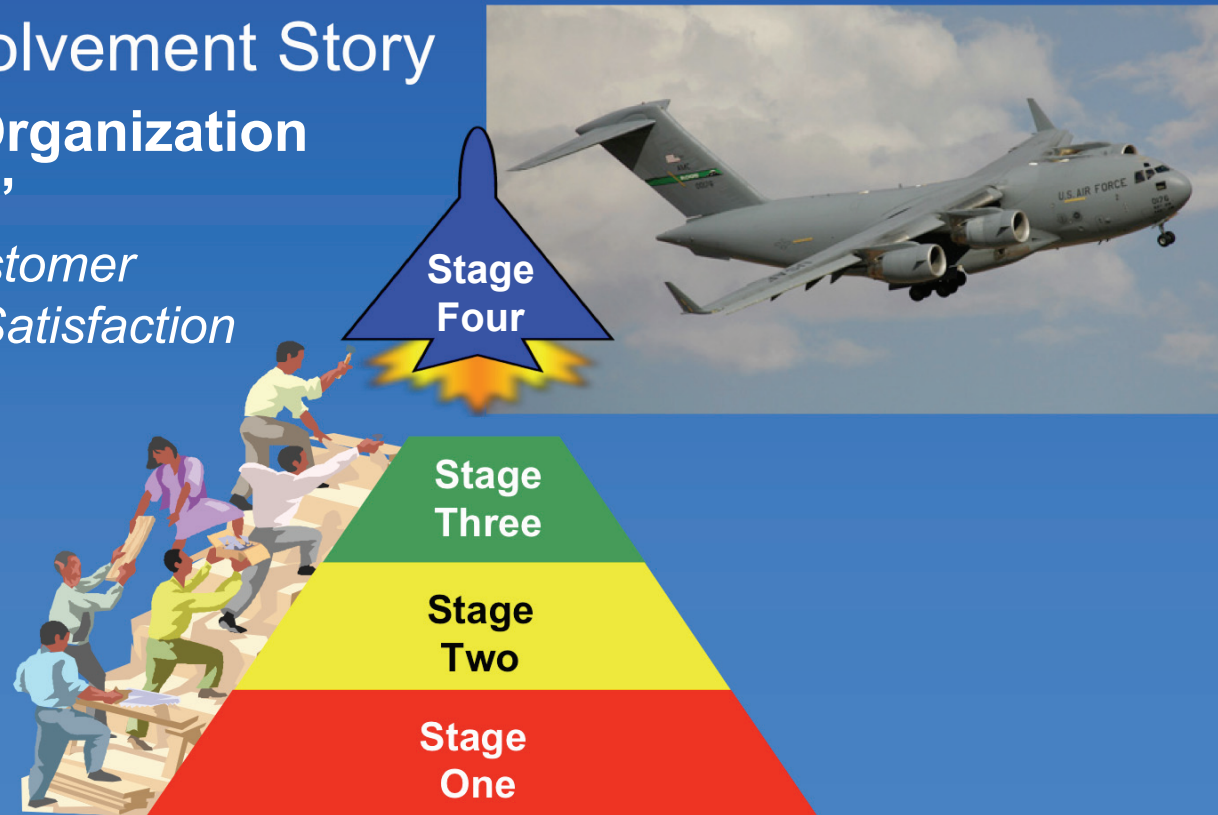


The Magic is in the People

The C-17 Employee Involvement Story “How to Transform Your Organization into a World-Class Leader”

- *Improving Performance, Customer Satisfaction and Employee Satisfaction*

Rich Nicholson, Psy.D.
Charles Macias, M.A.O.C.





The Boeing Company

C-17 Globemaster III Program | Integrated Defense Systems

Overview

- **Largest manufacturer of commercial jets and military aircraft**
- **Customers in 145 countries**
- **Largest exporter in dollars in the United States**
- **Over 153,000 employees in 67 countries**
- **84,000 employees hold degrees, 29,000 advanced degrees**

Overview

- **Capabilities in:**
 - Rotorcraft
 - Electronic and defense systems
 - Missiles
 - Satellites
 - Launch vehicles
 - Advanced information and communication systems
- **Maintenance, support and service providers**

What if?

C-17 Globemaster III Program | Integrated Defense Systems

You could get...

Over **\$143,000.00**

Per Team for Self-Initiated Projects (*we have 3,500 teams*)

**Average Savings/Avoidance Per
Team-Based Business Improvement (TBBI)
(first year):**

Business Results from Empowered Teams

What if?

C-17 Globemaster III Program | Integrated Defense Systems

You could get...

savings of nearly:

\$90 Million

to the *Bottom Line*

from a Single Program

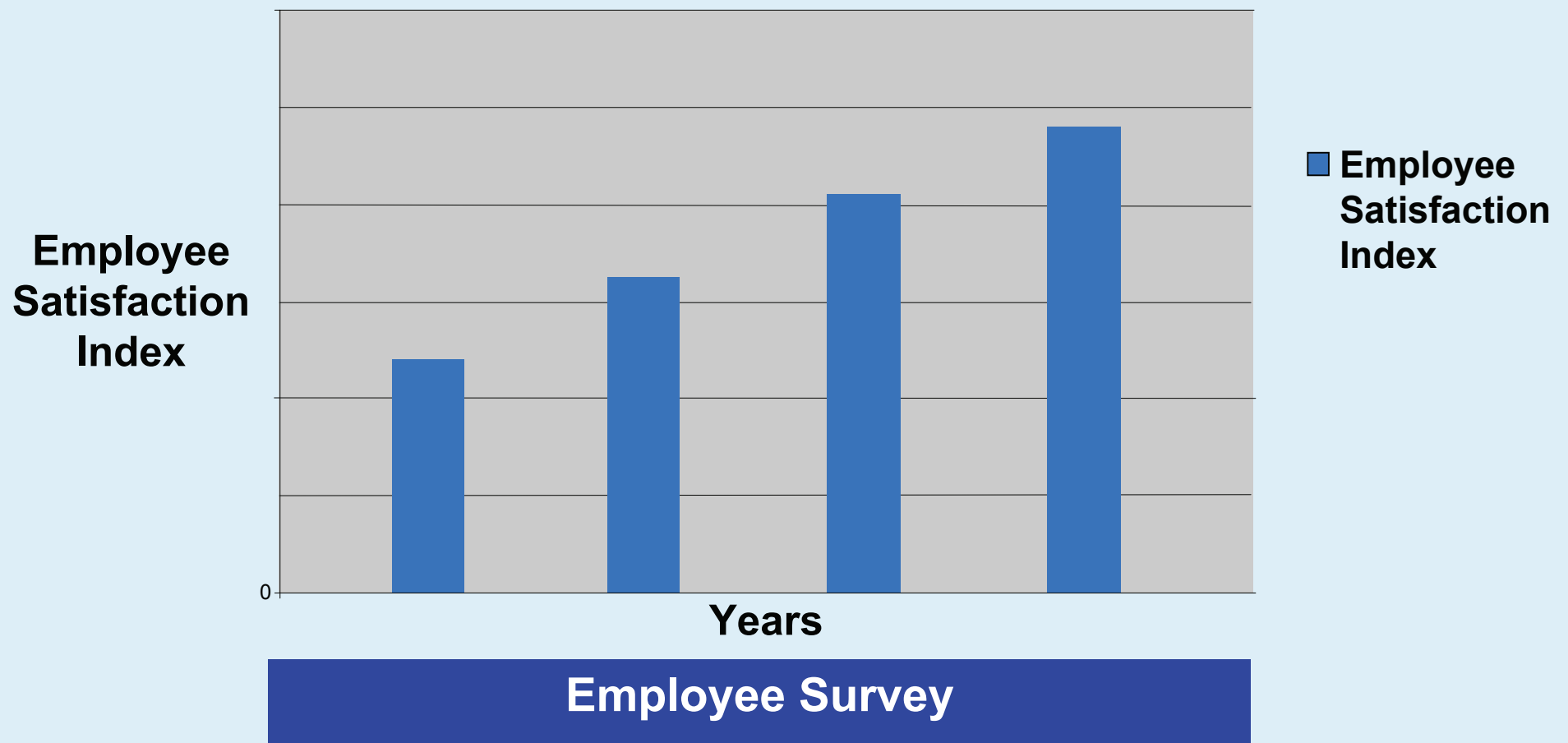
The “Real” Employee Suggestion Program

**Employee Cost Reduction
Incentive Program**

What if?

C-17 Globemaster III Program | Integrated Defense Systems

Employee Satisfaction levels increased every year into the Premier Company range



Our Agenda

C-17 Globemaster III Program | Integrated Defense Systems

- **Take you on a journey – it's a real story, not theory**
- **We will focus on application for leadership and teams**
- **Demonstrate how the “magic” is in the people**
- **Lessons Learned**
- **Best Practices**
- **Have time for Questions and Answers**

This Story

C-17 Globemaster III Program | Integrated Defense Systems





The Boeing C-17 Story of Empowerment and Cultural Transformation

C-17 Globemaster III Program | Integrated Defense Systems

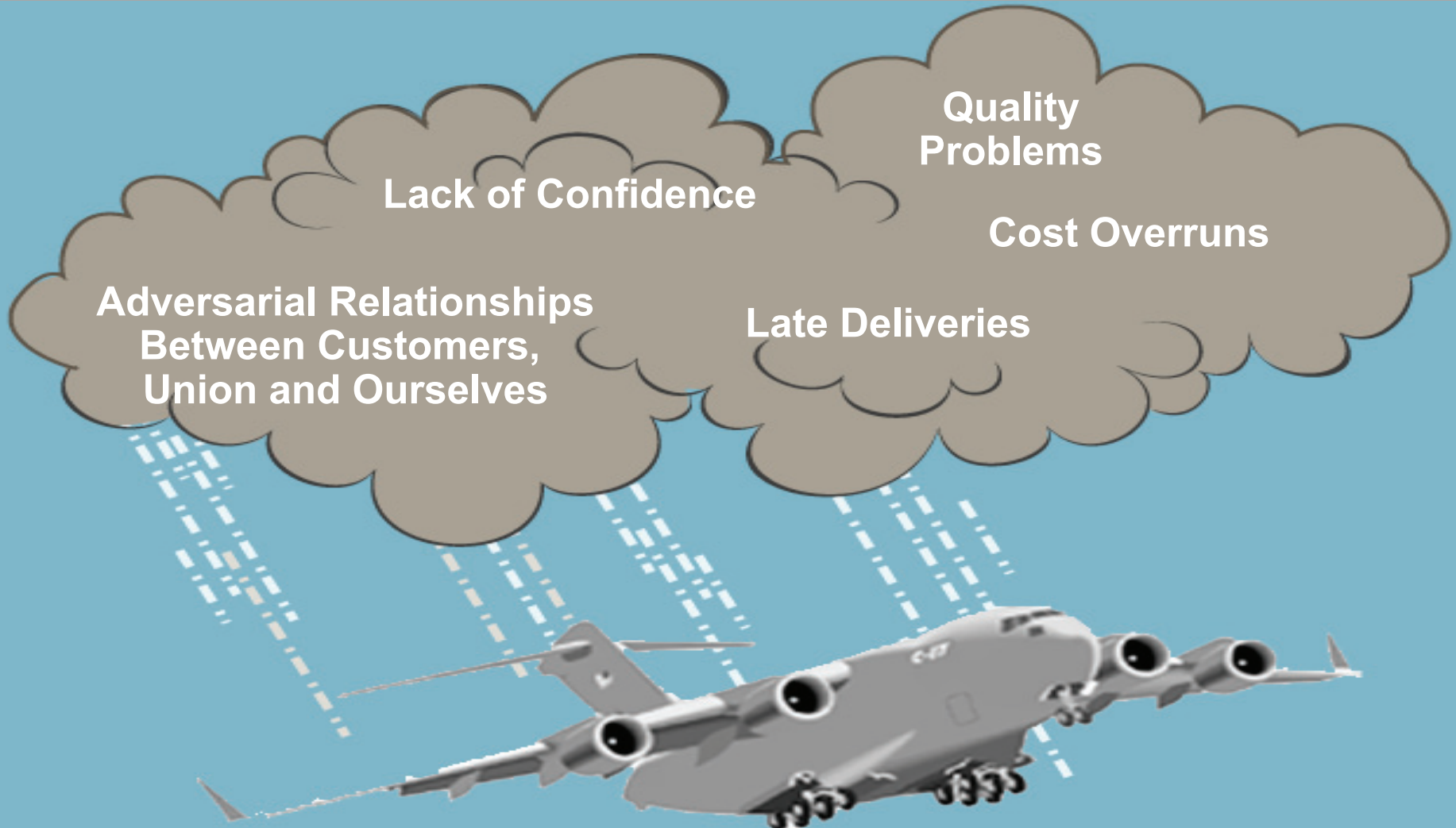
From Cancellation to “Cash Cow”



