

20

tips to boost your performance

If there's a silver lining to the current economic climate, it may be this: There's never been a better opportunity to get creative about performance development. Why? Because as Boeing teams enterprisewide strive to continuously improve their performance, products and execution while conserving resources, each of us has the opportunity to step up and do our work better and smarter. There are always ways you can stretch your skills in your current position. How? Try these simple tips, many of which require only the investment of time.

1. Get SMART. Set your Performance Management business goals carefully using the SMART framework (S – Specific; M – Measurable; A – Achievable; R – Relevant; and T – Time-phased). These goals, and your performance against them, tie to year-end performance evaluations and subsequent salary decisions.

2. Find a mentor. If no mentoring programs are available at your level, find someone on your own whom you admire and set up an informal arrangement. Ask about the path he or she has taken and how this person overcame the challenges encountered.

3. Get involved. Lend your talents to help your community—and at the same time stretch your workplace skills and showcase your leadership capabilities. Use your project management skills to help a school create a mentor program. Use your leadership ability to organize a tree-planting event. Use your Lean knowledge to help a food bank serve more people in these hard times. Volunteer, through work or on your own, and show people what you are capable of.

4. Link up. Join an affinity group—Boeing employees who meet regularly to promote diversity and inclusion, advance personal and professional development, work on business projects, and participate in

community service efforts. You'll help raise awareness and increase understanding of the many cultures in our work force and help with mentoring programs—and you can take advantage of new learning and leadership opportunities.

5. Learn from those around you. If someone you work with does an excellent job in an area (such as data analysis, project management, providing feedback), ask that person to help you build the same skills or to share a tool or process that enhanced his or her success.

6. Talk about it. Talk about performance regularly and candidly with your manager, not just during formal review periods. Regular performance discussions help you get immediate feedback on how you're doing. They also enable midcourse corrections, if necessary, and ensure there are "no surprises" during your end-of-year performance appraisal.

7. Invest in yourself. Boeing makes this easy by offering a number of opportunities for personal growth. One resource is Learning Together, Boeing's tuition assistance program. Learning Together allows Boeing employees to enroll in education programs that develop critical skills that support the business. And hundreds of online courses are available through My Learning on TotalAccess. Learn more by visiting <http://ltd.web.boeing.com> on the Boeing intranet.

8. Learn to think in questions. By asking critical questions, you often can uncover answers that will help you do a better job or improve a process.



9. Chart your course. Don't be afraid to assume leadership. People always think of leaders as the person in the corner office, but there are leaders at every level, across Boeing, demonstrating the Leadership Attributes, which fuel company growth. To learn more about Boeing's Leadership Attributes, visit http://boeingnews.web.boeing.com/leadership/leadership_attributes.ppt on the Boeing intranet.

10. Play up your strengths. Is there something you like to do and do well? Define your strengths and determine how you can use them to advance key projects. Maybe there's something you're doing that can be shared with your team—or even with the entire company. Sharing replicable tips and best practices with others helps support the companywide growth and productivity initiatives. You also can volunteer to mentor others who may be weak in your area of strength.

11. Cross-train. Make yourself more valuable. Seek opportunities that allow you to learn new skills or utilize a new technology. If a team member is on a temporary assignment, volunteer to take on his or her responsibilities for a defined period. Is there an exciting new program under way? If a cross-training opportunity is available in your area, talk to your manager about how you might be able to take on a role, however small, as a developmental opportunity.

12. Eliminate waste. Improve the product or service you provide by finding ways to do things more effectively and efficiently. Cut waste from your team's processes and procedures. That frees up time and resources that can be devoted to new and creative endeavors, increasing the opportunity for personal and team success and growth. If you're not sure where to begin, visit the Lean+ site on the Boeing intranet at <http://leanplus.web.boeing.com>.

13. Style matters. Understand your preferred learning style when setting a development goal. Do you learn best in a formal classroom setting, interacting in a hands-on environment or through a self-paced online tutorial? Knowing your learning style will help you choose developmental opportunities that are best for you.



14. Learn from failure. Celebrate your successes, and learn from your mistakes. After every challenging project, ask yourself three questions: 1) What did I intend to happen? 2) What actually happened? 3) What will I do differently next time? Understand which behaviors or strengths made you successful and replicate them in other work that you do. Likewise, think about times when you've made a mistake. What learnings can you apply from your experience?

