



The Boeing Company

Developing World-Class Leaders

Agenda

- Boeing Overview
- Managing Talent
- Leadership Development
- Questions



Boeing Company History

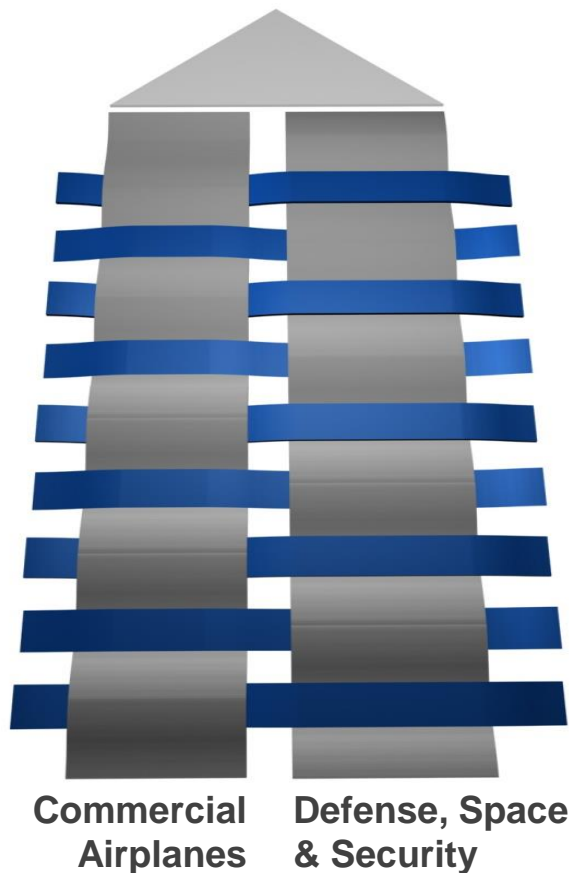
- Founded July 15, 1916
- The world's largest and most diversified aerospace company
 - Leading producer of commercial jetliners and military aircraft & systems
- Customers in more than 90 countries
- Research, design and technology-development centers and programs in multiple countries
- 165,000+ Boeing employees throughout the world

❖ North American Aviation ❖ McDonnell Douglas

❖ Rockwell International ❖ Hughes Space & Communications ❖ Jeppesen

Boeing Organization

World-Class Performance



Corporate Functions:

- ☐ Business Development and Strategy
- ☐ Communications
- ☐ Engineering, Operations and Technology
- ☐ Finance / Boeing Capital Corporation
- ☐ Human Resources / Administration / Shared Services Group
- ☐ International
- ☐ Law
- ☐ Office of Internal Governance
- ☐ Government Relations

Two Business Units Supported by Nine United Corporate Functions

Leadership Begins from the Top



Dennis Muilenburg

President and CEO,
The Boeing Company

“In a globally competitive world, leadership development is a competitive advantage for Boeing.”



Tony Parasida

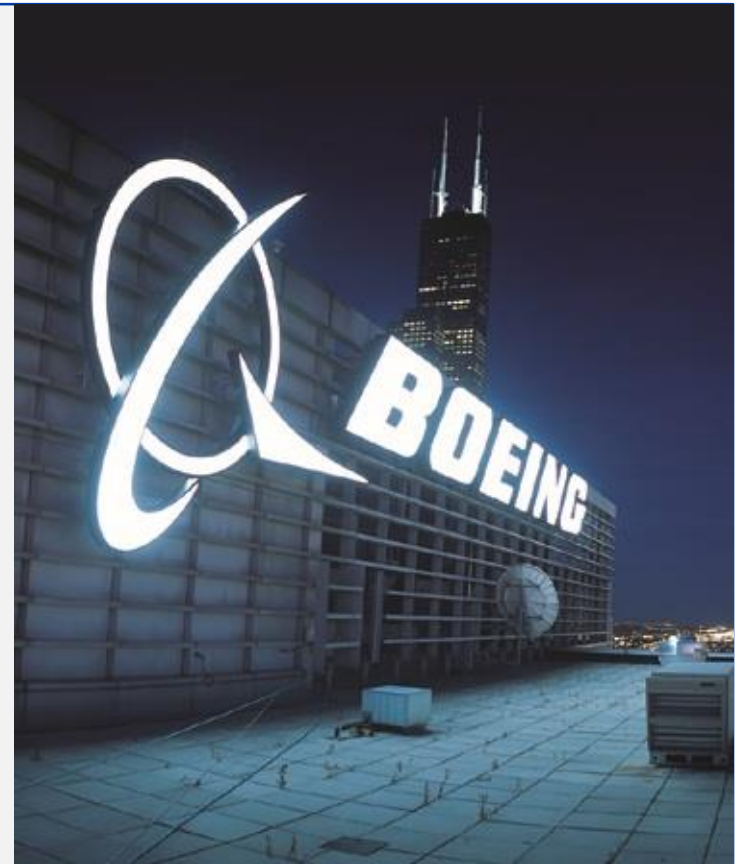
Senior Vice President,
Human Resources &
Administration,
The Boeing Company

