



# Boeing Aerospace Leadership Chapter

# New Horizons

Mar-Apr 2013



## April GMM

Orange County Deputy District Attorney Tracy Rinuaro was the keynote speaker at the BALC general membership meeting in April. Tracy spoke of how her career started as a law clerk for Marcia Clark and Christopher Darden during the OJ Simpson homicide trial. From there, Tracy worked her way to a Senior Deputy District Attorney. Tracy was a successful criminal prosecutor of gang, domestic violence and homicide cases. Currently, Tracy is a supervising attorney in the OCDA's Gang Unit. Within this unit, Tracy manages the Gang Reduction Intervention Partnership, G.R.I.P. This highly effective program provides education to at-risk juveniles, their families, and school faculty members.

Tracy inspired the audience with her presentation of "Be the Leader of Your



*The April GMM was held at the beautiful Old Ranch Country Club in Seal Beach*

Own Life and Others Will Follow You Anywhere." Tracy emphasized that developing your own path and leading by example creates a general purpose or goal that fosters team work. Tracy discussed the empowerment of people, listening, and incorporating ideas and suggestions. This method of "ownership" results in a high level of loyalty and measured successes.

But Tracy also warned that "all work and no play" can lead to anti-production. Tracy explained that we at times set unrealistic standards that cause us to push ourselves to the edge. "We have lists for our to-do lists!" Tracy suggested taking the time as leaders to find joy every day of our lives. She emphasized, "Stop self-criticism, learn to laugh

and realize that sometimes you've done enough."

Tracy closed her presentation with the reminder that successful leaders direct others to follow their dreams while providing them with inspiration and hope. Finding success in life and career starts with the joy of human connections and long lasting relationships.



*Tracy Rinuaro inspired the audience with her empowering presentation on leadership!*



*During the Q&A session, Rick Bailly asks questions about Tracy's presentation*



*Carrie Bollwinkle highlights the charity for the April dinner meeting*

## Dr. Vu Pham Presents an Inspirational and “Moving” Message at the March GMM

Our March GMM featured the non-profit organization “Girls, Inc.” that promotes Science, Math, and Relevant Technology (SMART) to young girls in the 7th and 8th grade. The organization provides courses related to Science, Technology, Engineering and Math (STEM), personal development, college prep., physical activities and field trips. It is a four week program conducted on a college campus to encourage young girls to achieve in areas important to their development and to compensate for gender discrimination and other barriers they may encounter.

The guest speaker that evening was Dr. Vu Pham – author of the course “Develop Strategic Thinking & Navigate Organizational Politics”. Dr. Pham received his doctoral degree from Cornell University and is a Managing Partner of Spectrum Knowledge, a company that provides research and training in the management field to the private, non-profit and government sectors. He currently works with dozens of organizations to boost employee performance and strategic effectiveness.

Dr. Pham challenged those assembled to “think on their feet” and subjected the BALC members to a thought-provoking physical and mental exercise. He posed three questions to the group and as they responded he asked those that had the same or similar answers to leave their tables and congregate together in a corner of the room – hence a “moving” experience. His first question was “what is the primary purpose of a business?” As the members agreed on a response they were asked to move, as a group, to various corners of the room. Dr. Pham clarified that there were no “right” answers, just “better” or “worse” answers. The responses varied from “profit”, to “revenue” to “service”. Dr. Pham said that the “most correct” answer was that businesses must make a profit. His next question was “who is your most important internal customer?” The answers this time included “the sales department”, “my direct supervisor”, “indirect manager” and “shareholders”. Once more, those with like answers moved to assigned corners. Though all answers had some validity, the “most correct” answer was “direct supervisor” since he is the one who writes the employee’s performance review and must be made to “look good” to his superiors. The last question was “which employee (department) is the most critical to the success of a new start-up company?” Here the answers covered a wide spectrum. They included “marketing”, “sales”, “engineering”, “human resources”, “information technology” and “Intellectual property”. Again, the members moved to various areas depending on their common answers. The conclusion here was that, although all are necessary to the success of an organization, the key element is “sales”. If sales do not occur, all other departments are not needed. And that is why, in many organizations, the sales personnel earn the most money. As the discussion of the third question ended, the members were asked to return to their seats.



