

One Boeing

The face of Boeing is the talent and diversity of the company's employees around the world

by **Kathrine Beck, Stephen Davis, Rob Henderson and Jeff Wood**

The heart and spirit of Boeing can be found in more than 70 countries. Boeing employees, both international locally hired and U.S.-based, are part of a broad tapestry of diversity and talent—a well-integrated work force that contributes, and is essential, to the company's success in global markets.

More than 8,000 employees live and work outside the United States, complementing the many thousands who work at U.S.-based sites on Boeing products and programs to serve, connect and protect people worldwide.

"Boeing employees around the world support our customers, suppliers, partners and one another," said Shep Hill, president, Boeing International. "They are Boeing's competitive advantage and a critical component to our success as a global company."

Pictured on the pages of this issue of *Frontiers* are just a few of the many faces of Boeing's global presence. ■

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For more information about Boeing International, visit <http://boeingintl.web.boeing.com> on the Boeing intranet.





FERNANDO MIWA

“In Brazilian culture, people are used to a lot of negotiation. But in other cultures, it’s often more direct.”



Fernando Miwa, Boeing Commercial Airplanes field service representative in Sao Paulo, provides support to Brazilian airlines and maintenance, repair and overhaul customers, representing Engineering, Sales, Marketing, Technical Publications and other Commercial Airplanes organizations.

“I like working for Boeing. I like the Boeing culture,” said Miwa, a mechanical and aeronautical engineer with a degree from the University of Sao Paulo.

Like roughly a million other Brazilians in his large and diverse country, Miwa is descended from immigrants who came to Brazil from Japan generations ago. He supports Boeing customers in Portuguese and English, using his cross-cultural expertise to foster good two-way communication.

For example, “In Brazilian culture, people are used to a lot of negotiation,” Miwa said, “but in other cultures, it’s often more direct.” As a cultural facilitator, he explains Boeing processes to customers and Brazilian business customs and expectations to Commercial Airplanes employees.

Soon after he was hired, about six years ago, Miwa spent three and a half months in Seattle to develop technical expertise in Boeing airplanes and learn about Commercial Airplanes organizations. He then did a stint in Dallas with Southwest Airlines to learn how Boeing interacts with its customers. “In Seattle, I learned what we do and how we do it—and got technical training. Then I learned how we integrate that with the customer,” Miwa said.

“I like going to Seattle once a year or so,” he added. “There are always new people to meet and new things to learn.” ■

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THOMAS BAKER-SCHMIDT

“Boeing is my first experience working for an international company. There’s a lot of opportunity and I really like the mentality and work ethic.”

A native of Portsmouth, on the south coast of England, Thomas Baker-Schmidt is a Boeing Defence UK employee—part of Defense, Space & Security—working for the UK Rotorcraft Support organization as a Warehouse and Distribution manager for Supply Chain and Asset Management. He supports the Royal Air Force, managing warehouses and parts distribution for the RAF fleet of Chinook helicopters at Fleetlands in the county of Hampshire. One of more than 70 Boeing employees who support the Chinook fleet, Baker-Schmidt oversees a team managing three warehouses, scheduling work and making sure spares are there when needed.

He began his career as an apprentice mechanic working on helicopters for the UK Ministry of Defence’s Aviation Repair Agency, or DARA, which became part of Boeing supplier Vector Aerospace.

Later, he was a mechanic on the Grand Prix auto racing circuit, working on engines that power Formula One race cars up to 220 miles per hour (350 kilometers per hour). “I flew around the world with the team and stayed in lots of nice hotels,” he said. Then he met Louise, now his wife, and traded in his life on the road.

For several years, he worked as a planner for Vector, providing hands-on maintenance for the RAF Chinook fleet. When the Supply Chain job opened at Boeing in 2007, he applied.

“Boeing is my first experience working for an international company,” he said. “There’s a lot of opportunity and I really like the mentality and work ethic. Boeing employees take pride in the things they produce—whether for land, sea or air. We are very customer-oriented.” ■

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FEDERICA GOTTI

“I was amazed at the amount of resources on the Boeing intranet, especially the online learning opportunities.”

Federica Gotti, an employee of Boeing Italy and the Human Resources leader for Southern Europe, provides HR support to international Boeing employees at many sites in Italy and Spain. Her versatility and ability to speak French, English and Italian are key skills, as these employees work for all parts of the company.

In Italy, Boeing has supplier partners building components for Boeing commercial and military aircraft in several locations—from Venice in the north to Naples, Foggia and Grottaglie in the south, where supplier Alenia Aeronautica is building the 787 fuselage. And in Spain, home to Madrid’s Boeing Research & Technology Europe research center, Boeing scientists and engineers from many European countries work on new projects that involve the environment, safety and reliability, as well as air traffic control technology.

