



NATIONAL MANAGEMENT ASSOCIATION

Boeing Aerospace Leadership Chapter

# New Horizons

July - August 2005

## An August Hawaiian Luau at Long Beach Marriott

By Dave Andersen

August is the time of year when Boeing Aerospace Leadership Chapter (BALC) has its annual Hawaiian Luau, which was held poolside at the Long Beach Marriott. This year the weather was warm, and members and friends arrived dressed in Hawaiian prints. The guests were greeted by Hawaiian beauties and given colorful flower leis, adding to the festive atmosphere. The tables were decorated with elegant centerpieces consisting of miniature Tiki torches surrounded with tropical flowers and shells at the base. With over 200 members

and guests in attendance, the evening started out with socializing and networking.

Joe Morano, the 2005 BALC President, opened the meeting by welcoming everyone to the Hawaiian event. The 2005 BALC Past President, Mike Patricelli then announced that the deadline for receiving nominations for the 2006 BALC Board of Directors would be at the end of the Luau.

Kyle Hayashibara gave the invocation and pledge, and a scrumptious teriyaki style chicken was served, with pineapple cake for dessert.

The entertainment was provided by Pualani's Polynesian Paradise, including dances from different South Pacific islands. Fire dancers amazed the crowd, followed by hula lessons to unsuspecting volunteers.

The total Hawaiian experience made this year's luau a success.



Fire dancers execute a real hot performance



Polynesian dancers give a lesson in the hula dance to volunteers



BALC members and Guests enjoy socializing before the dinner



Polynesian dancers entertaining around the poolside

### Golden Corner New June Retirees

- Laura Swinth
- Millard Manning
- William Mac Vicar
- Walter Rivera

Our Deepest Sympathy to Dan Westbrook and his family whose wife passed away on Aug. 16<sup>th</sup>, 2005 after a long illness.

## Boeing Aerospace Leadership Chapter

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Articles contained herein may be reprinted in whole or in part in NMA chapter publications.

From Your President's Desk . . .

## Remember to Vote! Get Involved! Volunteer! Be electronic!

As you read this, you should have received (or will very soon receive) instructions for voting for the 2006 BALC Board of Directors. Voting will be done electronically again this year. We have 8 nominees running for 5 open positions on the Board. The link will take you to the ballot where you will find each candidate's photos, a brief bio and a Candidate's Statement. Please take the time to review the candidates and vote. The Board of Directors represents you – the members - so make your voice heard by voting.

On Tuesday September 13, BALC sponsored a Lunch and Learn for the members of Boeing Young Engineers Team (BYET) and Regional Events & Activities for College Hires (REACH). Attendees learned about BALC and NMA and also heard about Leadership from a Huntington Beach Executive Panel, whose members were Pam Mabry, Director Human Resources, Bill Lang, Director Safety, Reliability & Quality, Jim Phillips, Director Finance and Jayne Schnaars, Huntington Beach Site Director and BALC Executive Advisor. The audience was full of young enthusiastic employees and over half of them joined BALC at the end of the event. Welcome to these and all new members!

When drafting their welcome letter, I wanted to emphasize that you can enhance your membership by volunteering to help out



**Joe Morano**

at one of the many events we hold throughout the year. Writing my President's Message made me think that I should offer these wonderful opportunities to volunteer to all members – even those who have been around for a while. You get to meet fellow co-workers, managers and executives, all while having fun. Here is a sample of activities that are always in need of new volunteers:

**Booster Organization** – our boosters are the link between the members and the Board. We'd like to have boosters in each building and floor with a manageable group of about a dozen members. Contact Kathleen Andrews ([kathleen.c.andrews@boeing.com](mailto:kathleen.c.andrews@boeing.com)) if this interests you.

**Reception Committee** – This group checks-in the members and guests at our dinner meeting against the RSVP list. You get to see many members (at least those with last names on your list) and have fun talking to folks as they check-in. Contact Ron Morse at [ronald.g.morse@boeing.com](mailto:ronald.g.morse@boeing.com) if this interests you.

**Publicity Committee** – This group creates the flyers, posters,

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## From Your National Director's Desk...

The recent BALC-sponsored Lunch and Learn program, where four site executives talked about their leadership beliefs and experiences, reminded me how closely their comments matched NMA objectives and opportunities.

What were some of their common observations? Asked to name their favorite mentor, all executives noted that they had many people they admired and tried to adopt the best characteristics of each into their behavior. The NMA and BALC provides us an environment where we interact with and learn from many of our executives, and where we can try out our leadership skills in a non-threatening environment; so we hope that you will take advantage of this unique opportunity.

