



Wanda Denson-Low Inspires Leaders to Think Outside the Box

The BALC May keynote speaker was Wanda Denson-Low, Vice President of the People Organization for IDS. Denson-Low, who has more than 20 years of experience in corporate law, patents, and intellectual property law, shared her views and perspectives on leadership. Leadership is something that is applicable at all levels of the organization and if we are going to accomplish our current business plans it will take the participation of each and every person



Wanda receives congratulations from Elaine Fafilek and Marlene Price, President of the Valley Chapter.

in IDS. Wanda stated that “We need leaders to participate in the revolution. We must create a work environment that unlocks potential—people need to think outside the box. We need to build leadership and strength, establish a premier work environment, and a business that is committed to personal development.”

The significant differences between



Members and guests enjoy a delicious meal and networking.

leadership and management are that leadership is about empowerment, engagement, buy-in, commitment, attitude, and creativity. Leaders focus on people. Management, on the other hand, is about



Greg DuMas and Denson-Low with scholarship winner Shamara Goldhamer.

processes, measurements, tools, structures, and procedures. Job satisfaction is achieved when employees are encouraged to create new ideas, to be involved in decisions, and to make good use of their skills.

A video presented by Wanda titled, *Reinventing the Future*, covered living in a world of change, having a customer focus, knowing the customer, adapting guidelines, being able to change in response to new technology and customer demands. This strategy consequently will make competitors be on the defensive. The key is integration—integrating platforms and developing an interoperable network.

Boeing is focused on leadership because we need to engage our employees, and everyone should feel important. To this end, all IDS leaders are required to read the book “*Execution, the Discipline of Getting Things Done*.” Action is required; we can’t think ourselves into a new way of thinking. A few of the



Wanda Denson-Low provided a list of Leadership books that Boeing executives read.

qualities that exemplify this style include knowing your people and your business, placing an emphasis on realism, being honest and truthful, linking rewards to performance, and allowing self-development for every employee. Boeing is focused on leadership because we need to engage our employees, and everyone should feel important. There is a high cost to replacing skilled employees and retaining employees is a priority.

People are critical to company success. Career advancement focuses on networking, development, leveraging strength rather than weaknesses, performance and development, and how work and family complement each other rather than how they conflict.

Career stagnation occurs when employees feel they aren’t being challenged, when emphasis is slanted too much on performance rather than on development, and when the focus is on things that are out of their control.

Wanda’s thoughts were well received by the audience and hopefully taken to heart to ensure a brighter future for Boeing.

Marie Mungaray, BALC VP Education and Community Services

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

From Your National Director's Desk...

It's been a busy two months on the national scene, beginning with the Pacific North and Pacific South Leadership Conference in Coeur D'Alene, Idaho on May 8-11, 2003. Some 76 participants from 21 chapters including the NMA staff and Executives joined together for an exciting 2 ½ days of workshops, forums and speech contests, as well as keynote presentations by Joe Estey on "The Tomorrow Tapestry" and by Phil Stiffler on "Invent Your Future." Elaine Fafilek did an outstanding job of facilitating the "Presidents" workshop; and the area speech competitions involved some of the best young speakers I've ever heard. Jolene Lalas from the Anaheim Chapter came in third in the Pacific South contest, and we can all be proud of her.

The second NMA Board of Directors meeting was held shortly thereafter on June 7-8, 2003 in Dayton, Ohio. It covered a review of the NMA Policy and Finance, Budget, and a merger proposal between the International Management Council (IMC) and the NMA which was unanimously approved by the Board. The merger will bring in some 1,200 new NMA members and 26 new NMA chapters, and will extend the reach of the NMA to several additional states and to Canada. IMC recognition activities, such as the prestigious McFeeley Award for outstanding management contributions and IMC Chapter Development Programs, will offer further opportunities for all NMA members.

The formal Board meetings were augmented by functional and area meetings. I participated in the Recognition and External Growth Committees, where we reviewed 2003 Awardees and new Executive Outreach initiatives. I am



Pete Kurzahls

happy to be able to report that Elaine Fafilek was elected the 2003 NMA Member of the Year over some very tough competition. She will be recognized at a dinner in her honor during the September NMA National Conference in Detroit... CONGRATULATIONS, ELAINE!