15. Network. Venture both inside and outside the company to learn best practices and keep up with the latest trends. Collaborate and share war stories with your Boeing colleagues. Get started by signing up for inSite (under "Popular Sites" at <http://inside.boeing.com> on the Boeing intranet), Boeing's social networking tool, which allows you to ask questions, find people and share information in your specific area or with any inSite network you select.

16. Set goals. Where do you want to be one, five or 10 years down the road? When creating your Performance Management business goals and development plans, keep your future in mind. Remember, the goals you set and your performance against them may be used in future hiring decisions or succession plans.



Resources

to help you take charge of your career

Boeing offers a variety of easy-to-access resources to get you started—including sites on the Boeing intranet.

- **Learning Together:** Under this program, Boeing pays for tuition and many related expenses for employees enrolled in courses at accredited universities and institutions. Learning Together allows Boeing employees to choose education programs that enhance job performance, intellectual growth, build critical skills and professional development. (<http://learningtogether.web.boeing.com/index.aspx?com=1&id=1>)
- **Boeing Education Network:** An interactive televised system providing training for Boeing employees, the Boeing Education Network extends opportunities for learning to more than 60 sites across the enterprise. (<http://lead.web.boeing.com/ben/ben.html>)
- **Boeing Enterprise Staffing System:** Providing an integrated approach to effectively manage the hiring process, the Boeing Enterprise Staffing System, or BESS, makes it easier and quicker for employees to find and apply for jobs that match their career goals. (<https://bess.web.boeing.com>)
- **My Learning:** My Learning on TotalAccess is the Boeing resource for all training and certification requirements. This comprehensive learning management system promotes performance development by allowing employees to develop learning plans that align with their career goals. (From the MyBoeing employee portal, click on TotalAccess and select the “My Learning” link.)

17. Take a chance. Don't be afraid to take a risk. Eighty percent of development occurs on the job, in experiences that take you to the edge of your comfort zone. Growth occurs when you stretch yourself and even when you fail (see Tip No. 14). And remember, never compromise values in the name of getting a job done. Ethics and compliance are part of Boeing's competitive strength. There is no tradeoff between execution and ethics.

18. Offer solutions, not just problems. Got a problem that you want to talk to your boss about? If so, be prepared with at least one possible solution before you walk into his or her office. Even if your manager doesn't agree with what you've come up with, your solution-oriented approach will be appreciated.

19. Let your voice be heard. The Employee Survey is a great chance for you to let Boeing and your manager identify ways to make the company even better. From May 18 through June 15, the 2009 Boeing Employee Survey will be available worldwide for all full-time and part-time employees—including those in some subsidiaries. In addition to completing the survey, volunteer for your group's action-planning team to work on solutions to any issues the survey brings to light.

20. Hang in there. If you find yourself lacking energy and feeling stressed, Boeing offers a one-stop online stress-management resource at www.boeing.com/stressmanagement. In addition, the Employee Assistance Program is available to address a variety of concerns. Employees and eligible family members can access an experienced counseling professional for up to six free counseling sessions. In the United States, call 1-866-719-5788. Outside the United States, call Canada collect at 1-905-270-7658. Another resource for stress management and healthy lifestyle information is www.BoeingWellness.com. ■

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Engagement:

A common link among high performers

By Susan Birkholtz

Engagement—in your position, on your team and in the company you work for—is the common link among all top performers, at Boeing and at any company. In fact, a 2006 Conference Board study found that highly engaged employees outperform their disengaged colleagues by 20 to 28 percent.

Improving employee engagement is important to Boeing and is a business imperative for managers who are responsible for keeping their employees engaged.

This responsibility is never far from the minds of John M. Tracy, Integrated Scheduling—Global Strike Systems Integrated Product Team, and Cindy Gossett, chief engineer for 747/767/777 Systems Engineering. Here's what they had to say about the link between engagement and high performance.

"Highly engaged employees ask questions about every aspect of their assignments," Tracy said. "They take ownership, seek out challenges and look for ways to make a significant contribution to the team. They are not about 'Just tell me what I need to do; I'll do it and no more.'"

Gossett offered a similar description. "Engaged employees love their job, and some say they'd do it even if they didn't get paid for it," she said. "When they talk about The Boeing Company, they use the pronoun 'we,' not 'they.'"

Not surprisingly, Tracy and Gossett see a lot of overlap between employees who are highly engaged and those performing at the top of their game.

"I think it's very important that employees are engaged in their work in order to understand what's really required to be successful. It's natural for engaged employees to take extra measures to ensure a successful result," Tracy said.

Gossett agreed: "Being engaged is a necessary condition to becoming a high performer. Being aware and a part of what's going on in the larger group beyond their own jobs helps employees feel ownership for the goals of an organization. All this leads them to perform in a more stellar way."