Asked to name their recommended leadership training, most executives noted that on-the-job training, and related experiences such as BALC participation, were important in their career; and that all leaders needed to focus on life-long education to continue to improve themselves. While Boeing has an outstanding Learning Together Program and other training, the NMA and BALC allow you to take part in additional leading-edge leadership training to prepare you for future leadership roles. These include lunch-time NMA LiveOnline sessions, such as the following classes for October:

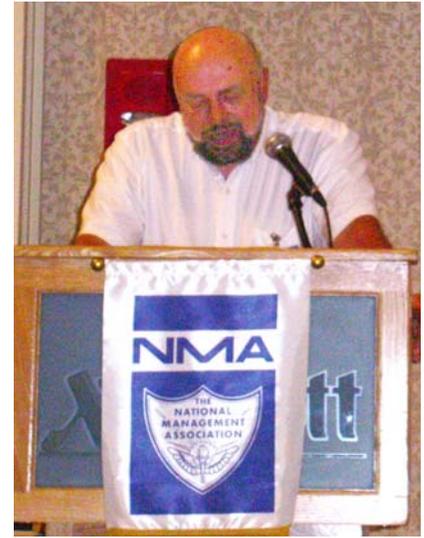
- Thursday, October 7, 2005 12:15 p.m.
  - Email Part 1 – Thinking Outside your Inbox

- Wednesday, October 12, 2005 12:15 p.m.
  - Merging Groups Part 1 – Inclusive Communications Focus
- Thursday, October 13, 2005 12:15 p.m.
  - Win-win Leadership – Making diversity of thought work for you
- Thursday, October 20, 2005 12:15 p.m.
  - Email Part 2 – Enhance Your Performance with Technology
- Thursday, October 27, 2005 12:15 p.m.
  - Succession Planning – Who does your work when you are not there?

Such sessions allow you to learn about current leadership techniques and to share in related participant experiences. If you are interested in any of these, please email Bob DeVries at [bob.devries@boeing.com](mailto:bob.devries@boeing.com); and he will arrange for a conference room link.

In addition, SCAC and BALC will be running free pilot sessions of the new NMA LeaderLab scenarios, in which you and other participants work through challenging leadership and teamwork exercises. These are scheduled as follows:

- Tuesday, October 11, 2005 11:30 a.m.
  - PLANE CRASH – Learn to survive
- Wednesday, November 16, 2005 11:30 a.m.
  - APPRENTICE AUCTION – Build a business



Pete Kurzhals

- Thursday, December 15, 2005 11:30 a.m.
  - VETO POWER – Hire your next boss

Each of these sessions will pit up to five teams (with five or more participants each) from different NMA chapters against each other in a challenging scenario which requires quick and effective actions. The session facilitator will then comment on each team's results, and will close the session with a summary of the associated leadership lessons. If you want to be among the first to participate in these exciting and entertaining exercises, please contact me by email at [peter.r.kurzhals@boeing.com](mailto:peter.r.kurzhals@boeing.com) at least one week before each session.

When asked what characteristics made good leaders, the panel members recommended the following:

- Take on added assignments—particularly the ones other folks are afraid to tackle. These will

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## From Your National Director's Desk...

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make you indispensable to your boss, and will demonstrate your ability for greater leadership.

- Be prepared to work long hours as all executives do these days.
- Always deliver on your commitments, and provide your customers with more than they expect.
- Be passionate about your work and anything you do, since passion is a trait of all great leaders.

Many of these recommendations apply to your BALC and NMA membership as well. To maximize your membership benefits, it is essential that you become involved in chapter and NMA activities which can serve as a great leadership development ground. True, these will require some investment of your personal time, but you will benefit many times over. In addition, the associated networking can well open up new opportunities as it has for

many of our members in the past. Your ability to deliver on your related chapter and NMA commitments, and your efforts to improve the resultant products and services, will serve as valuable training platforms for your future. As history has shown, your passion and persistence in NMA activities has led to many of the innovations that are making the NMA, The Leadership Development Association for the future. BALC members like Victor Koman, who developed the NMA Outreach Webservice, and Bob DeVries, who led the effort to enable college credits and Learning Together Program payments for the NMA Supervisory Management Series (SMS) courses, were key pioneers in this area; and the BALC contributions continued with the current

NMA web-based offerings like NMA LiveOnline, NMA QuickTools and NMA LeaderLab – all of which were piloted or suggested by BALC members. There is still lots to do in exploring and developing these and other new capabilities, so if you are interested, don't hesitate to let me know.