**What we are about to share with you is relevant to any type and size of organization.
The only requirement is that you have people with a common purpose.**

Reason to Change – Desperation or Inspiration?

C-17 Globemaster III Program | Integrated Defense Systems

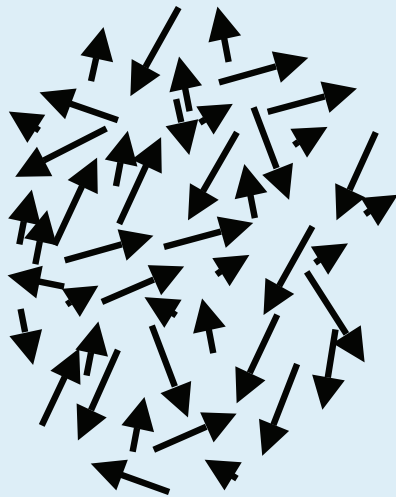


40 and No More... Unless You Perform
(Customer 1993)

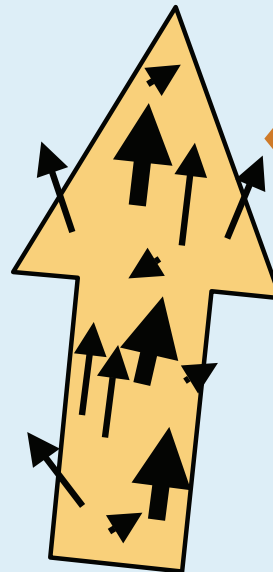
Aligning the Work to the Strategies

C-17 Globemaster III Program | Integrated Defense Systems

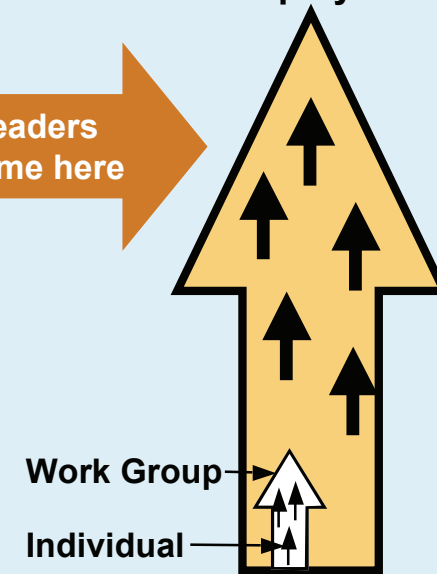
Unaligned activities
Too many strategies
Too many independent metrics



