

The game-changer: You

Employees are the key to Boeing's future and must continue to learn and develop

Competition in the marketplace is not new for Boeing, but the game is changing at a fast pace. As we raise production rates on commercial jetliners and seek new growth opportunities in the defense and security markets, it's easy to focus only on getting the job done. Much harder is taking the necessary actions to ensure Boeing's long-term competitiveness.

Why is this important? We don't have to look very far to find companies that once were market leaders and now are just one of the pack. As our industry continues to evolve, we must help employees understand this new environment because they are—and always will be—our competitive advantage.

Boeing has one of the most talented work forces of any company and invests more than \$21 billion annually in its people, with competitive salaries and excellent benefits. But now more than ever, we must create an environment where employees can continue their professional and personal growth as they deliver the game-changing products and services our customers expect.

Leaders have the responsibility to paint a picture of the future so all employees see their role. Leaders also must inspire others to innovate—while sustaining outstanding day-to-day work performance. By sharing business realities, listening and having candid conversations, we can build trust and create an environment where employees take the right actions, ones that solidify our industry-leading position.

In this company, we need people who have a passion for technology and innovation and an ability to work with others in a complex environment. To support this, Boeing offers its employees a wide variety of opportunities to learn and develop, such as the Learning Together Program, mentoring, on-the-job training, rotational assignments and more. Employees who take advantage of these opportunities create value for themselves, for our customers and for our company.

Boeing also continues its strong effort to prepare the future work force for tomorrow's jobs and careers by advocating and supporting improvements in education at all levels, particularly in the science, technology, engineering and math, or STEM, disciplines. Many employees—as well as retirees—do their part to help inspire the next generation of innovators. They



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– Rick Stephens

Senior vice president, Human Resources and Administration

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participate in skills-based volunteering to capture the imaginations of young people about the possibilities offered by technical careers—and in doing so, can enhance their own personal development. (See story on Page 10.)

To sustain and extend our leadership position, we must equip ourselves with the skills, talents and attributes required to compete successfully today and tomorrow. Each of us must make a commitment to lead in competing for our future. Are you ready? ■