Additional SMS and NMA/Dale Carnegie courses will be offered this Fall, so contact Bob DeVries for more information on how you can improve your leadership and people skills. We will be reviewing these and other new national leadership initiatives at the upcoming NMA Board of Directors meeting and National Conference in Reno; and I will cover results of that meeting in my next report.

**Please visit our BALC web site**

**internal** <http://hb.web.boeing.com/empservices/clubs/balc/>

**external** <http://www.boeing.com/nosearch/balc/>

**National Management Association** <http://nma1.org>

**NMA Breaktime Newsletter** <http://nma1.org/breaktime/>

## Special Events current as of October 2005

*Mark your  
calendars!*

BALC Event	Location	Date	Time	Section	Member/Non-Member Price	Reservation Deadline	Contact
Lakers vs Clippers	Staples Center	11/18/05	7:30 PM	TBD	TBD	TBD	Erol Kok
Lakers vs Cleveland	Staples Center	01/12/06	7:30 PM	TBD	TBD	TBD	Erol Kok
Harlem Globetrotters	Anaheim Pond	02/18/06	7:00 PM	TBD	TBD	TBD	Erol Kok
Lakers vs Minnesota	Staples Center	03/15/06	7:30 PM	TBD	TBD	TBD	Erol Kok
Swing	La Mirada Theatre for Performing Arts	Mar 2006	TBD	TBD	TBD	TBD	Myra Medina
Lakers vs Golden State	Staples Center	04/11/06	7:30 PM	TBD	TBD	TBD	Erol Kok
Wicked	The OC Performing Arts	August 2006	TBD	TBD/Orchestra	TBD	TBD	Myra Medina





# BALC Reaches Out to the Young & Motivated Aspiring Leaders

By Kristin Culler

On Tuesday, September 13<sup>th</sup>, the Boeing Aerospace Leadership Chapter (BALC) teamed up with REACH and BYET to recruit young aspiring leaders to their organization. REACH and BYET are focused on creating development opportunities for Boeing's new hires in Huntington Beach. This Lunch & Learn provided the opportunity for their members to learn more about how they can get involved with BALC as well as hear leadership tips from the experts themselves, through a Site Leadership Panel Question & Answer session.



Joe Morano, BALC President, introduces Executive Panel on Leadership to members of BYET and REACH.

Joe Morano, President of BALC, opened the meeting with an overview of the organization, upcoming events, and information about how to become a member and get involved. Joe then moderated a question and answer session about leadership, career advancement, and the future of the Huntington Beach site to an Executive Panel consisting of Jayne Schnaars (HB Site Director), Jim Phillips (Director of Finance), Pam Mabry (Director of Human Resources), and Bill Lang (Director of Quality).

Pete Kurzhals, National Management Association (NMA) National Director and Southern California Area Council (SCAC) President also talked about the national organization and how becoming a member of BALC automatically incorporates you into the NMA chapter, allowing members to benefit from both of the organi-



Executive Panelists Jim Phillips, Jayne Schnaars, Bill Lang and Pam Mabry discuss leadership with the audience.

zations. At the end of the event, members of REACH and BYET were given the opportunity to mingle with the Executive Panel as well as the leadership team of BALC. As a result of this enlightening Lunch and Learn, thirty-nine of their members eagerly submitted applications to join BALC.

## Code of Ethics

- I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.
- I will assume that all individuals want to do their best.
- I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.
- I will be guided in all my activities by truth, accuracy, fair dealing and good taste.
- I will keep informed on the latest developments in techniques, equipment, and processes.
- I will recommend or initiate methods to increase productivity and efficiency.
- I will support efforts to strengthen the management profession through training and education.
- I will help my associates reach personal and professional fulfillment.
- I will earn and carefully guard my reputation for good moral character and good citizenship.
- I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.
- I will recognize that leadership is a call to service.

*From Your President's Desk . . .*

## Remember to Vote! Get Involved! Volunteer! Be electronic!

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brochures, works with community services on-site to make sure our events are publicized. Contact Dave Andersen ([david.p.andersen@boeing.com](mailto:david.p.andersen@boeing.com)) if interested in this.