*Guests participate in thought-provoking physical and mental exercises*

Dr. Pham gave other examples of office concepts before going into a last exercise. This exercise was intended to see how the members would react to a personnel problem - specifically an employee that is ranked very low by his supervisor and seeks to improve his situation. After some role-playing by the members it was clear that the employee must rely on his direct supervisor to arrange a transfer to another department or to improve his position in the group. Dr. Pham concluded his presentation by offering to sign his most recent book that was available to purchase and thanked everyone for their participation and attention.



*Dr. Vu Pham gives examples of organizational politics at the March GMM Dinner Meeting*

## OCUW Lunch and Learn

On April 16, Boeing and Orange County United Way (OCUW) teamed up for a Lunch and Learn to take a closer look at the needs of OUR neighbors, and how OCUW investors in change, like Boeing, help strengthen OC by creating opportunities to help individuals thrive in the areas of Education, Income, and Health—the Building Blocks for a good quality of life.

Included in the presentation was a summary of Orange County's community needs, sharing statistics on the one-in-six OC residents without health insurance, 400,000 at risk of hunger, and more than 300,000 individuals experiencing severe poverty right here in OC. Partnering with 93 programs at 87 nonprofit agencies throughout the community, OCUW helps create pathways to self-sufficiency by supporting early childhood education, K-12 education, financial education, workforce development, access to safe and secure shelter, reliable medical care, food services—and tangible hope.

For Boeing employees who are new to, or want to learn more about, the needs in OC and the LIVE UNITED movement, the Lunch and Learn served to support Orange County United Way's mission of improving lives by mobilizing the caring power of Orange County—and the caring power of OCUW's corporate partners.

To be a part of the change, you can VOLUNTEER with GET CONNECTED ([getconnected.unitedwayoc.org](http://getconnected.unitedwayoc.org))—OCUW's one-stop system for volunteer opportunities.

The Employees Community Fund of Boeing California is on the front lines of enabling impoverished individuals to become self sufficient by supporting organizations that combat homelessness, financial illiteracy, unemployment and the like. Because of the power of the ECF pooled fund, employees provide over \$2 million each year to organizations providing critical community support, including job training, temporary housing, financial literacy, health care and much more in Southern California.

- by Jim Gonzalez

*Special thanks to Gregg Martin, BALC, and BWIL for LIVING UNITED, and hosting this event! Thank you, Boeing employees, for learning how you can help HOPE soar in OC to strengthen OUR community.*



*Gregg Martin, VP BN&SS Chief Engineer, hosts the Orange County United Way (OCUW) lunchtime seminar*



*David Gillanders, Jr., Senior Manager, presents on behalf of the United Way*



*Brie Griset Smith of the United Way shares and builds public awareness*



*Employees listen and gained knowledge on our communities needs*

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### BALC Website

Internal: [http://hbapp-temp.web.](http://hbapp-temp.web.boeing.com/balc/index.cfm)

[boeing.com/balc/index.cfm](http://boeing.com/balc/index.cfm)

### External Website

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

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

## United Way Walk at Angels Stadium

The Boeing Aerospace Leadership Chapter (BALC) supported the United Way Walk United 2013 5K Walk on Saturday, June 8th at Angels Stadium. This was the third year that the BALC "Boeing United Angels" walk team has participated in this community charity support family friendly 5K walk event. The Walk, which included thousands of other individual walkers, families, friends or teams took place within the Anaheim Angels Stadium, both around the outside of the stadium as well as inside the ballpark's field. In addition, the BALC team members were able to see themselves in the stadium's "JUMBOTRON" just like if it was an Angels baseball game. BALC is looking forward to the Walk United 2014 5K Walk and is hoping that the other Southern California Area Council Chapters teams will join them next year as well. SCAC and our communities wishes a special "Thank You" to Judie Vullo, BALC VP for Professional Development for organizing this year's BALC Boeing United Angels Team.

