



Howard Chambers
May 3, 2010

Aviation Week
Program Leadership Roundtable
Hyatt Regency Bethesda



“A leader doesn’t just get the message,
He is the message”

Warren Bennis



A leader creates the vision, direction and tempo

Howard Chambers



Program Leadership Roundtable

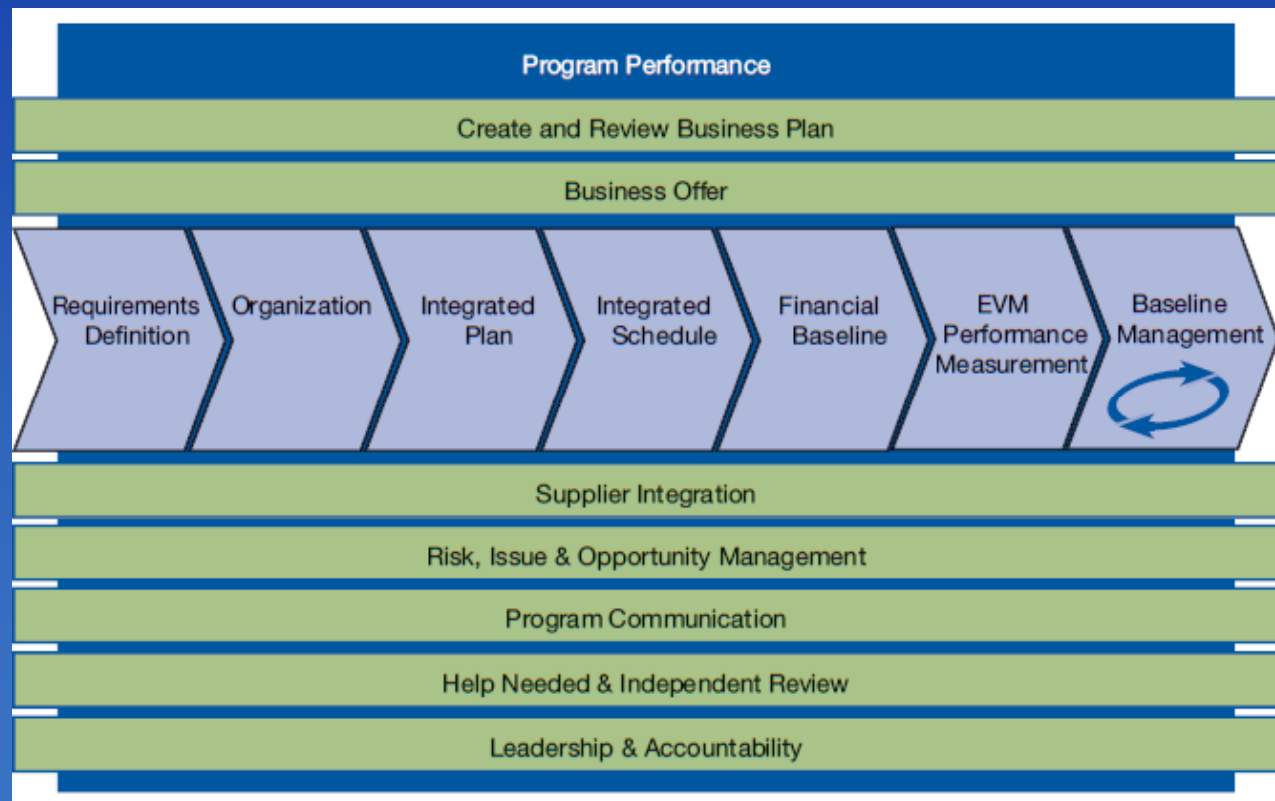
Theme - - “Leadership Takes Personal Effort”

Carole Hedden

Agenda

- Best Practices
- Leadership Attributes
- Leadership Messages

Program Management Best Practices

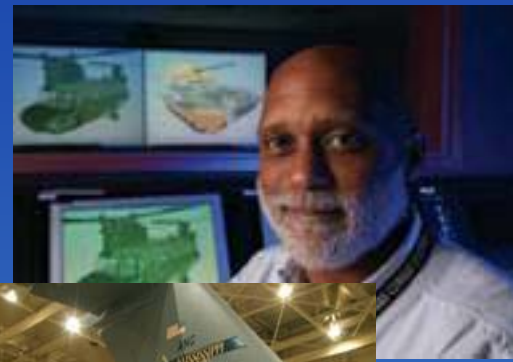


A framework for thinking about how to manage in order to achieve positive and predictable results



Leadership Attributes

A Boeing Leader:
Charts the course
Sets high expectations
Inspires others
Finds a way
Lives the Boeing values
Delivers results



**No tradeoff between performance and values...
Boeing leaders must demonstrate both**



Leadership Messages

- An Operating Rhythm
- Discipline Program
- Ask for Help
- Hero Worship
- Accountability