**Start aligning activities
with Vision and
Strategies**



**All activities aligned with
the Vision and
Strategies for every
employee**



Good leaders
spend time here

**1000 Unaligned
Projects**



**Sound Business
Practices and Employee
Involvement**



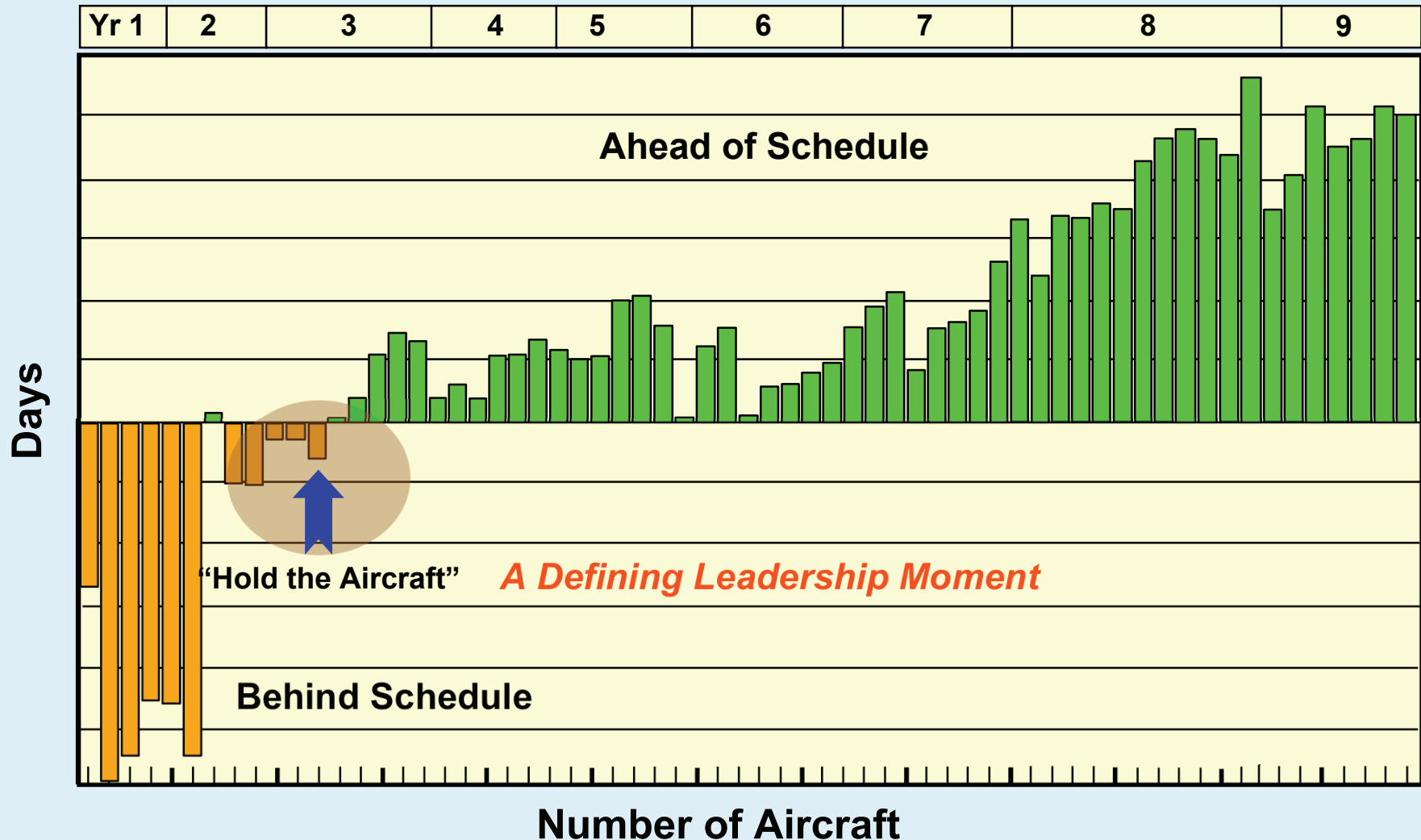
**Planned
Journey**



Turnaround in Delivery Schedule

C-17 Globemaster III Program | Integrated Defense Systems

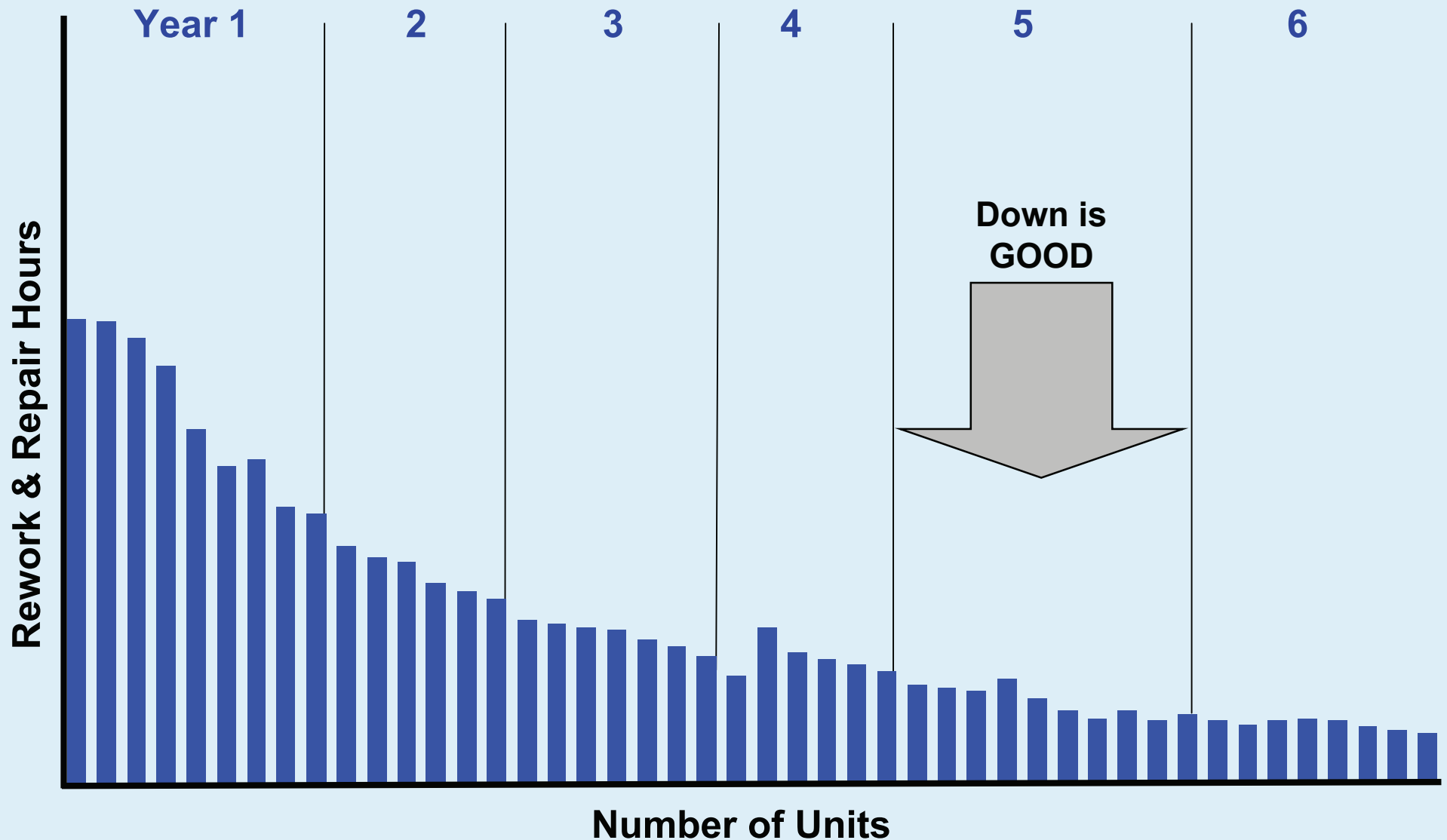
Organizational Results



Improvements Reduce Rework/Repair Costs

C-17 Globemaster III Program | Integrated Defense Systems

Organizational Results

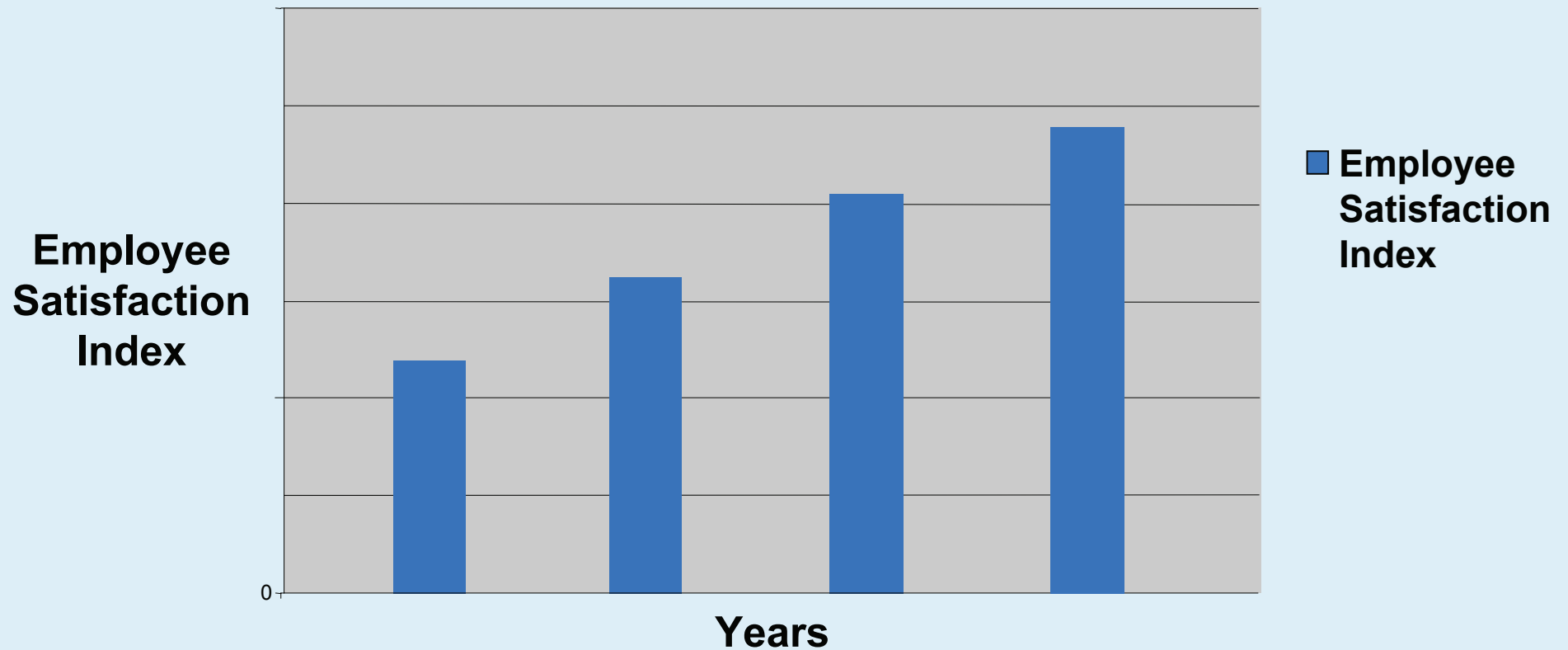


Employee Satisfaction Increased

C-17 Globemaster III Program | Integrated Defense Systems

Organizational Results

The Employee Survey



**Employee Satisfaction Scores
Increased Every Year**



Satisfied Customers

C-17 Globemaster III Program | Integrated Defense Systems

Organizational Results

- **We were able to reduce our pricing to our customer by 25%**
- **Our product was delivered on or ahead of schedule with record quality**
- **Received recognition from Customers for excellent service**
- **More Customer Orders**
- **The “Cash Cow” of the largest Aerospace Company in the World**



Win the National Malcolm Baldrige Quality Award?

C-17 Globemaster III Program | Integrated Defense Systems

Highest Award given by the U.S. Government for Quality



Steps to a High Performance Team-Based Organization

Leadership

Purveyors of Hope

The Organizational Iceberg

The Organizational Iceberg

High Technology

High-touch
Relationships

Formal Aspects (Overt)

- Processes
- Procedures
- Goals
- Technology
- Financial Resources
- Equipment, Tooling, Electronics, etc.

10%

Informal Aspects-People (Covert)

- Personal Beliefs
- Personal Assumptions
- Perceptions
- Attitudes
- Feelings (anger, pride, etc.)
- Personal Values
- Personal Interactions
- Team Norms

Informal Systems

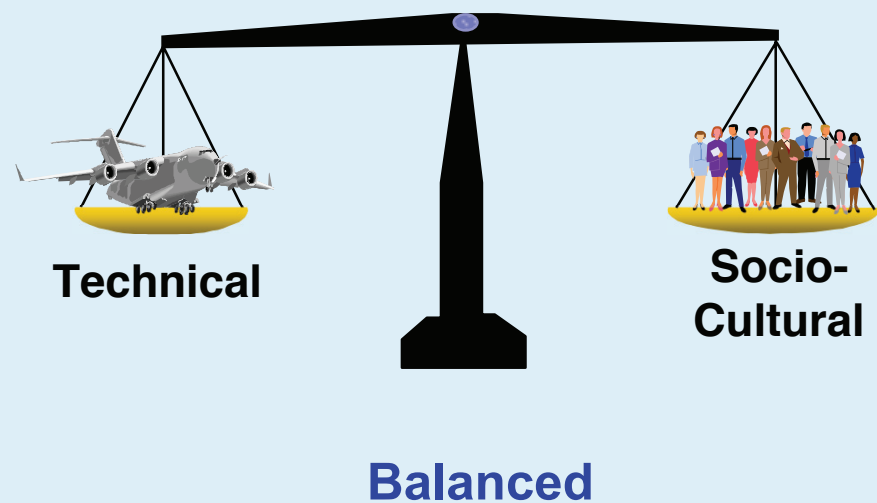
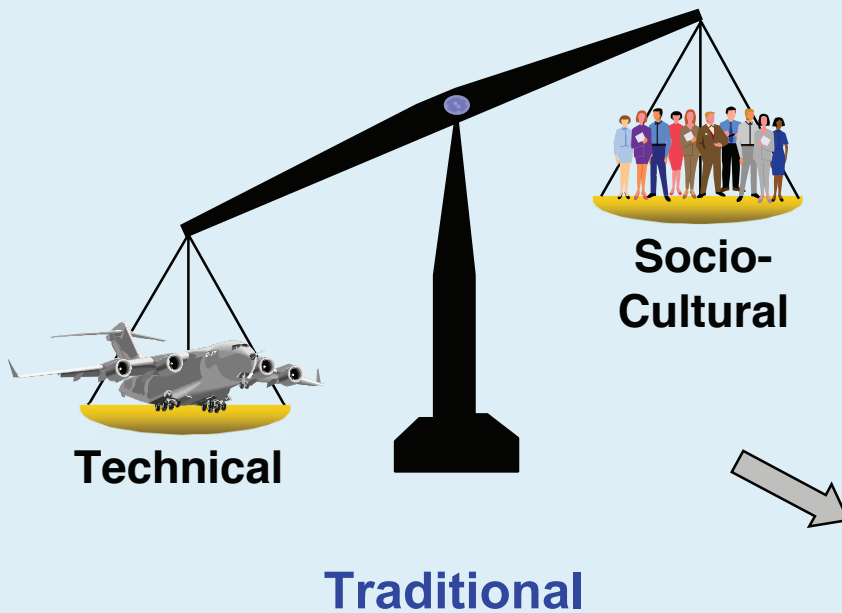
90%

E.I. Toolkit for Growth
& Productivity –
EI Office Consultants –
C-17 Program,
Long Beach, CA