- by Jim Gonzalez



BALC supported Walk United 2013 5K Walk on Saturday, June 8th at Angels Stadium

**NMA...**

*THE Leadership  
Development Organization*

**NMA Vision Statement**

NMA is a worldwide partnership of people and businesses, inspiring outstanding leadership, and cultivating highly productive workplaces.

*Developing  
the LEADER  
in You!*

**NMA Mission Statement**

The mission of the NMA is to provide management and leadership development opportunities and related chapter activities which meet the needs of members and contribute to the effectiveness of sponsoring organizations.

- 1 **MEMBERSHIP SCOPE:** To offer benefits and services attractive to all levels of employees from sponsoring organizations, while respecting the autonomy of each chapter's membership eligibility standards.
- 2 **CHAPTER CONCEPT:** To promote dynamic and positive NMA chapter operations through a broad range of chapter assistance programs to include officer training, chapter-focused communications, an effective program of recognition and awards, and expanded promotional efforts/communications with executive management.
- 3 **DEVELOPMENT:** To provide quality and costeffective management and leadership development materials, both on a proprietary basis as well as by arrangement with other organizations.
- 4 **IMAGE:** To increase Association stature, visibility, and credibility by building a mutually beneficial relationship with a major educational institution to research organizational and human behavioral issues, management and leadership processes, and the latest development techniques/delivery systems.
- 5 **ENDOWMENT PROGRAM:** To conduct an ongoing fund-raising program to finance the objectives of the NMA Educational Foundation.
- 6 **GLOBALIZATION:** To support members and sponsoring organizations in the global economy and develop international chapters as warranted without detracting from the services/benefits to existing chapters.
- 7 **FINANCIAL INTEGRITY:** To allocate resources to programs and activities supportive of the NMA Mission Statement and General Objectives; conduct rigorous financial evaluations of all existing/potential programs on an annual basis; and, consistent with needs, accelerate non-dues income with special emphasis on open market sales of training materials.
- 8 **ORGANIZATION PROCESS:** To streamline voluntary and staff organization structures so that they best fulfill the NMA Mission Statement and General Objectives.

**NMA Code of Ethics**

I will recognize that all individuals inherently desire to practice their occupations to the best of their ability.

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 my 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.

I will assume that all individuals want to do their best.

## NMA Statement of Principles

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 leadership is a creative, dynamic, and essential process enabling people to achieve personal and organizational objectives.

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

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

## Conversational Capacity

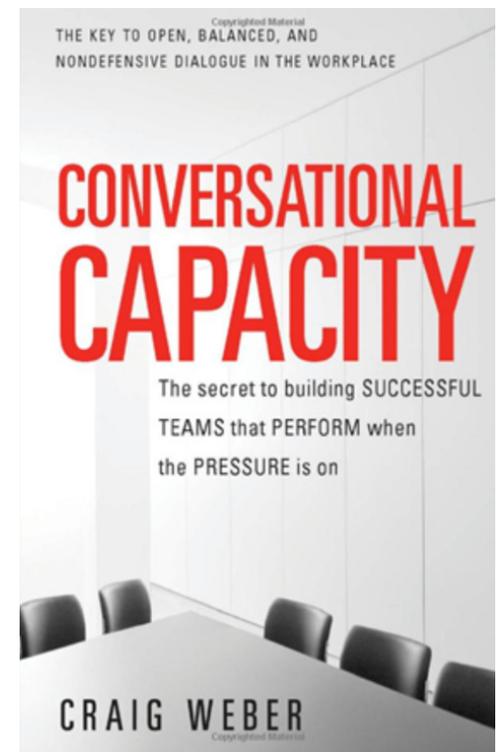
A new book titled “Conversational Capacity” (ISBN 978-0-07-180713-5) written by Craig Weber and published by McGraw Hill discusses an effective approach that leaders and teams can take when confronting important decisions. Weber describes the dynamics of team discussions and their importance in making the best decisions and program success. During meetings and discussions, most of us react with a “flight or fight” response instead and either hide our thoughts or bully the others we interact with at the meeting. Either way, the team suffers because of lack of diversity of thought resulting in poor decisions made with less information. Poor decisions can often result in unwanted consequences and rework – which leads to not meeting cost and schedule commitments.