Example Program Operating Rhythm

Daily

- Program execution tag-up
- CCB1 Review
- Emergent Production Issues

Weekly

- PtP (weekly)
- CCB0 Review
- Skyline Review
- Development PtP
- Special Attention Meeting

Bi-weekly

- Bi-Weekly Exec Program Review
- Risk, Issue, & Opportunity
- Processes & Tools

Monthly

- BCA Cost Reviews
- BCA Business Unit Review (Bi-monthly)
- Program PtP
- Rate Readiness PtP

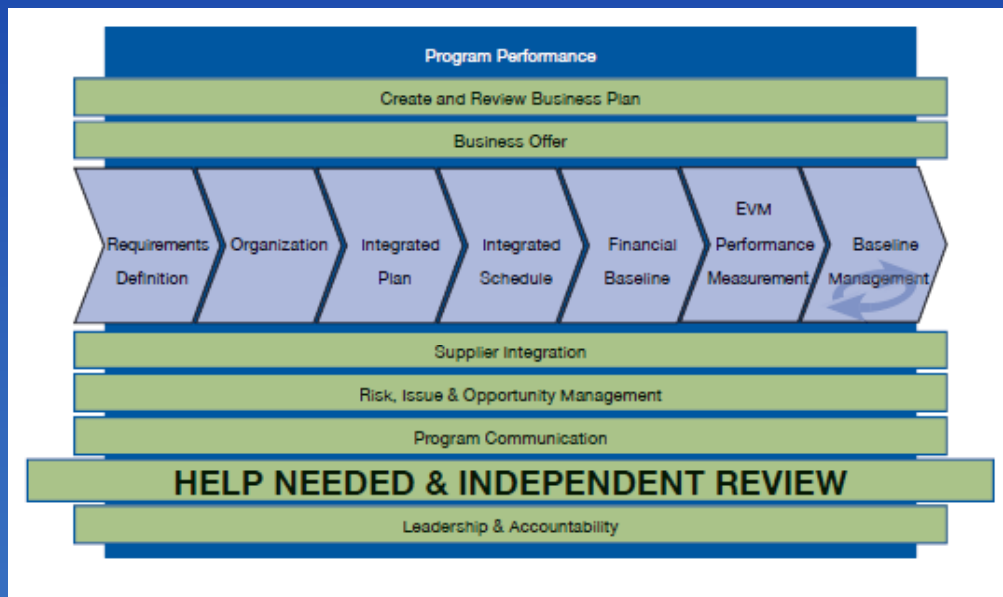
Quarterly

- BOD
- ExCo
- BCA E-Series
- All Team Meetings
- BCA Quarterly Review

Annually

- Leadership meetings (x2)
- Strategic planning process
- PE Goals & objectives
- Succession planning

PMBP – Help Need and Independent Review



Deliverables

- Help Needed log
- Independent review calendar
- Independent review results/reports
- Lessons learned documentation
- Help Needed tracked and reviewed
- Root cause corrective/preventative action plans

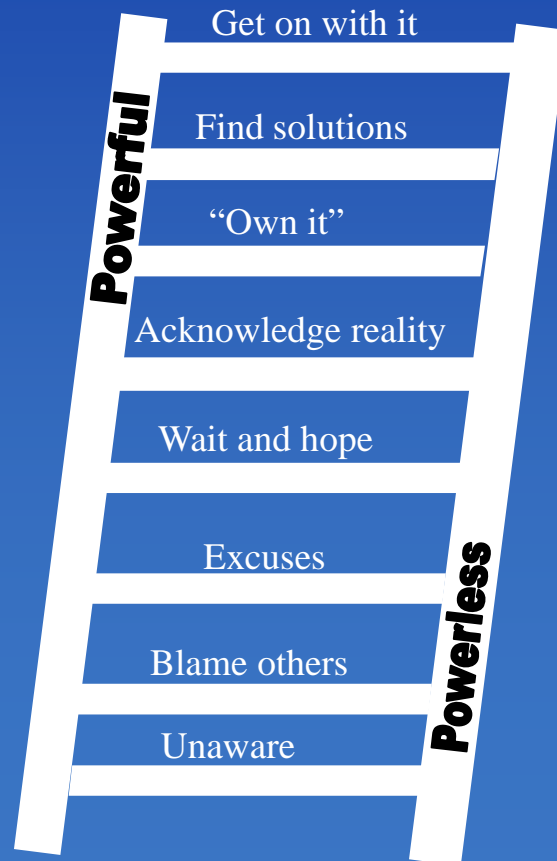
Encourages the openness and intellectual honesty to recognize issues and ask for help in order to resolve challenges as quickly as possible. Independent Reviews provide a proactive, periodic, and objective view on solving current problems and identifying risks and opportunities.

Hero, Savior, Repairman



“Steady Eddy”, Good Guy,
Everything Under Control

Accountability Ladder







Example Program Operating Rhythm

2006 Boeing Leadership Meeting