El Balances Your Technical and Social System

C-17 Globemaster III Program | Integrated Defense Systems

The Socio-Technical System



The Law of Change

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Lesson # 1

Lesson

**If you always do what you have always done,
you will get what you have always gotten!**

Einstein Quote

**“Insanity is doing the same thing over and over again,
and expecting different results”**

Action

*Companies tend to be slow on action **A Leadership Moment***

**If you want a different outcome, you must change either
the process, the product, or both, *NOW***

Change is Hard for People if They Don't Know Where They are Going and Why

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Lesson # 2



**Share your
Vision
often so
others can
see it**

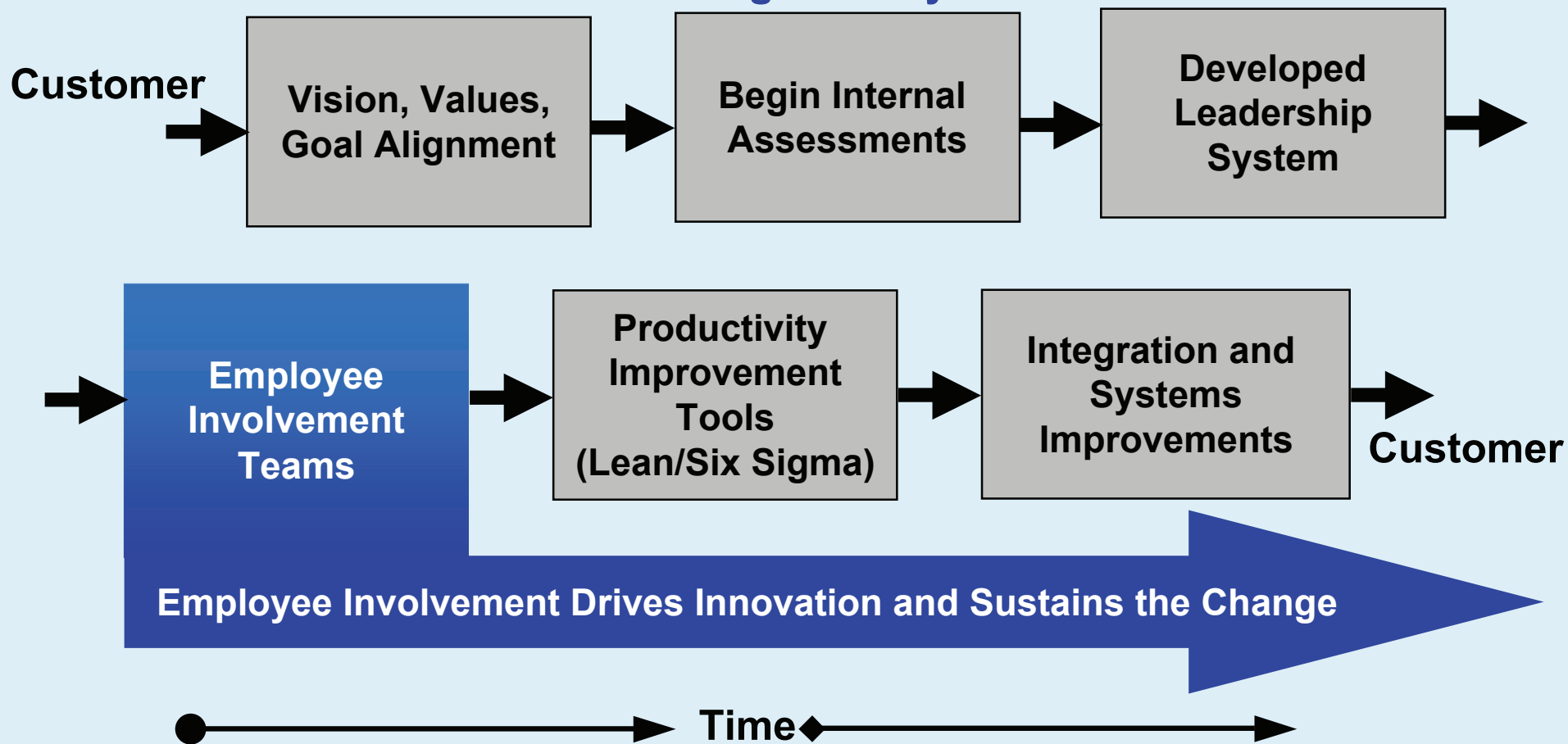
**“Change is an unnatural act,
particularly in successful
companies; powerful forces are
at work to avoid it at all costs.”**

— Michael E. Porter

It's a Journey – Not an Event (Be Persistent—Never Stop Improving)

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Lesson # 3 Boeing Journey



Leadership Moment – resist stopping one effort and starting a new one – rather build it into your journey

Leadership

Leaders are...

***...Purveyors of
hope!***

*...Create the vision and
inspire others to achieve it*

Leadership

Leaders take us places...

***...We normally don't
go alone!***

Leadership

*Leaders create the environment
for...*

***...Peak
Performance!***

*...and Employee
Satisfaction*

Leadership

*Leaders must be Role models
and...*

...Walk the Talk!

Leadership

Lesson # 4

Leaders must...

***...Execute the
Business
Strategies***

*through others
...with the People!*

When employees are part of defining what it means to them,
there is more personal commitment

Leadership

Leaders must...

...Recognize!

*...employees and
successes*

Leadership

Lesson # 5

Leadership must...

***...Be persistent,
stay on course!***

*...and Don't
give up!*

Vision and Values

**A Compelling Future Everyone
Can Understand**

Vision and Values

Our Foundation for Leading

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Boeing Vision 2016

*People working together
as one global company
for aerospace leadership*

Boeing Values

- Leadership
- Integrity
- Quality
- Customer Satisfaction
- People Working Together
- A Diverse & Involved Team
- Good Corporate Citizenship
- Enhancing Shareholder Value

Core Competencies

- Detailed Customer Knowledge and Focus
- Large-Scale Systems Integration
- Lean, Efficient Design and Production Systems



Boeing Leadership Attributes

C-17 Globemaster III Program | Integrated Defense Systems

- **Chart the course**
- **Sets high expectations**
- **Inspires others**
- **Finds a way**
- **Lives the Boeing Values**
- **Delivers Results**

**These attributes are the managers
performance evaluation criteria**

Assessment

An honest starting point

Strengths, Weaknesses, Opportunities, Threats

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SWOT Analysis

Best Practice Tool # 1

Vision <ul style="list-style-type: none">■■	
Strengths	Weaknesses
Opportunities	Threats



Take an Honest Look at Where You Are

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- Does the organization understand its customers and business?
- Does the organization have a clear Vision?
- Does the vision include people and teamwork?
- Do the employees know what the Vision is?
- Does the organization have Strategies and Supporting Objectives at all levels?
- Are employees encouraged to be involved in decision making and improvements for their part of the business?

Alignment

Line of Sight to Everyone

...A Leadership Moment






Line of Sight

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Best Practice Tool # 2

**Align Vision with Strategies and Supporting Objectives
Throughout the Entire Organization**

Best Practice Example

Vision and Values			
 Strategic Imperatives Flowdown 	Execute Business Plans	Lead Effective Teams	Ensure Customer Satisfaction
 Supporting Objectives with Goals (Org level 1)			
 Supporting Objectives with Goals (Org level 2)			
 Supporting Objectives with Goals (Org level 3)			

Line of sight upward through supporting objectives

This becomes your balanced scorecard to review regularly

Employee Involvement

The “magic” is in the people and teams

Productivity, then Innovation

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“It is the bias for innovation that must become a core competency if a company is going to be an industry leader and not a follower.”

Stephen M. Shapiro

***24/7 Innovation: A Blueprint for Surviving
and Thriving in an Age of Change***

2003

What is Employee Involvement (EI)?

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From Individual Engagement to Teamwork

- **Employee Involvement engages the full potential of all employees through teams to achieve or exceed business goals**
- **Teams bonded together by clearly defined purposes and goals...**
Peter Scholte, The Team Handbook
- **Teams do the planning, decision making and implementation within the workplace**

RESEARCH

Top 6 Key Drivers for Employee Satisfaction Based on the Employee Surveys

1. Encouraged to come up with new and better ways
2. Involvement in decisions
3. Satisfaction with recognition received for doing a good job
4. Opportunity to improve my skills
5. Conditions allow me to be productive
6. Job makes good use of skills

New Leadership Behaviors are Required

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The Challenge for Leaders

1. More of a participative leader vs. autocratic
2. Asks for the collective ideas of the team
3. Treat them as business partners – they will understand
4. Delegates day to day decision making
5. Focuses on removing barriers and providing resources for the team to be successful

Participative Leadership is essential for Cultural Change

EI Changes Roles of Leaders and Teams

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The Challenge for Teams

Roles of Team Members

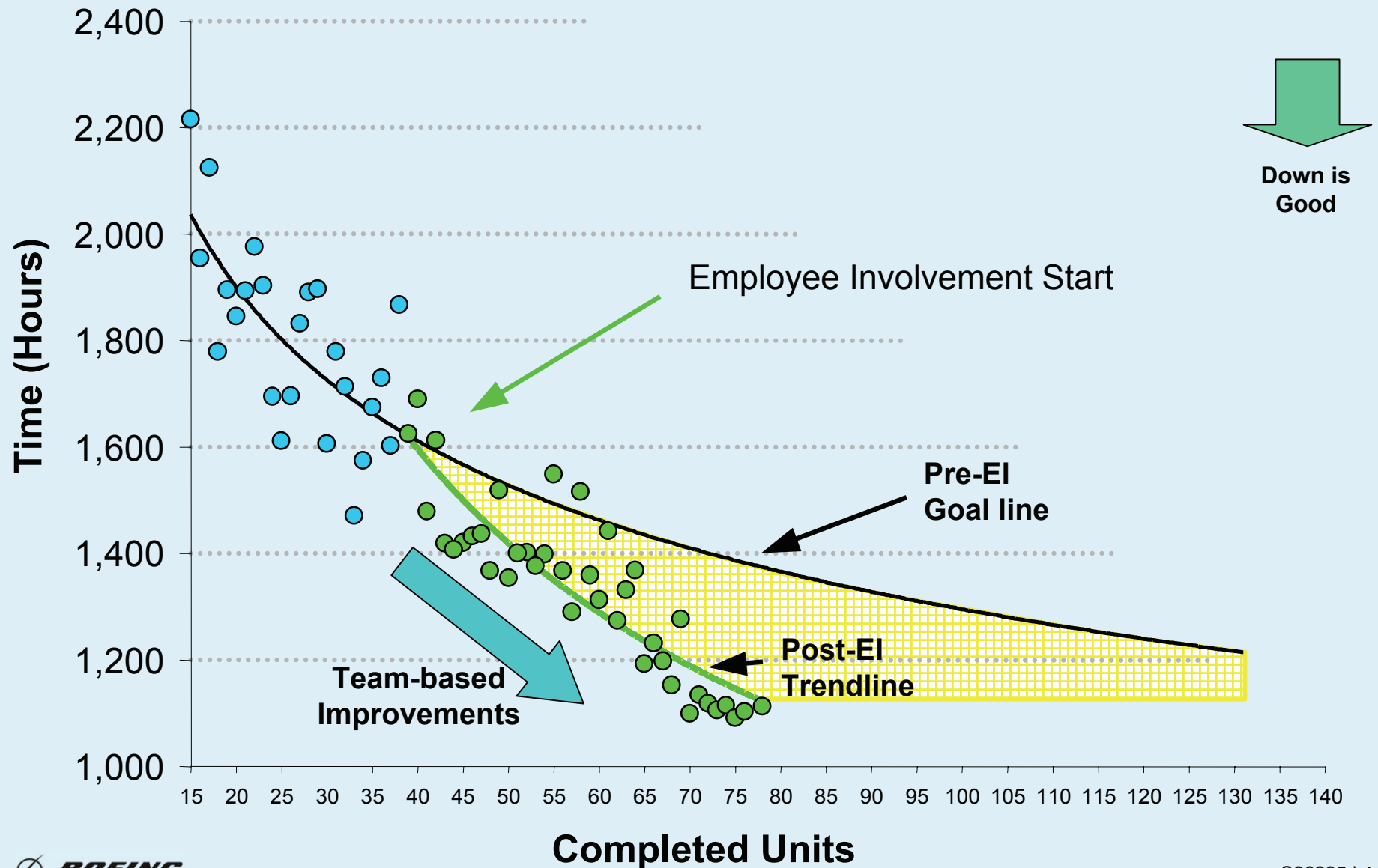
1. Meet weekly to identify and manage improvements
2. Commit to the vision and projects
3. Develop teaming skills
4. Participate in the teaming process
5. Share information and cooperate with one another