In a challenging business environment, employee engagement—and the higher levels of performance that can result from it—is more important than ever, according to both managers.

"When business is tough, it's especially crucial to engage your work force in making a difference—in performing leaner and smarter and being active in efforts to improve processes and quality and reduce waste. If they're engaged, they will do all this because they care; they see themselves making a difference and want to be part of a winning team," Tracy said.

Gossett also believes that keeping employees engaged becomes even more critical when times are tough. "Communicating more often and openly during tough business cycles and reductions is vital," she said. "I encourage employees to talk about the things they can influence, and then work from there. It's important to involve people in some of the decisions so they feel empowered to every extent possible."

The Employee Survey (May 18–June 15) is an especially valuable tool for managers in challenging times to identify any gaps in the engagement levels of their employees.

In fact, Tracy credited addressing his team's survey results through candid conversations and action planning for his team's high levels of engagement. "I review my survey results with the group and have candid discussions about my strengths and weaknesses. I ask for input on how I can improve as a leader," he said.

Brandon Myers, an integrated scheduler in St. Louis, used to be a team lead in Tracy's group and reported to him. His experience with Tracy is still very rich in his mind.

"John encouraged me to learn all I could about the products being built and encouraged me to understand how my job fits into the big picture," he said. "A manager who takes the time like John did is critical, not only to staying engaged but also in performing—wanting to perform—at my best." ■

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PHOTO: John M. Tracy (left), manager in Integrated Scheduling for Integrated Defense Systems, and Brandon Myers review metrics. According to Myers, Tracy played a critical role in his staying engaged and wanting to perform at his best. RON BOOKOUT/BOEING



Own your performance and career:

Employees share secrets of success

By JoAnn Houlihan

Meet six Boeing employees who consistently strive to get to the top of their game. Learn about the turning points that shaped their careers, priorities that keep them balanced and what they plan to do next. As you'll discover, their secrets to career growth are not so simple to pinpoint. Looking at their combination of diverse experiences, you'll quickly see that it is in the way they define and measure success—on their own terms and in every aspect of their lives—that has shaped their performance and opened the doors to possibility.

Will Station

Senior manager, St. Louis Accounting Operations, Integrated Defense Systems

When he was 14 years old, Will Station wrote down the milestones he wanted to achieve throughout his life. Guess what? He still has that piece of paper and has hit every one. This lifelong learner started to give 100 percent at an early age and attributes his career success to the ability to line up actions with ambitions.

Current focus: In accounting, we write journals—some being hundreds of pages long—that require the use of several resources to print, scan, ship and store. We recently used Closed Mitts, a Lean+ tool that helps identify and eliminate waste, to improve our journal process. Prior to this exercise, our journals would start off electronically, were then printed, reviewed and then scanned back into an electronic format. From there, they were shipped to storage. Now, with our paperless journaling, we keep it electronic throughout the process and have eliminated the use of resources to print, scan or store our journals. We were also able to reduce our handoffs from five to only one and leverage Boeing's resources by using our internal Document Management Services group.

Leadership style: I focus on building relationships with my employees. You won't find me in an office all day. I can communicate with them through e-mail or Instant Messenger, but I'd rather go right to their desks and talk through an issue. I get to know my employees, so I understand what motivates them. And it works for me. I have high-functioning teams.

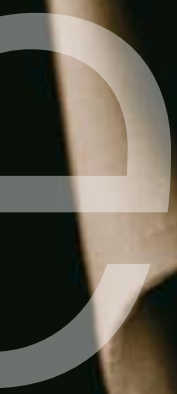
What drives him: I do not compete with others; I compete with myself. I made a list when I was 14 of where I wanted my life to be at various stages. Reaching the goals outlined on that sheet of paper has been my primary source of motivation.

Making time for his family: I have a wife and 1-year-old son, and I am also working on an executive master's degree. To make it all work, I schedule "nonnegotiable" time. Those are the hours after work that I focus on my family. I don't log on to my computer or use my BlackBerry. When they go to sleep, then I will go online and get connected.

Whom he admires most: I admire Tiger Woods because he has devoted himself to his profession. Even though it's golf, that's his job and he is always trying to build new skills and learn. He is a student of his career.