“Leaders create an enduring legacy by developing successors who are better than they are.”

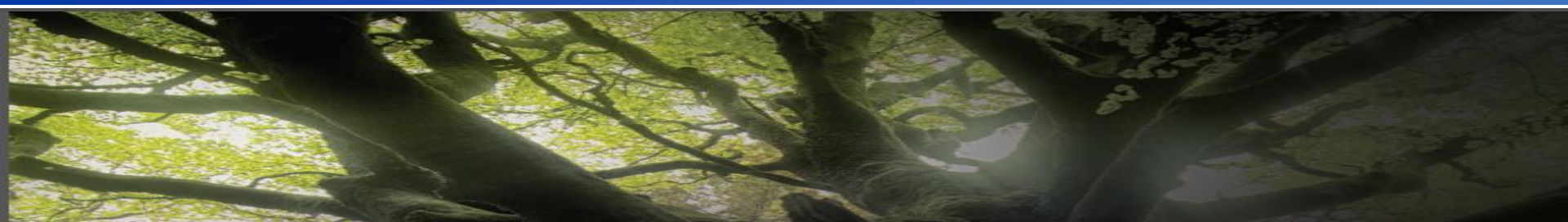
Strategic Imperatives

Accelerate change, deliver results

- **Deliver BCA growth and business continuity** on a significantly larger scale
- **Speed BDS repositioning**, extend existing platforms
- **Expand** our international advantage
- **Leverage and grow** services
- **Drive innovation** through focused enterprise R&D
- **Aggressively** manage financial strength
- **Empower and deploy** new generation of leaders



Aon Hewitt Top Companies for Leaders



- **Evaluates and recognizes best-in-class leadership and talent management around the world**
 - 180 companies participated in the study
 - Boeing ranked **#15** of North America Top Companies for Leaders
- **Research provides insight into our strengths and opportunities and gives us valuable information we can act on**

Aon Hewitt
Top Companies
for Leaders 2014

[Top Companies full list](#)

Keys to Developing Talent

- **Senior Team involvement and support**
 - A key enabler
- **A laser focus on talent**
 - Investment in top talent
 - Actively manage and develop best talent
 - Provide development and exposure to senior leadership
- **Right experiences and programs in place and leverage them effectively**
 - Integration and execution of leadership programs, coaching and mentoring, and job experiences to support business strategy and leadership development



How We Develop?

Assignments are the primary vehicle to develop employees

Assignments

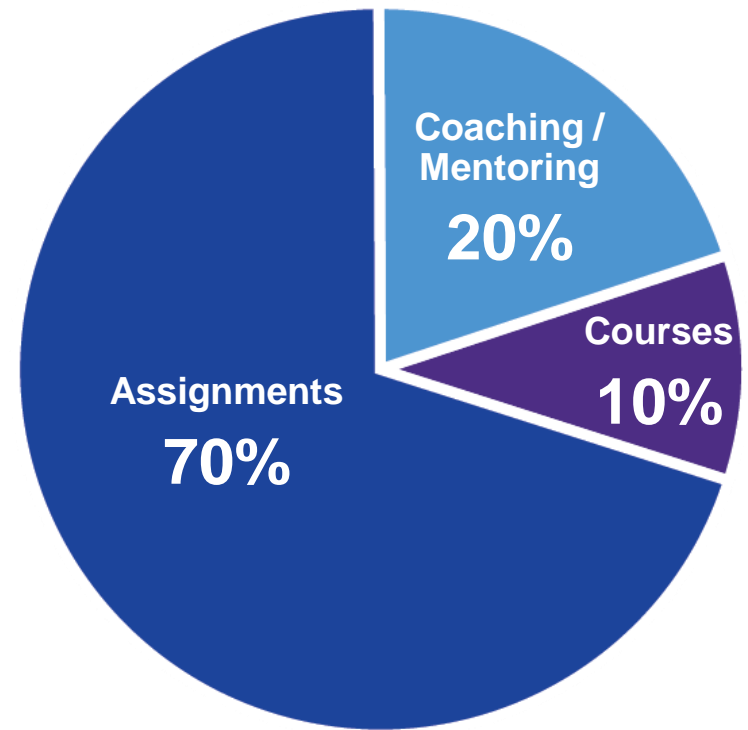
- Primary assignment
- Part-time assignment
- Taskforces
- Special projects