“I meet regularly with employees and partner closely with their managers,” Gotti said. She provides expertise in many areas, including staffing, employee relations, careers and performance management. She also ensures that Boeing processes are adapted within the context of local culture and language, they comply with local laws, they are compatible with local business customs, and they respond to local needs.

Though not new to working in large multinational companies, Gotti was impressed by Boeing, which first hired her as an HR generalist in Belgium in 2002. “I was amazed at the technical sophistication and the amount of resources on the Boeing intranet, especially the online learning opportunities,” she said. “That is something I hadn’t seen in other companies.” ■

PHOTO: BOB FERGUSON/BOEING



EKATERINA YURKOVA

“We find the gaps and show how to improve our processes—and improve relationships with customers and suppliers.”

Ekaterina Yurkova, known by her nickname Katya, works for Boeing Moscow, but her job as a Boeing Lean+ practitioner can take her far from the office. The distances she often travels to lead Lean workshops—more than 300 miles (500 kilometers) south to Voronezh, near Ukraine, followed by a 10-hour flight to Komsomolsk in the Russian Far East—may not seem lean in practice, but for Yurkova, the results have made the journey worthwhile.

Leading the workshops is important, she said, “because a lot of processes have gaps, and we find the gaps and show how to improve our processes—and improve relationships with customers and suppliers.”

The native Muscovite first came to Boeing Moscow as a secretary, a job that requires being able to use computer keyboards and cell phones that include both Russian Cyrillic letters and the English alphabet.

In 2007, Yurkova joined Boeing Moscow’s Lean Office. She received Lean training in Everett, Wash., and is now part of a three-person team that, in addition to leading workshops, is tasked with translating Lean terms into Russian—although some Japanese Lean terms, such as *kaizen*, remain Japanese.

There have been challenges deploying Lean with an experienced aerospace work force, Yurkova said. “At first, they didn’t know who we were and why we were there teaching them.” But by applying the Lean practices, they learned, she said, adding, “They have achieved real success.” ■

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Nearly a year ago, Bala Bharadvaj moved from Southern California, where he worked for Boeing since 1987, to Bangalore, India. There, he serves as director of the Boeing Research & Technology–India organization, part of Engineering, Operations & Technology, working with academia and research labs in India on new technologies.

“India has been very strong in mathematical sciences and basic science and has a great deal of expertise in metallurgy and materials science,” he said. “We are working with experts who have worldwide recognition. We can learn from them, and they from us.”

Before moving to Bangalore, Bharadvaj had been there only as a tourist—but the American citizen was born in the Southern Indian city of Cuddalore on the Bay of Bengal. He speaks English, one of India’s many languages, as well as Hindi and regional Indian languages such as his native Tamil and Telugu. He can get by in Malayalam, and in Kannada, the language of Bangalore.

“Language in India is a huge enabler in terms of getting accepted,” he said. “Having a reasonable familiarity with multiple languages has really helped out.”

Bharadvaj, who holds a doctorate degree in aeronautical engineering and a master’s degree in business administration, said the Boeing name has great brand value in India. “In my role, I meet so many people who want to meet me not because I am of Indian origin but because I represent The Boeing Company. Employees like me—who used to work in the United States and are now living abroad—really need to uphold the Boeing image. It’s a responsibility we share.” ■

PHOTO: ASSOCIATED PRESS

BALA BHARADVAJ

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NADINE HABR FATTOUHI

“The appreciation and positive feedback I get from business partners and service delivery leaders make the greatest effort worthwhile.”

As a Shared Services Group business support manager for the Dubai office in the United Arab Emirates, Nadine Habr Fattouhi is the first point of contact for employees of Boeing and its subsidiaries who need help accessing SSG support.

“No two days are the same,” Fattouhi said. “We get requests for a wide variety of services—ranging from help in preparing office budgets to support for employee relocations and whatever else might be necessary to ensure that business partners can conduct daily operations.” Fattouhi served as the contact person for Boeing International executives visiting the 2009 Dubai Air Show, the largest air show in the region.

The 33 employees in the Dubai office come from 14 different countries. Fattouhi, who joined Boeing in 2005, was born in Lebanon and moved to Dubai 10 years ago. “We are a very diverse group,” she said. “But we work together as one Boeing team.”

Although you might hear a dozen languages spoken on the streets of Dubai, English is the language of business in the city and is widely spoken by residents. Fattouhi, who grew up speaking Arabic around the home, also speaks French and English.