Weber offers as an alternative the idea of Conversational Capacity and the twin concepts of “candor” and “curiosity”. Candor means that individuals should ensure that their viewpoint is understood by others. In other words, opinions should be shared in a way that expresses respect for the other person and still conveys the message. Curiosity is defined by an honest interest in learning from others. When the members of a team can

exhibit these skills in relative balance, it makes it hard for people to get defensive and be destructive to the team dynamic.

Realizing that good intentions are not enough, Weber gives practical examples of how to operate. For example, the statement “That’s how I see it, now let me understand your thinking so I can ensure that I’m not missing anything” can be useful in keeping the conversation useful. He relates this type of thinking to building disciplined teams and the role of a team leader in general. Team leaders have to not only suppress the fight or flight reaction in themselves but also detect it and then stop it in others.

Weber also relates that the need for conversational capacity is strongest when dealing with an “adaptive problem”. Adaptive problems are problems where there are no easily understood solutions - for example, changing the culture of an organization. The tougher the problem or decision facing a team, the higher the conversational capacity they need to address it productively. But that leads to a paradox: the very situations that demand high conversational capacity are the very situations that trigger our



fight or flight reactions. If teams are withholding information, the complex decisions required will be of poor quality and likely will not lead to the best solutions. So a new discipline is needed, a way to structure our conversations to deliberately balance candor and curiosity under pressure.

*Conversational Capacity is available at the iTunes Store and on Amazon.com*

*Please contact Bob Noel 714.372.9372 for more info*

## And the Winner Is - *by Avis French*

Kushagra Mathur, from Aliso Niguel High School, was declared the winner of the 25th annual National Management Association (NMA) Leadership Speech Contest for high school students sponsored by the Boeing Aerospace Leadership Chapter (BALC) of NMA. Placing second was [Stefano Rumi](#) of Los Angeles High School for Enriched Studies. In third place was [Grace Underwood](#) of Orange Lutheran High School. Other students entered in the competition were:

Austin Gray	Whittier Christian High School
Julian Yano	Wilson High School
Sarah Beydoun	Aliso Niguel High School
Alexander Carvalho	Huntington Beach High School
Jon Frigillana	Wilson High School
Kendra Base	O.C. School of the Arts
Karen Ou	Walnut High School

Serving as judges were members of Toastmasters International Founders District Judges Bureau and/or members of Boeing Toastmasters clubs:

Avis French, Chief Judge	Competent Communicator, Competent Leader
Douglas Crocker	Competent Communicator
Peter T Do	Competent Communicator
Mary Glaser	Competent Communicator Bronze, Competent Leader
Joy Johnson, MD	Advanced Communicator Bronze, Advanced Leader Bronze
Anjana Khanna	Distinguished Toastmaster
Jack Schmidt	Distinguished Toastmaster

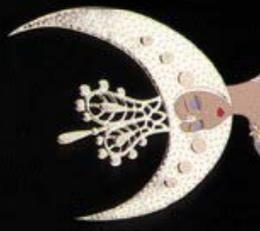
Leading the contest was Contest Director/Coordinator Maria Passaseo, Vice President of Communication Education, BALC. Assisting Maria were members of BALC and/or the Southern California Area Council (SCAC):

Joe Morano	Master of Ceremonies
Ken Preston and Donald Rising	Timers
David Andersen	Photographer
Kim Talor	Hospitality set-up
James Gonzalez	Student Briefing
Daniel Kaz, Judie Vullo	Student Escorts
Elena Einstein	Hospitality set-up

For the past 25 years, with continued support from members and chapters along with corporate donors, the NMA Leadership Speech Contest for high school students has been a premier youth and community program for NMA...The Leadership Development Organization. The National Association of Secondary School Principals (NASSP) has placed this program on the NASSP national advisory list of student contests and activities.