Teamwork is Essential for Cultural Change

Results

Employee Involvement Saves Time

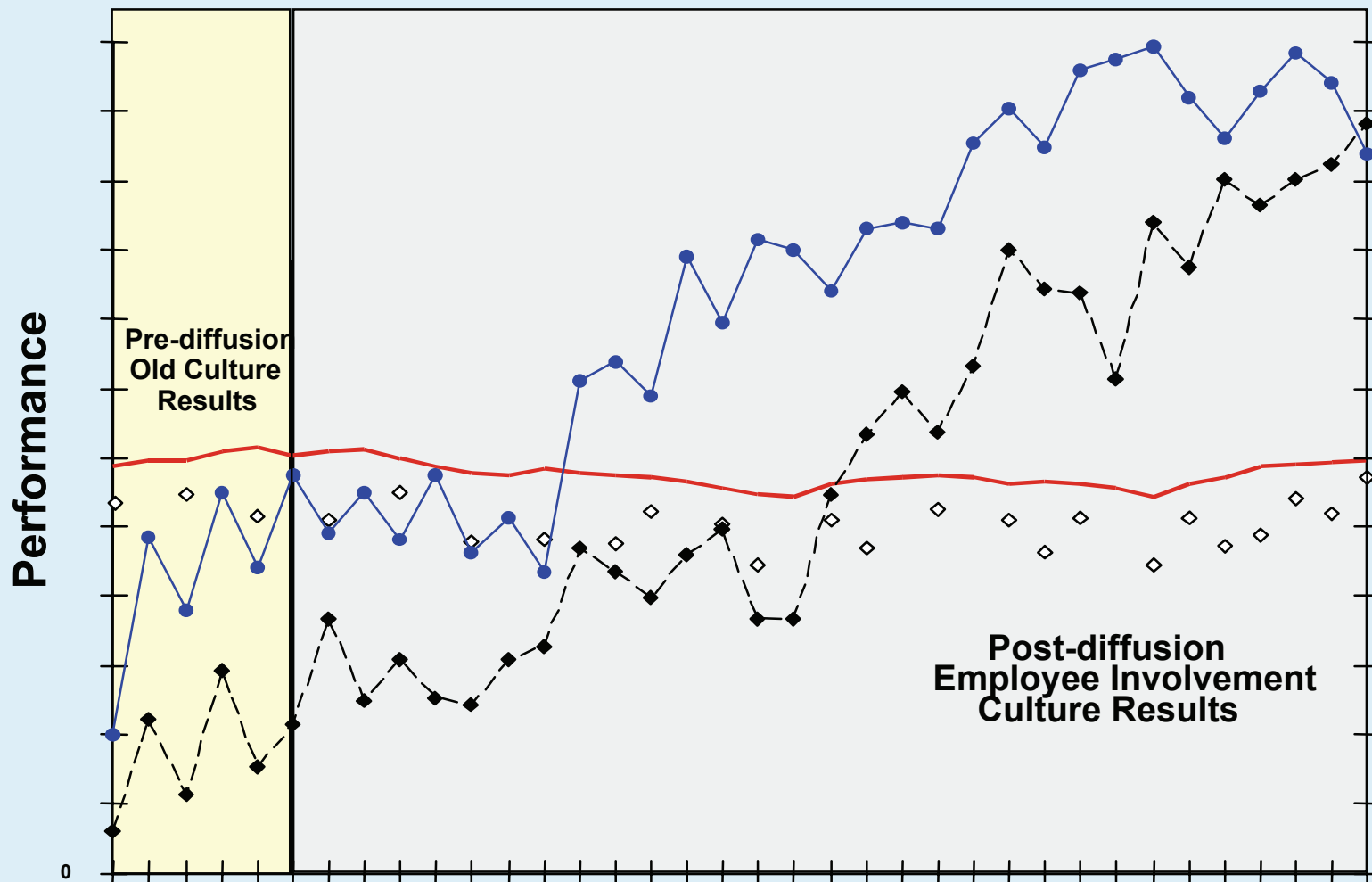
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Results

Employee Involvement Increases Performance

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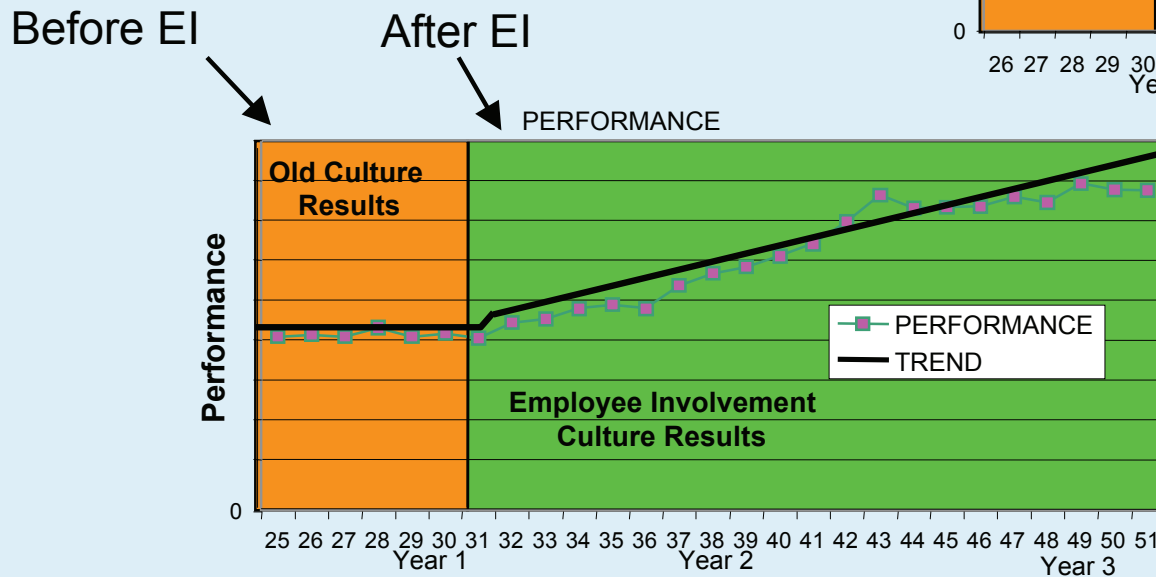
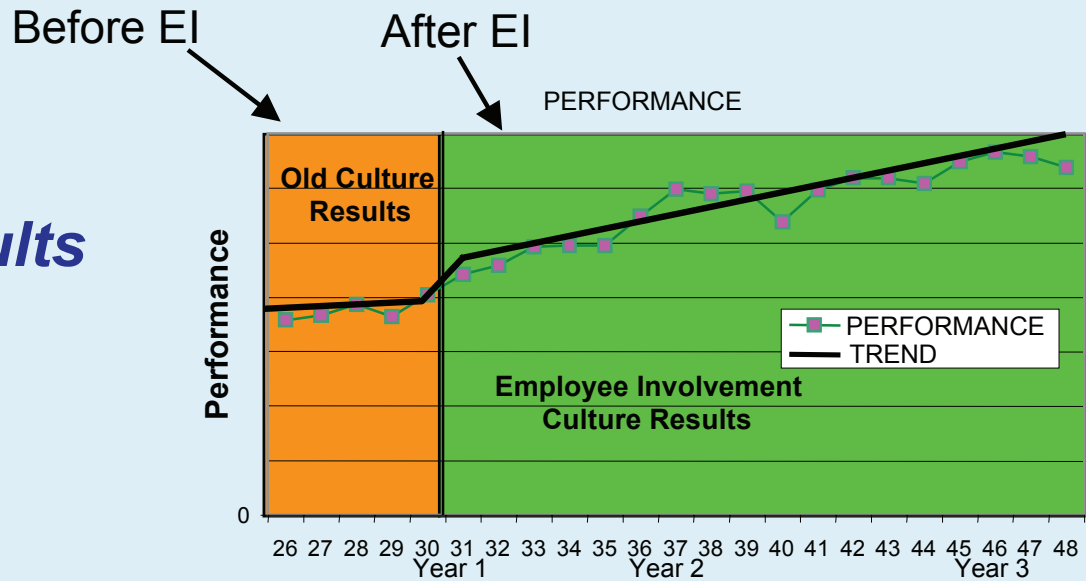
2 Measures: Performance Over Time

Results

Employee Involvement Increases Team Performance Results

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Team Results



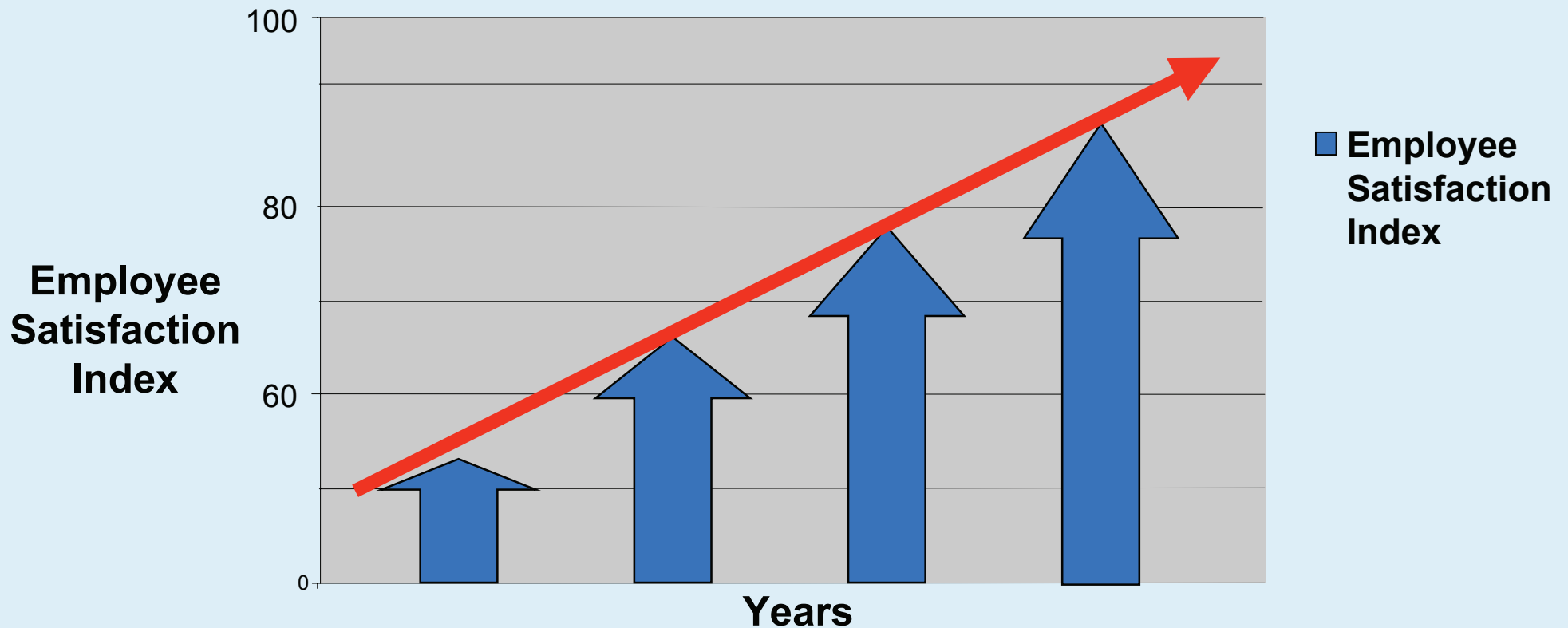
Overall Results

Employee Satisfaction Increased

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Organizational Results

Employee Survey Results



Employee Satisfaction INCREASES



Control Team

Paperwork Elimination and Workplace Standardization

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Results

Employee Involvement Team Achievement Snapshot – Logistic Support Cecil Field



TEAM CHARTER

The purpose of the Comm Central / Antenna Control Team is to provide electrical and structural modification excellence to our internal customers and external customers on time and at minimum cost.