**Special Events Committee** – This group sells tickets to the various events we hold throughout the year. You would be responsible for an event by maintaining the RSVP list, collect fees, distribute tickets, etc. Contact Erol Kok ([erol.m.kok@boeing.com](mailto:erol.m.kok@boeing.com)) for more info. You also get a big voice in selecting events that we can offer in the future.

**Speech Competition** – Next Spring we will hold our annual American Enterprise Speech Competition where local high school students compete at the Chapter, Region, Council and National levels. Our BALC winner this year has won several times and will now be competing on October 1<sup>st</sup>. Volunteers are needed to judge the speeches as well as to help facilitate the students during the competition. If this sounds like fun (it is!) contact Judy Tejwani ([judy.tejwani@boeing.com](mailto:judy.tejwani@boeing.com)) for more information.

**BALC Scholarships** – Next Spring we will hold our annual scholarship competition, offered to dependents of our members. We're always looking for volunteers to read and evaluate essays, judge the oral presentations and work the regular event coordination. While the event is months away, if this interests you, contact Gary Dumas ([gary.e.dumas@boeing.com](mailto:gary.e.dumas@boeing.com)) for more info.

**Community and Education Services** – There are many volun-

teer opportunities within this group. Two major annual events in the summer are **Summer Science Camp** and **Educator Enrichment Day**, but there are other activities available all year round. These activities have the most impact outside of Boeing and also, give you the warmest feelings inside when you see how much the community appreciates the work we do. Contact Marie Mungaray ([marie.mungaray@boeing.com](mailto:marie.mungaray@boeing.com)) for more info on volunteering to help out at any of these events.

I'll end with a status on our electronic RSVP system. Our September dinner meeting is the

second one where we allowed you to RSVP electronically. There are a few bugs we are working to correct, but the goal is to have 100% of the reservations by submitted on-line by the end of the year. Future enhancements should include a link to the RSVP List so members can check to see which of their friends will be attending. Also we plan an e-mail to everyone who RSVP'd to remind them the morning of or day before the event. To make this work, we need the membership to log on and generate their password, and then to use the system.

## Spotlight Member

by Dave Andersen



**Eric Anderson**

Eric is currently Director of Business Excellence and Integration. Eric started with Rockwell 23 years ago in El Segundo on the B-1 program as a Manufacturing Systems Engineer and then a Project Engineer. He became Manager for the Engineering Group responsible for Developing Shop Replaceable Units (SRU) test program sets.

Eric attended Defense System Management College in Fort Belvoir, Virginia for six months and worked in Palmdale, California for one year in production on a Military Modification Program and on flight ramp and then worked as a staff member for Howard Chambers, VP-Strategic Systems assigned as Director for B-1 Systems Engineering Test and Integration.

He was nominated to participate in a rotation program aimed at developing leaders for Senior leadership positions. This 2-year program gave participants a chance to work in every business area.

Eric joined and became a member of NMA while still working for Rockwell and served on their Board as VP-Employee Development. Being a member of BALC appealed to him because of the networking, and the speaker's topics on management and personal development. He considers meeting senior managers an outstanding way to learn and develop.

Eric's passion outside of work is power boating, camping, and hiking with his wife, Carol and two daughters.

# An Embarrassing Encounter Of The Astronaut Kind

By Stan Barauskas

Long after their harrowing ordeal, the Apollo 13 astronaut crew finally made its way to Rockwell's Downey Facility.

Months earlier, the Apollo 13 mission started smoothly without a hitch. There were the usual delays but no significant issues arose and finally the third moon landing mission was off the ground. Following a successful earth orbit insertion the crew made preparations for its next major milestone, firing the S-IVB engine for ~5 minutes for a Translunar Injection maneuver to send it on its way to the vicinity of the moon. Approximately 30 minutes after its final push out of earth orbit, a critical Transposition and Docking maneuver was performed which involved separating the Command and Service Modules from its attachment to the S-IVB, pulling forward some distance, making a 180 degree rotational maneuver and gently returning to the S-IVB to dock with the awaiting Lunar Module. This assembly was then separated from the S-IVB and continued its trajectory towards the moon.

Everything appeared to go smoothly and the crew was settling down to an uneventful 3-day flight to the moon. But it was not to be. The event so startlingly reproduced later in the Tom Hanks movie "Apollo 13" was about to ruin everything. The chilling phrase heard around the world "Houston, we have a problem" still reverberates in my ears when I think of the events surrounding the failure. At ~ 56 hours into the

mission, approximately 200,000 miles away from earth, one of the Liquid Oxygen tanks that provide the reactants to the fuel cells while producing electrical power to the spacecraft suffered a violent explosion and within seconds, left the crew in a life-threatening situation. The second of two tanks also was losing pressure due to damage sustained from the explosion of the first one. All power in the Command Module would soon be gone.