Coaching / Mentoring

- Assessments / feedback
- Coaching, mentoring, sponsoring
- Self development
- Education (courses, workshops, seminars)

Courses

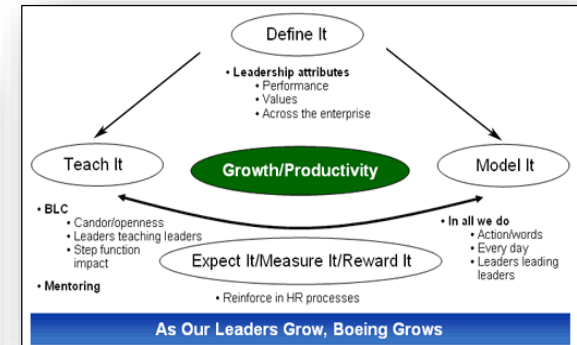
- Includes Leadership Development Core and Nomination Programs



Source: Center for Creative Leadership

Leadership Matters

- We invest in it
- We prioritize it
 - Expect “A-Game” participation
- We teach and model it
 - Leaders Teaching Leaders
- We measure and reward it
 - Leadership Attributes
- We promote based on it
 - Leadership Attributes in all decisions



Leadership as a competitive advantage; expect utmost integrity and excellence

The Boeing Leadership Center



Boeing Leadership Center
St. Louis, MO

- Reinforce values, expectations, and one-company culture
- Leaders Teaching Leaders methodology
- Diverse, cross-enterprise teaming environment
- Sets expectations for all leaders

Best Practice: Leaders Teaching Leaders

Opening The Culture

Leadership Capability

3 Three Key Tenets of LTLs

- 1) Dialogue, not monologue
- 2) Ask challenging questions
- 3) Tell compelling stories



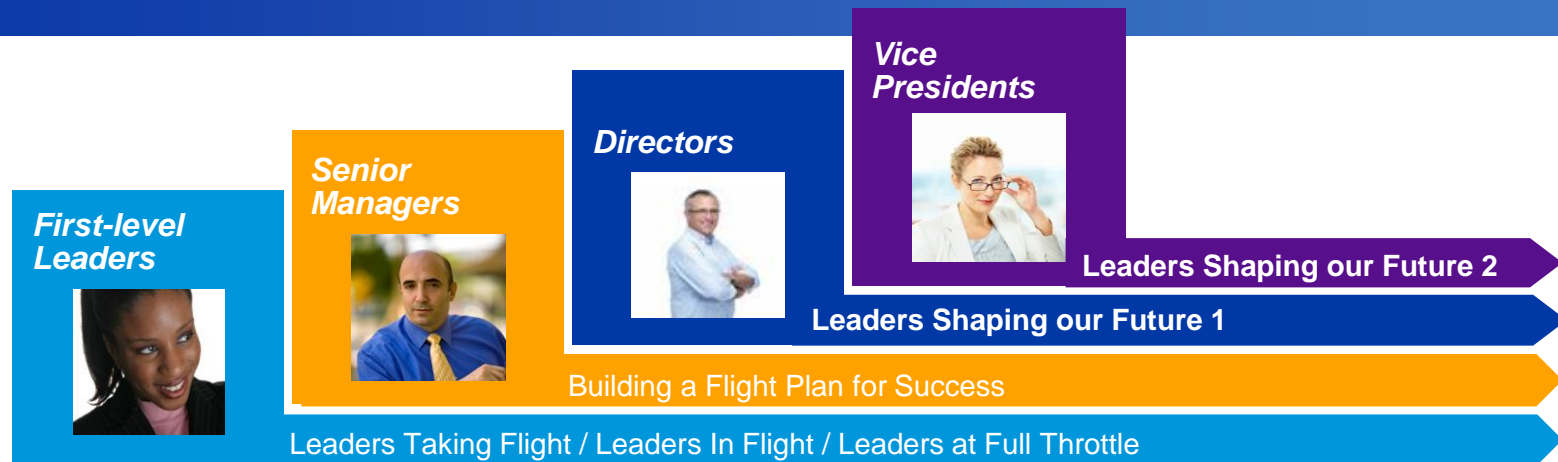
Operational LTL in the
Business / Organization