The NMA Leadership Speech contest is based on four levels of competition and is aligned with the NMA's six geographic areas which are: Northeast, Southeast, Central (contestants compete at the East LDC); Southwest, Pacific South and PacificNorth (contestants compete at the West LDC). The speech is to relate to Leadership. Speeches at all levels shall have Leadership as its main theme to be considered eligible for competition. Non-leadership issues such as social, medical, environmental, political etc. shall not be primary subjects unless integrated into how leadership plays a role. Each contestant shall research, write and deliver his/her own speech. Advice and coaching is allowed and changes may be made to the speech at any time prior to the contest regardless of level.

Family members, friends, and educators looked on proudly as the students presented their interpretations of the meaning of Leadership. All in all, everyone agreed that the contest was "well done."



**PAGEANT**  
*of the*  
**MASTERS**  
**2013**

*The Ball*  
**PICTURE**

July 7 – August 31  
8:30 pm Performances

**Additional seats and  
New Date Available**

*Festival of Arts/Pageant of the Masters*

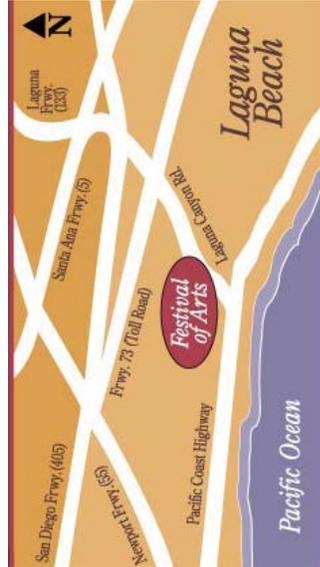
650 Laguna Canyon Road, Laguna Beach, CA 92651

**New date added** **Friday, July 19, 2013, 8:30 PM**

**Friday, August 16, 2013, 8:30 PM**

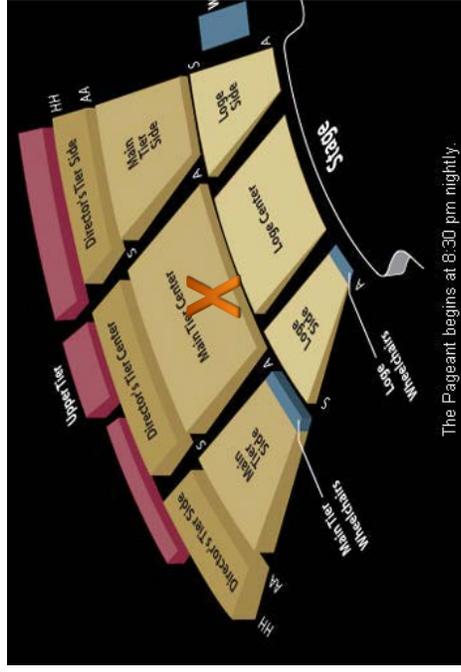
**Section: Main Tier, Row B/C \$72 BALC/\$74 others**

Contact: [joe.morano@boeing.com](mailto:joe.morano@boeing.com)



**Friday Night in the  
Summer!  
Main Tier  
Great Seats  
(Row B or C)**

Open to: BALC, Boeing Employees, Retirees, Partners, Contractors, Suppliers & Friends



The Pageant begins at 8:30 pm nightly.

**A portion of the admission fee will  
be applied to the BALC Student  
Scholarship Fund**



<http://hbapp-temp.web.boeing.com/balc/>