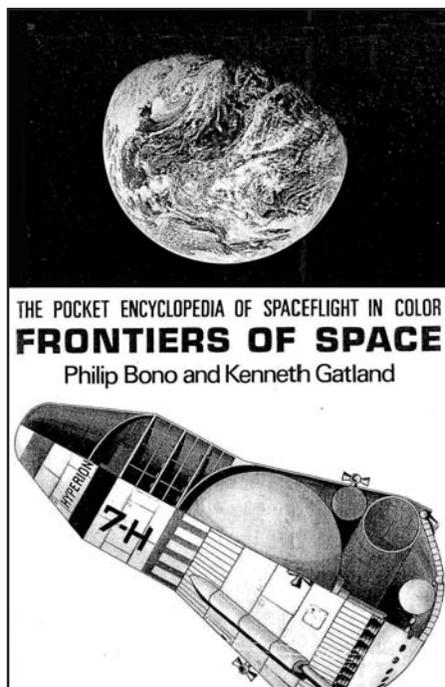
Someone came up with a brilliant idea, and just in time. It was decided to rely on the power available in the Lunar Module to sustain life until a plan could be developed to recover from this horrendous failure. Ultimately, the combined NASA-Contractor Team overcame the problems as they came up and enabled the crew to survive, though very uncomfortably (temperatures reached a low of 38 degrees F). They

reached the moon but only for a one orbit look at the surface and successfully fired the Service Propulsion System rocket engine from the dark side of the moon for their journey back to earth.

The whole world breathed a sigh of relief when it was confirmed that the SPS Engine firing was successful and the crew was returning to earth. Once they reached the vicinity of the earth they fired my attitude control rocket engines to position the vehicle for a normal entry and they were soon dangling over the Pacific Ocean on three good parachutes.

As was the custom after each flight, the astronaut crews would make a visit to each of the major contractors to thank them for their contribution toward the success of each mission. The Apollo 13 crew was no exception. Preparations for the crew's triumphant return to Downey were under way. The red

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*The Pocket Encyclopedia of Spaceflight in Color*  
FRONTIERS OF SPACE

APOLLO 13 ASTRONAUTS

*Jack Swigert*  
JACK SWIGERT

*Fred W. Haise*  
FRED W. HAISE

*Jim Lovell*  
JIM LOVELL

## An Embarrassing Encounter Of The Astronaut Kind

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“carpet” was painted near the site of their helicopter landing that directed them to the temporary stage and podium erected for their visit.

I saw this as my chance to forever enshrine my newly purchased book “Frontiers of Space”, a short encyclopedia of space-flight, by adding the Apollo 13 astronauts’ signatures to its flyleaf. As the ceremonies drew to a close, I positioned myself near the stage exit so that I may obtain the precious signatures. **But, it was not to be!** The cordon of Public Relations personnel and others of their entourage were very diligent in keeping away the public masses to avoid delaying their tightly scheduled visits they had planned throughout the facility that day.

I was very disappointed in not gaining access to these heroes and slowly made my way back to my office on the 2<sup>nd</sup> floor of Building 6. As I was in no rush to get back I stopped at the rest room on the first floor by the staircase before I

proceeded up. As I was washing up at the sink I heard the door swing open and three people rushed in. Much to my surprise, and delight, here were the three Apollo astronauts with the same intention. Of course I delayed my departure slightly and patiently waited until all were through washing up before I sprung my trap! I made my case for their signatures and, much to my surprise,

all obliged me without hesitation. **SUCCESS !!!** The awaiting entourage just outside the door (the astronaut’s wives, company president, assorted vice-presidents and a whole slew of Public Relations personnel) was shocked to see me first exit the rest room to be followed by the Apollo crew.

This was my rather **embarrassing**, though rewarding, **encounter of the astronaut kind**.

### Statement of Principles

NMA is dedicated to managerial excellence, personal and professional growth, and leadership development. The following principles identify NMA's core beliefs and provide the basis for the Association's Mission Statement.

**We believe** in the highest standards of personal and organizational integrity and respect for the individual.

**We believe** in lifelong learning, continuous improvement, and the development of a workforce capable of sustaining a competitive posture in the global economy.

**We believe** management is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.

**We believe** that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.

**We believe** that individuals and organizations have a community and civic responsibility.



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