The Pacific South and Pacific North area meetings addressed the 2004 Leadership Conference, which will be held in Orange County. Sylvia Adams of Boeing Anaheim Chapter and Elaine Fafilek of the Boeing Aerospace Leadership Chapter (BALC) have volunteered to host this conference, so look forward to some exciting times.

The NMA Outreach Webservice (NOW) was briefed at both the Leadership Conference and the NMA Board meeting. We received a "GO" for Victor Koman, the NOW developer, and myself to present this service as part of the upcoming NMA National Conference in Detroit on September 21-23, 2003. In other news, the first fully-accredited series of Supervision Management Skills courses, paid for by Boeing's Learning Together Program and offered by Cerritos College, is currently underway with 17 BALC students. Similar initiatives are being considered by other Boeing NMA chapters including Anaheim. So it's been a great year for Boeing in the NMA so far, and I look forward to even better things to come...

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.

Great Leaders—Vision, Commitment and Passion - Theme of June BALC Meeting

The Boeing Aerospace Leadership Chapter (BALC) meeting of June 9 was a sparkling night of celebration in the magnificent art deco dining salon of the historic Queen Mary, Long Beach, as long-time supporters of the NMA were honored and members treated to a memorable banquet.



The Retiree/Alumni reception desk

To begin the festivities, the Gold Knight of Management award was presented to Dr. Thad Sandford by Mike Chaney, president of the Southern California Area Council of the National Management Association, and the Silver Knight of Management Award was given to Dr. Pete Kurzhals by BALC President Elaine Fafilek. Both men were cited for their ongoing and outstanding support to the principles of leadership and to the NMA.



The Queen's Salon

Bill Collopy, vice president and general manager of Boeing Launch and Satellite Systems was the keynote speaker for the evening. His themes centered around the characteristics of great leaders—vision, commitment and passion.

Collopy acknowledged the “very

tough environment” for both the satellite and the launch systems businesses, but said that both segments had opportunities to excel this year in accomplishing 22 “life changing events.”

He praised Boeing CEO Phil Condit for his vision in assembling the Boeing of today by joining four heritage companies together to bring diversity and strength to the organization. He said, “Our commitment is improving each day to achieve what you believe you can achieve.” Collopy said he travels widely



Carl and Jacqueline Anderson

and has observed the leaders of many companies. However, he said, “Based on observation, we are the best management team in the world.”

Although the market for commercial satellites and launches has slowed to a trickle, Collopy said the outlook should improve in three to four years. Currently he said, there are too many satellite providers and that there would likely be a reduction in the number worldwide. He praised the ability and



Members and guests enjoy networking.



Keynote speaker, Bill Collopy

experience of the people of Boeing Satellite Systems, and said the company should be able to rebound once the current market of three to four satellites ordered per year returns to a more normal 20 to 25 bookings.

On the launch side, Collopy said, Boeing is fortunate to have as many gov-



The BALC donated \$500 to the USC Marshall School of Business as an honorarium on Collopy's behalf.

ernment launch orders for both Delta II and Delta IV as are currently on the books and he rated the Sea Launch program as an outstanding success. Asked what the effect will be on Boeing when the Space Shuttle returns to flight, Collopy said he hoped aspects of what Boeing has proposed for the Service Life Extension Program would be adopted. *Elayne Bendel, BALC Member from Business Development in Anaheim*

Leadership is . . .

Throughout the ages, leadership attributes have been defined by many notable people.

Leadership: the art of getting someone else to do something you want done because he wants to do it.

Dwight Eisenhower.

One man of courage makes a majority.

Andrew Jackson

Never tell people how to do things. Tell them what to do and they will surprise you with their integrity.

George Patton

A good leader does not always lead, he teaches others to lead.

Anonymous

I start with the premise that the function of leadership is to produce more leaders, not more followers.

Ralph Nader

A good leader inspires others to have confidence in him; a great leader inspires them with confidence in themselves.

Unknown

Try not to become a man of success but rather a man of value.

Albert Einstein



Elaine Fafilek
BALC President

However you define leadership, the BALC helps to foster leadership potential in all members. Members in attendance at recent dinner meetings were afforded the opportunity to interface with Boeing executives who participated in the Executive Leadership Initiative. Members of the BALC Board also were available at every dinner meeting to describe the leadership activities of the chapter. Boeing keynote speakers, — also “notable people” — provided their perspective on the leadership.