“It can be a challenge to work in an international organization that is spread out across the globe, but it is exciting to be part of Boeing and this dynamic industry,” she said. “The appreciation and positive feedback I get from business partners and service delivery leaders make the greatest effort worthwhile.” ■

PHOTO: ASSOCIATED PRESS



SAKIKO MATSUBARA

“It’s an honor to be part of making history and to be a bridge between Boeing and our Japanese and other Asian partners, who play such a huge role in the [787] program.”

Sakiko Matsubara, a staff analyst supporting Business Operations on the 787 Asia team in Nagoya, started her career at Boeing in 2006 as a contract interpreter. At the time, her job was to help with communications and coordinate between program leadership and Boeing’s Japanese industry partners.

“At first it was quite challenging, not only because of the language barrier but the cultural differences, too,” Sakiko said. Having studied International Communication and English in Tokyo, and lived for a year in Canada, she was well-placed to use her knowledge of both Western and Japanese culture to help bridge the gaps.

Soon after, she became the first locally hired Japanese employee on the 787 team. Today, more than three and a half years and three roles later, she has worked with a variety of people, from chief executive to part chaser, all the while making sure that communications flow smoothly.

She appreciates that Boeing is adapting to the local scene and is working closely with its global partners, thanks to the 787 global supply chain. As more Boeing employees from the United States work with Japanese partners, and more staff is recruited locally, the team has a better understanding of the working styles of both cultures.

“It’s an honor to be part of making aviation history,” she said, “and to be a bridge between Boeing and our Japanese and other Asian partners, who play such a huge role in the program.” ■

PHOTO: FERNANDO VIVANCO/BOEING





47° 36' 23" N, 122° 19' 50" W

ANISSA CLOYD

“We’re working to standardize our processes so that airline customers won’t perceive a difference in service, regardless of what country the order comes from.”



Soon after beginning work in the shipping organization at Boeing Commercial Airplanes Spares in Everett, Wash., in 1997, Seattle native Anissa Cloyd began to appreciate the opportunities for career growth and education that a global company like Boeing offers.

Cloyd works at the Spares Distribution Center near the Seattle-Tacoma International Airport, where she readies orders for dispatch and builds kits of spare parts for Boeing jetliners in service around the world.

Her end-to-end understanding of Distribution Center processes enables Cloyd to help improve the way orders are sorted and reduce shipping costs. “We now group orders by the customer’s requested shipping time, rather than by the order in which orders are received,” she said. “This allows us to bundle together multiple orders that are going to the same destination.” Bundling multiple orders into a single shipment reduces the amount of packaging material used and cuts shipping costs to airlines, especially on international shipments.

“We specialize in urgently needed parts,” she said. “Standard processes allow us to provide complete and consistent training for all tasks, encourage competency in multiple jobs, and ensure accountability for the quality of our domestic and international service.”

For Cloyd, the opportunity to learn how the global operation works through cross-training keeps the job interesting. “Lean+ workshops have given me the chance to learn a lot of our processes and understand how they fit together,” she said. “That’s my favorite part of the job. We’re working to standardize our processes so that airline customers won’t perceive a difference in service, regardless of what country the order comes from, where the parts will be delivered, or what day of the week and time of day the order is received.” ■

PHOTO: MARIAN LOCKHART/BOEING

RICHARD HAILS

“I make sure everyone is signed off properly, that the fuel and configuration is correct, and that the aircraft is completely serviceable.”

On the flight line at the Royal Australian Army's Oakey Army Aviation Centre in Queensland, Richard Hails is known to all as Dicky. As flight-line operations officer at the base where Australian pilots have trained since World War II, he supports Boeing Defence Australia, which is certified by the Commonwealth as an authorized maintenance organization for the Royal Australian Army fleet of Bell 206B-1 Kiowa and Sikorsky S-70-A Black Hawk training helicopters.

Before coming to Boeing two and a half years ago, Hails spent 20 years in the Australian Air Force as a weapons technician. Now, his job is to organize the aircraft for the daily flying program and maintain them. “The army tells me what and when they want to fly, the technicians give me the helicopters, and I try to make it all happen,” he said.

In addition to serving for six years in Malaysia during his military career, Hails worked in the Middle East for British Aerospace.

Safety, he said, is priority No. 1. “I make sure everything is safe on the aircraft and I make sure everyone is signed off properly, that the fuel and configuration is correct, and that the aircraft is completely serviceable.”

For Hails, being mindful of the challenges faced by the trainee pilots he and his crew support shows where safety and knowing the customer intersect. “There’s a big difference between helicopters and fixed-wing aircraft. It can be like learning to fly all over again,” he said. “The safety aspect is especially important with these young trainee pilots.” ■

PHOTO: FERNANDO VIVANCO/BOEING

