s, and bring it into the 21st century. The new wing is being redesigned for the 747-8, a stretched version of the 747-400 capable of flying 467 passengers up to 8,000 nautical miles or 295,200 pounds of freight for 4,475 nautical miles. Loffing is leading an interdisciplinary team in Everett, Wash., managing the wing and empennage configuration. “It’s truly an amazing piece of engineering,” he says, “being done by some of the best engineers in the world. I have loved airplanes for as long as I can remember. This is just an awesome experience.”



Mary-Louise “Missy” Aykent

She's a director of Process Excellence who wants to give the mechanic on the F/A-18 assembly line, for example, all the information he or she needs on a monitor – in the right format and just in time. Missy Aykent's overarching goal is to make life easier for the production, quality, supplier management and supplier quality people. She's building a common processes strategy for Integrated Defense Systems and collaborating with Commercial Airplanes as part of an Engineering, Operations & Technology strategy. “Ultimately we'll have a common set of processes, systems and tools that are easier to use, easier to maintain and that will free us to work in a common language,” says Aykent, based in St. Louis. “We're driving change, helping people to look to the future. That's what's fun about my work.”



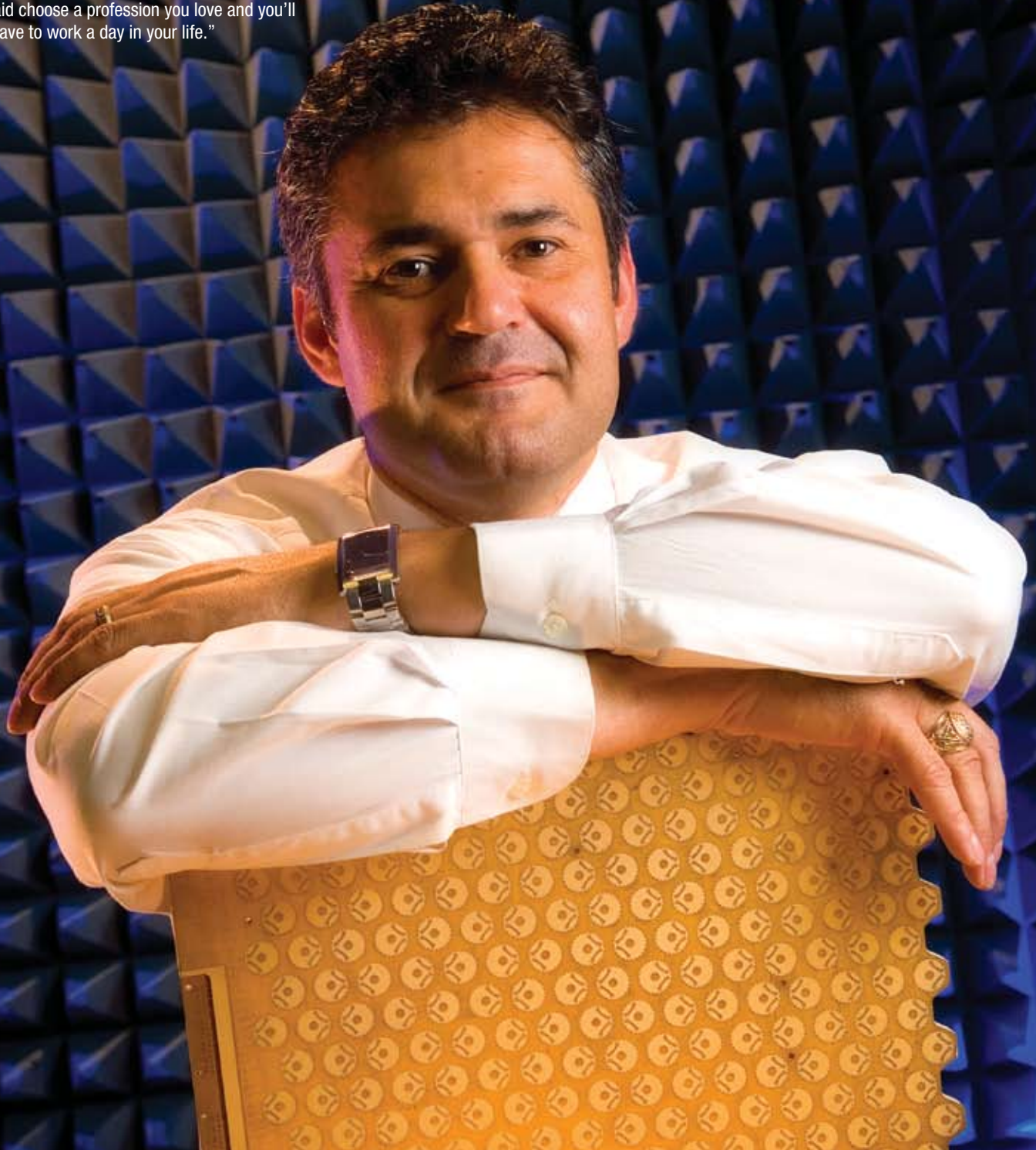


James Ramsey

“Boeing is a great place to explore new frontiers, expand the envelope to new design limits and make the sky the lower limit for technical endeavor,” says James Ramsey. As a Phantom Works physicist and engineer in St. Louis who is on the cutting edge of second-generation intelligent flight controls for manned air vehicles, he knows all about pushing envelopes. “My job is to convert theory into business success,” says Ramsey, who has a Ph.D. in physics and a Master’s degree in electrical engineering. As a guidance, navigation and control engineer, he’s done just that by making contributions to a number of aircraft and missile programs. Ramsey is particularly interested in helping children in the St. Louis public school system where his wife is a social worker. “I want to let them know that if they are willing to work hard, they can be successful too,” he says.

Julio Navarro

He's an expert in radio frequency circuits and antennas. Over 20 years, he has helped Boeing develop new communications and radar phased array products used in missiles, satellites and unmanned aerial vehicles. He's the holder of 12 patents relating to low-cost phased array antennas, an Associate Technical Fellow and a Ph.D. who's authored some 30 technical articles and a textbook. Yet Julio Navarro, whose dad was a machinist, still finds time to talk to young Hispanics and other minority students about careers in engineering. "I was blessed with an opportunity when I had little knowledge and experience, says Navarro, who works on miniaturized circuits and antenna systems in Renton, Wash. "Now its time to help others follow their dreams in the same way I did. Someone once said choose a profession you love and you'll never have to work a day in your life."





Marianne Wilkinson

The flying public depends on Marianne Wilkinson in a big way. Her job as a stress engineer with New Airplane Product Development at Commercial Airplanes is to analyze the structural performance of parts that go into airplanes. “We are trying to get the most out of every part that goes into our aircraft,” says Wilkinson, who with her team in Everett, Wash., tirelessly conducts test after test in pursuit of performance perfection. “We’re looking for optimum weight, strength and integrity,” she says. “It’s a huge responsibility,” Wilkinson knew she wanted a career in math and science and almost became a teacher. But she was so inspired by the female Boeing engineer who interviewed her about a job that she decided that aerospace was the perfect choice. She says now: “I’ve learned more in the past 11 years than at any other time in my life.”