BOB FERGUSON/BOEING

aspire



believe



Torriy Hidde

Staff analyst, Support Cells, Commercial Airplanes

Torriy Hidde believes you can have it all, if you're willing to step it up. As the first staff analyst for her 777 support cell, she uses the discipline she learned in the U.S. Navy to help the organization understand how quality, cost, safety and headcount affect the core business. She also juggles two other roles: student with plans to graduate in May with a bachelor's degree in business (and a double major in accounting and finance) and single mom to a 3-year-old daughter.

How the Navy shaped her: My five years in the Navy was such a driving force in who I am today. I miss the camaraderie of the military and am sad I left, but I left to spend more time with my daughter. Fortunately, I have found the same kind of camaraderie here at Boeing. My experience there led to so many other opportunities, like coming to Boeing. Without that work history and what it instilled in me, I wouldn't be where I'm at right now.

Being a role model: I want to show my 3-year-old daughter that you don't have to rely on anybody else in the world to be successful. I am a woman and single parent. Yes, I have mornings that I'd like to roll over and call in sick, but I don't want her to see me giving up. If I'm not there to show her what morals and values are important, then who is she going to learn it from?

Testing the limits: If I don't feel a question is being answered, I keep on trying. Sometimes you'll hear, "This is the way it's always been." Well, that's not an answer. I believe in pushing the envelope and never settling.

Who inspires her: I remember hearing Elizabeth Lund, who was a 777 director at the time, speak when I first came to Boeing. She is a firecracker who has all of this energy and passion. She knows the business and what she's talking about. I'm glad she had the opportunity to move up, but I would have loved to be mentored by her. When she talks, people listen.

Long-term goals: When I look at the annual report, I always go to the executive photo page. There are usually only one or two female executives in the photo. Since finance is my specialty, I want to see my picture in that report running the finance organization. I'd also like to see a woman running Boeing some day. Who knows ... maybe it will be me.

GAIL HANUSA/BOEING



Pat Cazeau

Functional manager, Guidance, Navigation and Control Satellite Systems Flight Engineering, Southern California region, Integrated Defense Systems

Pat Cazeau has a lot to be proud of—Massachusetts Institute of Technology graduate, patent holder, father and line manager with responsibility for leading and inspiring 85 employees. In 2007, he also was honored with a Black Engineer of the Year – Modern Day Technology Leader award, which recognizes up-and-coming professionals who achieve excellence in the areas of engineering, science and technology. Success, he believes, stems not just from hard work but also from the ability to communicate, build trust and foster strong relationships.

Moment that changed his career: I was working on a team to implement a new control system on a satellite when the whole thing failed and an immediate redesign was needed. It is very rare to get a satellite with control instability, so there was a lot to learn from redesigning that piece, as the new technology required some innovation. This could have been my greatest disappointment and cost me my job. Instead, it was career-changing because it opened doors and changed my perspective on how to do work here.

Performance development: If you're a technical contributor, there's a lot you can contribute. But if you're going to continue to grow, being able to lead is going to be a huge aspect of your career. A big part of that is how you communicate with others. Taking the time to promote open communication in your group leads to trust and stronger working relationships. You'll also be able to influence your team and vice versa so you can make the right decisions.

Being mentored: Jack Yoakum, who is retired, was a brilliant engineer and very humble. He had a diversity of skills, both technical and people. He gave me and other junior engineers a lot of time and really made it a fun place to work.

Managing work and life: If you're in aerospace, you must have passion. I enjoy my work no matter how hectic it gets. But the same way I carve out 40-plus hours for work, I set aside time for my family, children and hobbies.

Whom he admires most: I am the sixth of seven children, born to an immigrant family from Haiti. As a parent, I grow more every day in admiration of my dad. He continues to be my compass and the best example of how to work hard and have patience and concern for others.

PAUL PINNER/BOEING



focus

David King

767 Boeing Converted Freighter Program manager,
Commercial Airplanes

With roots in the Peace Corps and an entrepreneurial spirit, David King's current focus has him preparing for increased market demand for the conversion of aging planes into freighter aircraft when the global economy recovers. Giving definition to ambiguity and measuring progress along the way has fueled his ability to succeed under pressure. His secret? A belief that anything is possible.

Volunteering can shape a career: I spent two years in Tunisia serving in the Peace Corps. My role was to work with communities to share building construction practices and promote a housing program that the United States and Tunisian governments were sponsoring. It wasn't a typical job where your boss would swing by and check on deadlines. This experience was career-shaping because it challenged me to build a framework in how to define what needed to get done and how I was going to get there.