TEAM VALUES

Our team values working effectively and efficiently together, through the sharing of knowledge and creative thinking, while maintaining a safe and FOD-free working environment.

Summary of Accomplishments

Standardizing the Scaffolding:

6 remaining a/c, 55 days to complete the mod, estimated 7 man-hrs per day saved (7 people x 1 hr per day) = 2,310 avoided hours of touch labor waste = **\$150,150.00 cost avoidance**

Shop Aid Books vs. Data Packages:

6 remaining a/c, 55 days to complete the mod, estimated 3.5 touch labor man-hrs per day saved (7 people x 30 mins per day) plus estimated 0.43 support hrs per day saved (1 person x 3 hrs per week) = 1,297 avoided hours of touch labor and support waste = **\$85,717.50 cost avoidance**

TOTAL COST AVOIDANCE
\$235,867.50



Employee Involvement Primary Team

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Results

Team Photo



Team Charter

Purpose – to assemble and deliver units to final assembly

Customers – U.S. Government

Guiding principles – meet or exceed our customer's expectations for cost, quality, schedule, safety, and 5S. Win new business through continuous improvement

Team Recognition



Team Performance Metrics

Project 1:
373 Hours Under Budget

Project 2:
**3500 Hours Under Budget
for 12 Units**



Employee Involvement High Performance Work Team *Affordability Task Force (ATF)*

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Results

Team Members



Team Mission

Work together as an empowered, integrated team to make the most affordable, highest quality airframe

Metrics – Created and Maintained

Since the Producibility team formed in January 2002 it has reviewed and helped implement more than 400 cost reduction ideas that have amounted to \$402M in estimated savings to date

\$402M in large process improvement projects

Savings Versus Costs

3 Year Period

Cum Savings: \$402M

For every \$1 spent to improve the process, \$12 were saved as a result

EI Improves the Work Environment Employees Have Designed Their Own Office Space

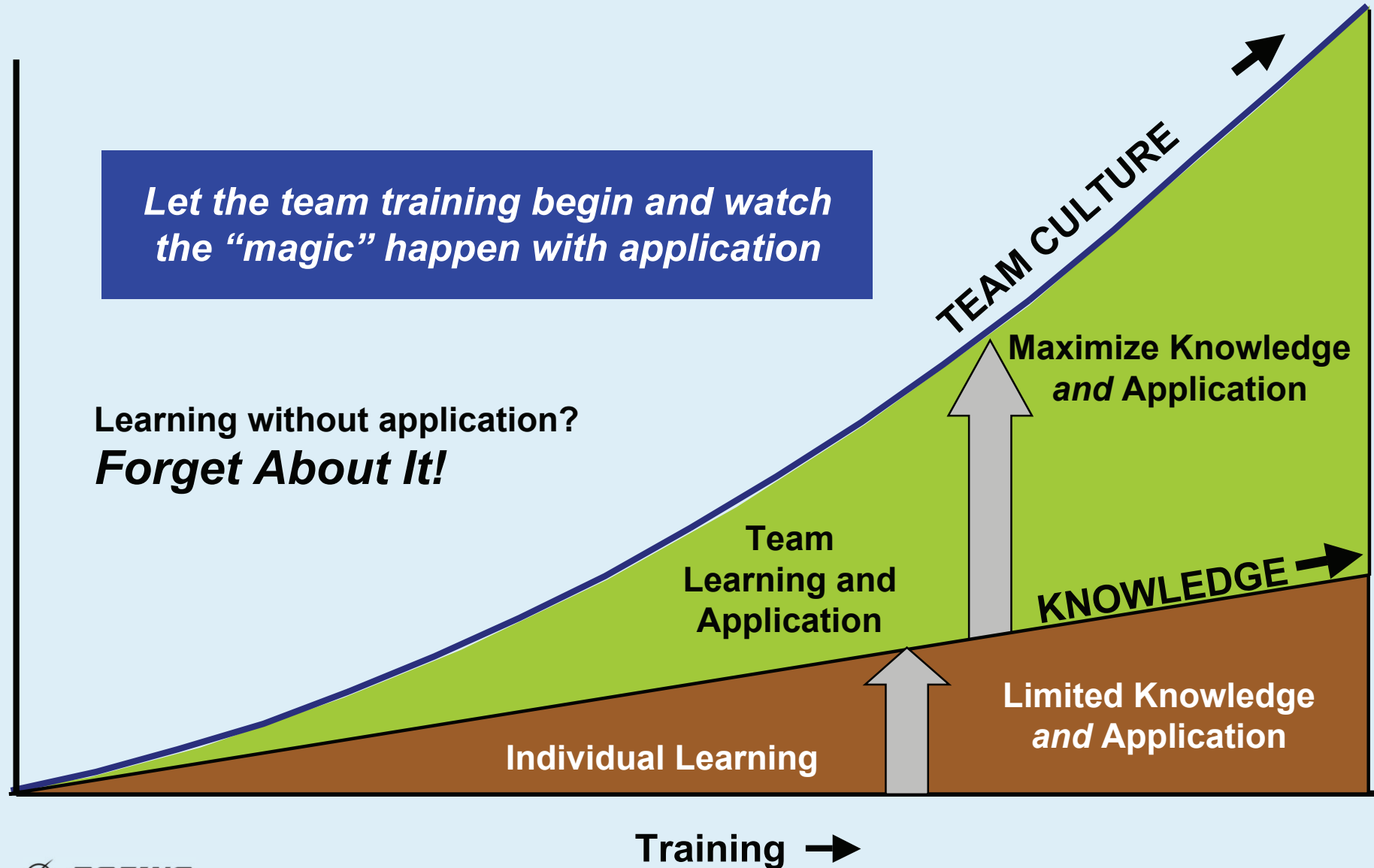
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Results



The Value of Team Training

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Team Training

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Lesson # 6 – All training must include immediate application to the team

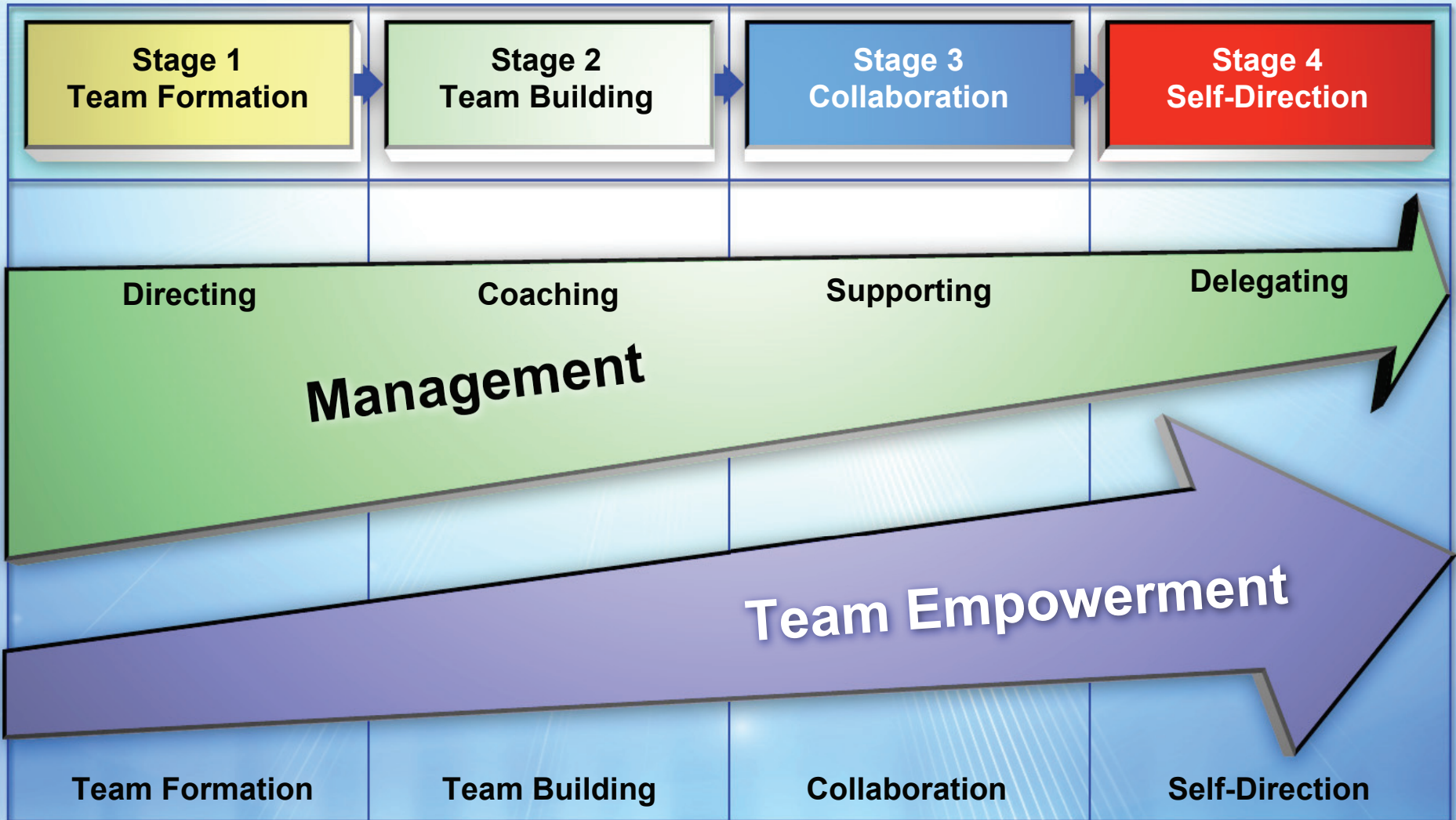
**The power of team training is the discussion by the teammates
for how they can apply it to their jobs**

- Case for change
- Team Charter
- Effective Meetings
- Brainstorming
- Decision Making
- Empowerment
- Feedback
- Group Dynamics
- Problem Solving
- Strategic Planning
- Team Formation
- Communication
- Team Conflict
- Financial Management
- Leadership Development
- Coaching

Training or Learning without application is useless!