Formal LTL at the
Boeing Leadership Center

Business Results

Leaders in Transition Approach and Programs



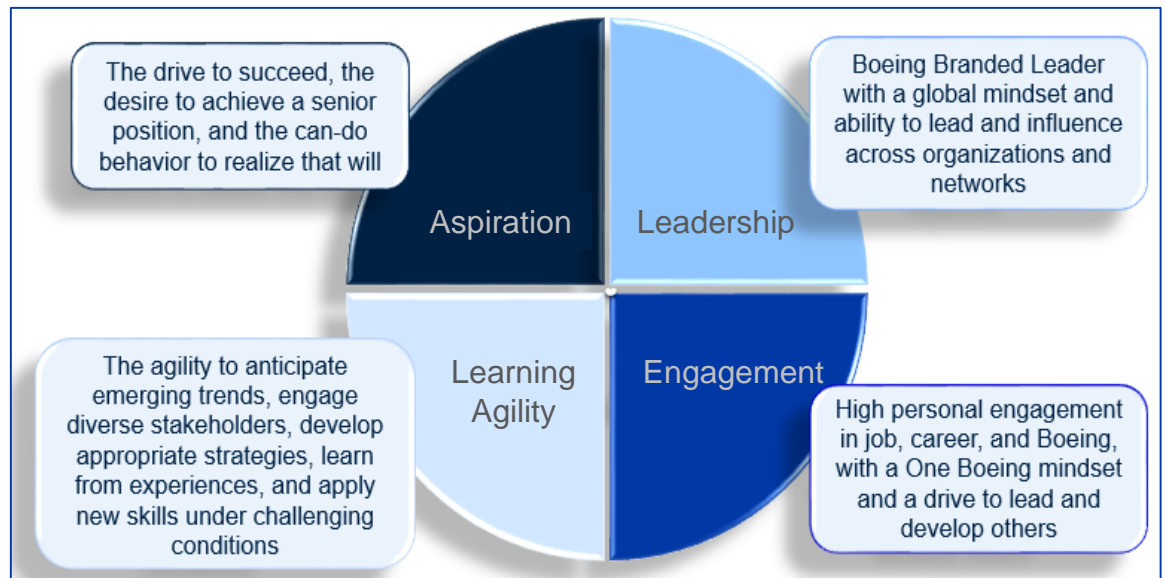
- **Leader Level Expectations**
- **Self Awareness and Reflection**
- **Learning and Planning Tied to Transition Focus Areas**
 - **Relationships**...stakeholders, building trust, collaboration, war on insularity
 - **Business**...competitive landscape, leaders' role in running the business, global
 - **Organization**...aligning the organization, leading change, One Boeing
 - **Teams**...building high performance teams; developing, managing talent
- **Anchored to Leadership Attributes, Models**

Accelerating performance through transitions

High Potential Criteria

- Potential should be evaluated based on the 4 key components below and tailored based on level of employees being evaluated:

1. Aspiration
2. Learning Agility
3. Engagement
4. Leadership



Boeing Middle East Presence

Customers



Partnerships



Research & Technology



Suppliers



Community Engagement



Boeing Involvement



1. Country President providing a talk at Qatar Leadership Academy.
2. Chris Ferguson (pilot of Space Shuttle Atlantis & Boeing employee), giving a talk at Qatar Aeronautical College.
3. First International Business Intern Program go to Seattle, currently in 4th year.
4. Adopt a camp – Boeing employees volunteer to package care packages for laborers.
5. Boeing funds a start up company in Egypt
6. Biojet – we working with Etihad and Masdar on biofuels and has a demo flight
7. A soft skills training with Injaz