Taking a chance: Upon completing Boeing's Enterprise Auditor Program, I was offered a tremendous opportunity outside the company to work at a startup. It was a unique company that had a concept for a new, value-priced, twin-engine six-seater jet. The environment there was definitely entrepreneurial, and at first I had a hard time adjusting to a place that had no formal processes or even copies of supplier contracts that were organized in one location. The rate at which things changed and developed was incredible. Even though the company did not succeed, the experience was important because I think I brought that entrepreneurial spirit back to Boeing.

Balancing work and life: I establish ground rules. When I was part of a new program that required a lot of travel and late nights, I sat down with my wife and we discussed how our life would be. That way, a lot of the things that would have been stressful were anticipated, like when I had to be gone for a week or two.

What he wants to tell Boeing Chairman, President and CEO Jim McNerney: Keep up your focus on leadership development. It's the stuff that I'm learning—the ways that I'm developing—that have a more direct reflection on how I perceive my happiness or engagement than anything else.

GAIL HANUSA/BOEING



Julio Navarro

Electrophysics engineer, scientist, Engineering, Operations & Technology

An immigrant from Argentina, with roots in New York City and Houston, Julio Navarro is a recognized expert in his field. In addition to products that have been used to enhance radio frequency technology, he has helped Boeing develop phased array antennas that are used in satellites, unmanned aircraft and missiles. His work has helped advance the field of engineering with more than 15 patents, two books and over 30 published articles. Honored in 2008 with the Hispanic in Technology Award from the Society of Hispanic Professional Engineers, Julio drives himself to perform and attributes his success to never losing sight of what's important.

His greatest accomplishment: After three years with leukemia, my mother was no longer responding to her medicine and given little chance of surviving the year. Recently married, I was juggling long hours at work, completing a textbook and writing my thesis. I don't think I slept that year, but I accomplished all my projects and celebrated my graduation with my new wife, mom and family.

How to develop: Get involved in more things than you think you can handle and then you can surprise yourself. Our greatest opportunities happen when things are really bad—the economy, too many projects, too many bills, life in general.

His passion: Someone once said to find out what you love to do and you'll never have to work a day in your life. My job doesn't feel like work. I do it because I like it.

Joining an affinity group: As a new focal for the Society of Hispanic Professional Engineers, I work with a network of engineering mentors across the company. These mentors reach out internally to Boeing new hires and externally to future engineers. So it's a far-reaching program that has been very rewarding on a number of fronts. I am lending my technical expertise to young engineers, answering questions like, "How did you do that?" and "How long did that take?" On a broader level, the leverage effect is huge—we're building a pipeline of talent that Boeing can draw from down the road.

MARIAN LOCKHART/BOEING

challenge



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Neha Gupt

Regional director for India, Middle East and Africa, Shared Services Group

Neha Gupt is working on getting to “One Boeing.” But how do you get an international giant with legacy systems, subsidiaries and intricate compliance issues so it has one common face for our external customers? Stick with Neha long enough and you’ll find out.

Current project: I am focused on “One Boeing,” which has a unique connotation outside the United States. At many international sites, there’s one person for all of Integrated Defense Systems, one for Commercial Airplanes, and one or more from Corporate, Shared Services Group and Information Technology. All of us may be in the same office, along with subsidiary partners such as Aviall. So we’re already integrated from that perspective. Internationally, “One Boeing” is about establishing common systems, processes and procedures to ensure in-country and inter-company compliance as well as to provide one face of the company to all our customers, partners, stakeholders and governments. It’s challenging.

How mentoring shaped her career: I’ve been lucky. I had Mary Armstrong, vice president of Environment, Health and Safety, as a mentor early in my career with Boeing. She gave me a lot of insight into the Boeing world, the United States and how things work. Even now, she is my guiding light. I go to her when I need advice or simply to share good news. Recently, I have developed a mentoring relationship with Chris Chadwick, president of Boeing Military Aircraft. His business insights have aided my professional development.

What drives her: Boeing is a big brand name and I’m so proud to work here. We are an admired company and brand name the world over. That is what keeps me going.

How she balances work and life: Life balance is tough given the challenges of working internationally. Many of my U.S. calls, for instance, are in the evening. And my region is unique because in Saudi Arabia, weekends are on Thursday and Friday. In the United Arab Emirates, weekends are Friday and Saturday. So in some ways, it feels like I’m always on call. What I try to do every now and then is take some time away from home with my loved ones and leave the computer behind. During nighttime in India, I have even put an out-of-office notice on my calendar to remind folks in other time zones that I’m sleeping!

Where she wants to be in five years: This is really more of a 10-year-plus goal: I aspire to represent international business, opportunities and employees on Boeing’s Executive Council.

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