4 Stages of Team Maturity

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Knowledge + Application = Team Growth

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OUTCOMES

TEAM FORMATION

- Develops team charter
- Develops empowerment schedule and reviews periodically
- Team understands goals and business objectives
- Schedules and holds team meetings
- Team adopts and begins to use metrics

TEAM BUILDING

- Reviews and updates empowerment schedules
- Identifies select processes for improvement
- Priority processes have been identified and variability reduction initiated (where appropriate)
- Maintains team records
- Begins applying Best Practices
- Teams begin to manage to metrics
- Completes appropriate training

COLLABORATION

- Reviews and updates empowerment schedule
- Identifies need for and schedules team training
- Team is setting own goals
- Utilizes process improvement tools
- Performance is improving in most key areas
- Monitors team performance and takes necessary actions
- Completes appropriate training
- Interfacing with suppliers and customers

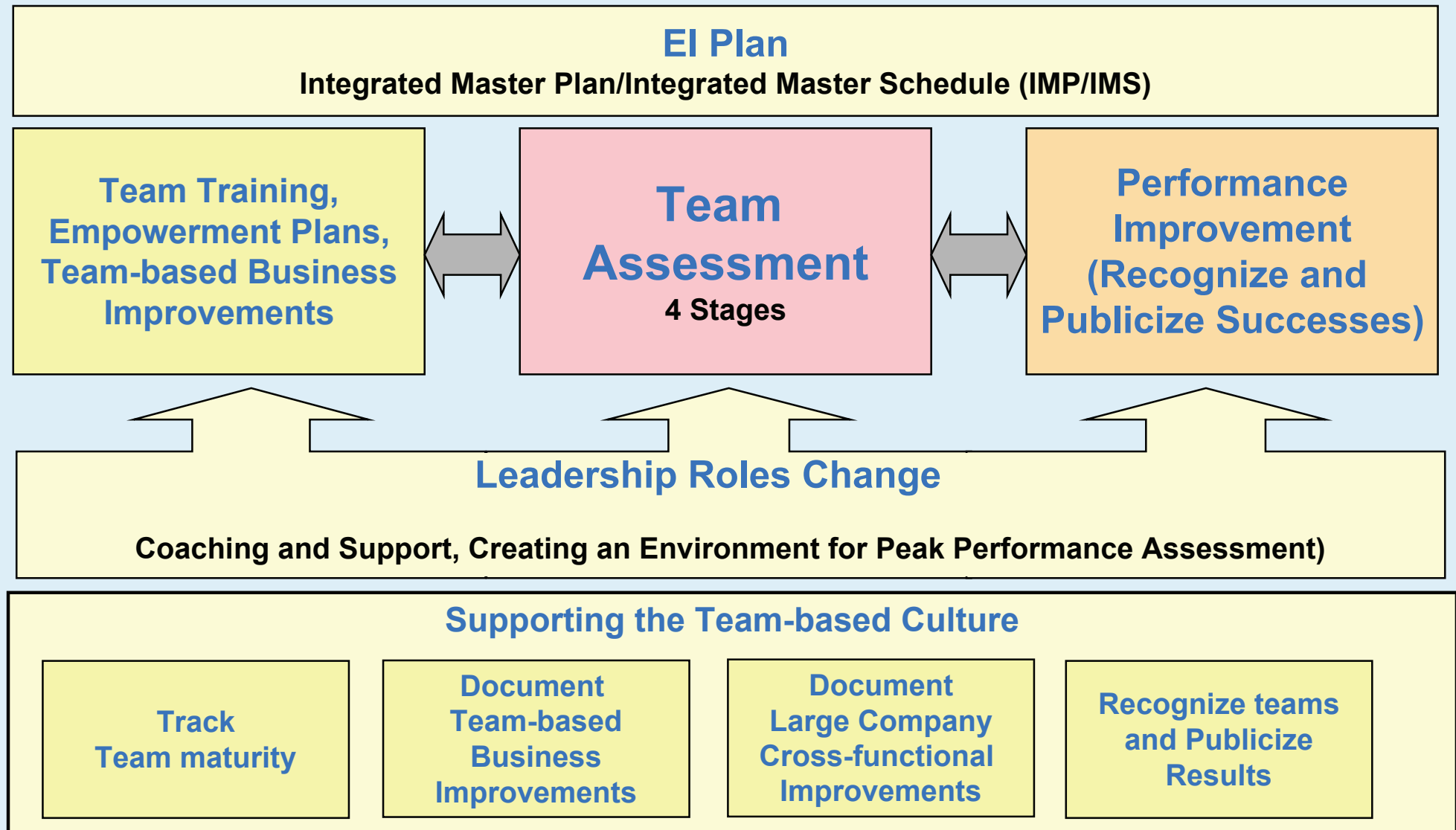
HIGH PERFORMANCE

- Reviews and updates empowerment schedule
- Adjusts goals and metrics using comparative data
- Selection of team members with guidance
- Team makes its own work assignments
- Process improvements are on-going
- Team performance approaching "benchmark" levels
- Manages appropriate training

EMPOWERMENT

Employee Involvement Model

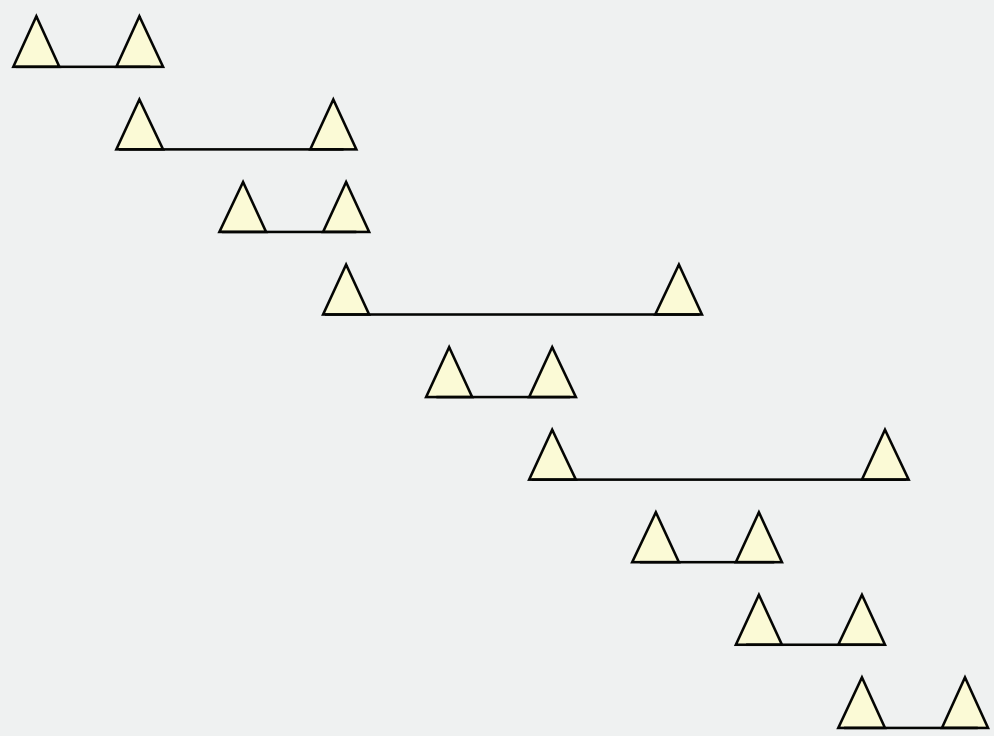
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You Must Have a Written Plan

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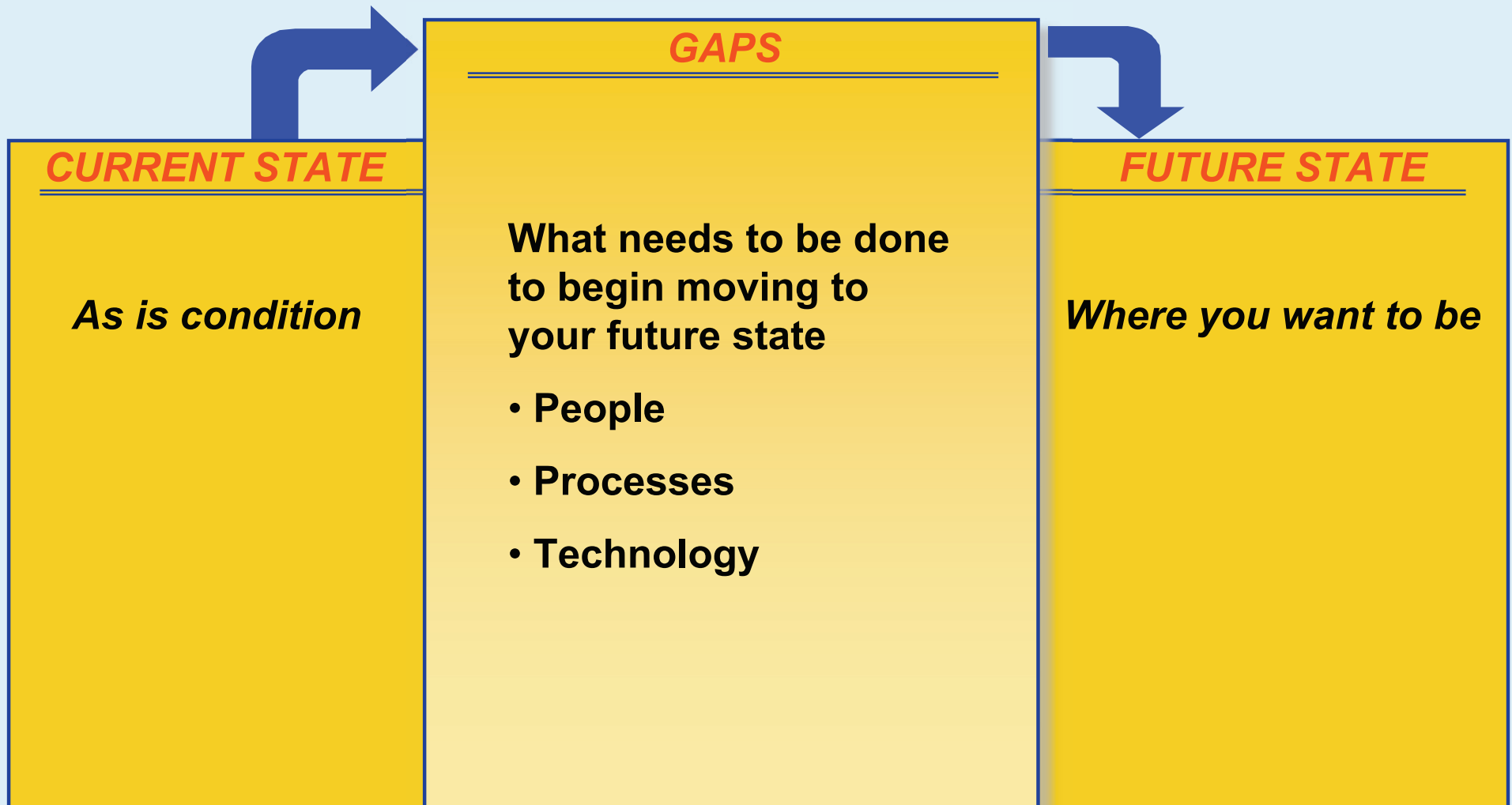
Lesson # 7 – Best Practice Tool # 3 Integrated Master Plan (IMP Example)

Critical Milestones	Person Responsible	Schedule of Time Line and Due Dates
1. _____	_____	
2. _____	_____	
3. _____	_____	
4. _____	_____	
5. _____	_____	
6. _____	_____	
7. _____	_____	
8. _____	_____	

Team Tools for Improvement Gap Analysis

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Best Practice Tool # 4



Team-Based Business Improvement

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Best Practice Tool # 5

Team-Based Business Improvements (TBBI) Project Summary Sheet				Team Stage: (1 to 4)		Project Status: Red (Not Going to Make it) Yellow (Behind Schedule with Plan) Green (On Schedule) Blue (Complete)	
Use this summary sheet to document the project							
Team Name		Manager		Director		Project Start	
Function/Deb		Team Leader		Project Name		Project End	
Team Members: List Team Members and Functions							
Project Selection: What is the project, and how does it improve your business?							
Methods and Tools: What methods were used to identify improvement opportunities: (e.g., fishbone, customer surveys, etc.)							
Solution: What is your team's action plan? (List steps)							
Process/System Changes: Describe process or system changes, sustainability, and if it is a possible Best Practice							
Results: Show how your business was improved, cost savings/avoidance, and how the project improved team and customer satisfaction 							

Empowerment Plan

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Best Practice Tool # 6

10 Team Empowerments	Planned Discussion Date	Date Complete	Team Actions to Achieve More Involvement in the Empowerments	Mgr. Initial
1. Work Schedules				
2. Housekeeping				
3. Training/Employee Development				
4. Team Meetings				
5. 5S Work Area Configuration				
6. Job Standardization/ Procedures				
7. Goal Setting				
8. Continuous Improvements				
9. Team Self Assessments				
10. Team Budgeting				

Recognition Must be Part of the Process

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Lesson # 8 – Best Practice Tool # 7

Team Success Stories

Allow teams to document and *present* their successful projects and stories to Leadership

BUSINESS RESULTS:

- GETTING THE RIGHT PEOPLE, IN THE RIGHT JOB, AT THE RIGHT TIME: OVER \$66,000
- STRONGER COLLABORATIVE EFFORTS: OVER \$31,000
- RESPONSIVE TO BUSINESS SITUATIONS
- INDIVIDUAL CONTRIBUTIONS FOR BETTER TEAM RESULTS
- RESERVOIR OF RESOURCES

PERFORMANCE RESULTS:

THE TEAM RETROFITTED OVER 3,400 LIGHT FIXTURES IN TWO BUILDINGS WITH ENERGY EFFICIENT LAMPS AND BALLASTS, RESULTING IN OVER \$42,000 IN REBATES FROM THE POWER COMPANY BETWEEN 1995 TO 1997. THE NEW TECHNOLOGY SAVES APPROXIMATELY 40% OF THE POWER CONSUMPTION WHILE PROVIDING MORE LIGHT AND EXTENDED LAMP/BALLAST LIFE.

BUSINESS RESULTS:

- PERFORMANCE INCREASED BY 44%
- REWORK AND REPAIR DROPPED BY 31%

BUSINESS RESULTS:

PERFORMANCE INCREASED TO 106.6% ON P66
DECREASED NUMBER OF TAGS FROM 50 ON P56 TO 8 TAGS ON P66

PERFORMANCE RESULTS:

- DUE TO THE OUTSTANDING EFFORTS AND DEDICATION OF THE PODS ELECTRICAL TEAM, THE EMPLOYEES HAVE BEEN ABLE TO:
- RECOVER OVER ONE QUARTER UNIT OF SCHEDULE CONDITION (FROM -0.649 IN APRIL 1997 TO +0.38 IN APRIL 1998) AND MEET THE CRITICAL PATH MILESTONE FOR POWER-ON/WIT ACCELERATED SCHEDULE.

HR TEAM HAS DEVELOPED A NEW, CONSISTENT PROMOTION PROCESS

BENEFITS:

LESS TURNOVER
RETENTION OF MORE
MORE HIGH PERFORMERS
REDUCED EEO
DISPARITIES

Traditional Roles Must Change

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Lesson # 9

All

- Gain commitment to improve business results
- Focus on continuous process improvement
- Always keep the customer in mind (internal and external)

Management

- Communicate clear vision
- Train and empower employees to make business decisions
- Ask employees to be fully involved and engaged
- Relinquish control as the team is able to take on more self management
- Recognize progress and successes

Workers

- With more responsibility comes more accountability
- Take ownership of more day to day decision making when ready
- Share information and support each other
- Elevate problems to the team and management before it is too late



Employee Involvement Practitioners Help the Process

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Practitioners must have

- **Good understanding of the Business**
- **Good Communication Skills**
- **Good Project Management Skills**
- **Respected by the Workforce**
- **Ability to Influence Others Toward a Strong Vision**
- **Is Results and Process Oriented**

Boeing Global Enterprise Employee Involvement Team

Puget Sound

Stephen Bressler (IDS)
Conrad Ball (PW)
Susan Bouton (CBB)
Kathleen Offe (NV)
Laura Stringfellow (CNO)
Nita Smith (SSG)
Dave Troupe (BCA Evt Ops)
Matt Hale (BCA Evt Field)
Mary Stewart (BCA 737)
James Morgan (BCA 747)
Mark Johnstone (BCA 767)
Laura Hawkins (BCA 777)
Robert Thayer (BCA PSD)
Jon Buckmiller (BCA IRC)
Elaina LaVigne (BCA Auburn Fab)
Hjordis Seeley (BCA Fredrickson)
Susan McGillivray (BCA Eng)

Portland

Cory Von Seggern

Fallon

William Agard, Jr.

Lemoore

Thomas George

Vandenberg AFB

John Suda

Palmdale/Edwards

Steve Perkins
Robert Simon

El Segundo

Diana Fleischer

Sylmar

Beth Stone

Long Beach

Rich Nicholson (IDS)
Jeff McDaniel (LSS)

Seal Beach

Jane Transue
Jill Antonen (ER)

Huntington Beach

Jamie Rogers (IDS)

Anaheim

Daneisha Brazzle
Tony Webber

Maui

Derek Chang

Ogden

Forrest Allred

Salt Lake City

Tracy Gertino

Colorado Springs/Pueblo

Jim Barduniotis

Wichita

Brett Bargdill (LSS) Adam Lange
Phila Glass (IDS) Vickie Bell

Winnipeg, Canada

Herman Hansen

St. Louis/St Charles

Celeste Zalecki-Schattnik (IDS)
MaryAlice Gallagher (LSS)
Jaime Nelson (TACAIR)
Doug Stuart (FCS)
Gary Kampmeier (ER)
Carla Milligan (TSS)
Chuck Beadle (PS)
Curtiss Witt (SCS)
Kara Surber (SSG Bus & Fin)

Chicago WHQ

John Messman

Heath

Earl Burge
Christina Spialek

Philadelphia

David Crane (IDS)
John Miller (LSS)

Huntsville

Nancy Stovall (IDS)
Lane Watts (MDS)

Decatur

Susan Moore
Cindy Lovell

Charleston

Bill Hammond

Macon

Debbie Bennett
Lafayette Stephens

Jacksonville/Cecil Field

Teresa Mertell/Robb Reynolds

Florida /CCAFS

Bruce Franta
Steve Hauss

El Paso

Roland Chanove

Altus

Dale Harding, Jr

Albuquerque

Launi Ritter-Freiwald

Mesa

Pat Gibson (IDS)
Candy Maki (LSS)

Richardson

Toni Wade-Servance

San Antonio

Mark Haupt

Kingsville

Sylvia Navarro

Oklahoma City

Jennifer Hogan

Irving/Corinth

Lonnie Thomas

Houston

Paisley Matthews
Jim Collier
Terri Vourganas

Ft Walton Bch

Cathy Ochsner

Russia

Alexei Gurevich
Katya Golubkina

Australia

Stephen Duffield
Trevor Wendt

Williams Gateway

Melissa Epps

How to Get Started

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Leadership

- Establish a vision that includes all employees and teams
- Flow down vision and supporting objectives to all levels of the organization
- Train Leaders in teams and roles
- Begin training natural work group teams, and teams begin team-based improvement projects
- Create Cross-functional Project teams around specific issues or projects
- Recognize progress and successes

Managers

- Let go of traditional roles. Become a leader that develops people and pave the way for change
- Encourage innovation, be role models, empower teams when they are ready



Top 10 Lessons Learned on our Team Journey We Have Covered

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- **Lesson # 1: The Law of Change: If you always do what you have always done, you will get what you have always gotten!**
- **Lesson # 2: Change is hard for people if they don't know where they are going and why**
- **Lesson # 3: It's a Journey, not an event**
- **Lesson # 4: Leadership must deploy the Business Strategies with the People. When employees are part of defining what it means to them, there is more personal commitment**
- **Lesson # 5: Leadership must be persistent, stay the course and don't give up**
- **Lesson # 6: All training must include immediate application to the team**
- **Lesson # 7: You must have a written plan**
- **Lesson # 8: Recognition must be part of the process**
- **Lesson # 9: Traditional Roles must change (Leadership and team members)**
- **Lesson # 10: Enjoy the Journey!**



Best Practice Team Tools We Have Covered

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- **Best Practice Tool # 1:** **SWOT Analysis**
- **Best Practice Tool # 2:** **Line of Sight**
- **Best Practice Tool # 3:** **Integrated Master Plans**
- **Best Practice Tool # 4:** **Gap Analysis**
- **Best Practice Tool # 5:** **Team-based Business Improvement**
- **Best Practice Tool # 6:** **Team Empowerment Plans**
- **Best Practice Tool # 7:** **Employee and Peer Recognition**

In Summary: “We Are Still On Our Journey”

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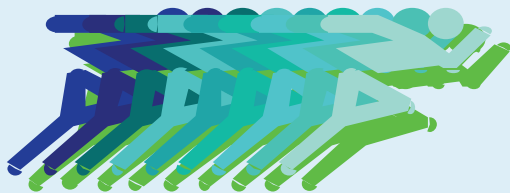


- We have come a long way
- We are proud of our accomplishments
- We still have a long way to go
- We plan to be around for a long time

EI *is the middle of*



Employee Involvement



Embrace the Culture!

Lesson # 10

Enjoy the Journey!

It is our honor and pleasure to speak to you today

We are happy to take questions

Thank you



Top 10 Lessons Learned Notes

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Lessons Learned Notes

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Lessons Learned Notes

C-17 Globemaster III Program | Integrated Defense Systems

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(Leadership and team members)**
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