Jim Albaugh, President of IDS, wrote in a March message after the first IDS Senior Leadership Team meeting: “The leaders of our nine business units have in common three critical characteristics, ones that we all must demonstrate: customer intimacy, business acumen and a strong commitment to working together. . . . Leaders, and we all need to be leaders, must work to create an environment where all employees feel valued, included and engaged.”

Jeff Salz, adventurer and explorer, defined optimally effective leaders: “Leaders of successful expeditions gradually stop taking the lead and start

sharing both responsibility and credit. Having given their best effort and having faith in the overall process, they gradually melt into the group so that a newcomer might not spot the leader right away. Ultimately, give-it-all-you’ve-got leadership lightens the load of the leader and turns everyone into a hero.”

Wanda Denson-Low, vice president Human Resources, described leading indicators for career advancement at Boeing.

The leader . . .

... focuses more energy on leveraging their strengths than their weaknesses.

... builds strong networks across functions and/or external customers.

... focuses on performance and development.

... focuses on how work and family complement each other instead of how they conflict.

Bill Collopy, VP, GM Launch and Satellite Systems, highlighted four attributes of a leader at the June 9 General Membership Meeting: Vision, Commit-

ment, Innovation, and Passion. Boeing News Now reported: *Visionary leadership sparked a series of acquisitions over the last several years that diversified The Boeing Company into “the most powerful aerospace concern in the world.”* *Commitment* involves the willingness “to achieve results and to hold ourselves accountable” — a priority all the more urgent in a difficult economy. “Driving for this commitment is a leadership constant.” *Examples of L&SS’s innovation... include the Delta IV, the RS-68 rocket engine, Sea Launch, and the Boeing 702 satellite product line. Passion* “is what leadership has to have, and it has to be contagious. You have to have the passion to believe you’re the best.”

We invite all BALC members to enhance their leadership potential by putting the words of our Boeing executives and other featured speakers into daily practice. Network with other members at dinner meetings, special events, professional development seminars, and volunteer for the many BALC activities that contribute to our local community and that foster math and science education in our local schools.

Please visit our Boeing Aerospace Leadership Chapter Website

Internal <http://b1lb.web.boeing.com/balc/>

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

NMA Breaktime - An Electronic Newsletter

<http://nma1.org/breaktime/2003april.htm>

MANAGE Online - A Management Magazine

<http://nma1.org/Members/manage/>

[JanFeb2003manage_online_january03.htm](http://nma1.org/Members/manage/JanFeb2003manage_online_january03.htm)

Coming Soon

New NMA Outreach Webservice (NOW)

NMA Boeing Aerospace Leadership Chapter Scholarships Awarded

Two worthy students win 2003 NMA/BALC scholarships

Each year the Boeing Aerospace Leadership Chapter (BALC) of the National Management Association (NMA) awards scholarships based on established competition criteria. Students competing for BALC scholarships are dependents of BALC members.

The two recipients were recognized publicly at the NMA chapter's May 21 general membership meeting. Ms. Shamara M. Goldhamer and Mr. Kavi K. Vyas each won a 1st place award of \$5,000. (Award disbursements are made incrementally in four advance payments over the student's four-year undergraduate program.)



Shamara Goldhamer wins \$5,000 First Place award.

Shamara is the daughter of systems engineer Mark H. Goldhamer, employed at Boeing Seal Beach. Mark leads the Boeing Desktop Architecture Team, and is a voting member of the Windows 2000 Architecture Team and the Enterprise Desktop Change Board.

Mark joined SSG in early 2000 after 25 years with heritage MDC Commercial Flight Test. He and wife Sharon have been married 28 years with 3 children – Marisha, a recent American University graduate, Shamara and Jarrick, a high school freshman. Sharon teaches 4th grade at Hayden Elementary School in Westminster.

Since joining SSG, Mark has been the Southern California focal for Windows 2000 deployment. He is the architect of the Long Beach factory Thin Client deployment that supports the 717 moving line.

Prior to joining SSG, Mark was the

architect for the real-time telemetry Flight Control and Data Center for Douglas commercial flight test. He managed the operating system group for 12 years and was the Douglas SME for crash recorder (black box) processing.

Shamara will graduate Fountain Valley High School in June and plans to attend UC San Diego this fall, to pursue a career in education. Like all our scholarship finalists, Shamara took primarily Advanced Placement (AP) and Honors classes. She achieved a weighted 4.8 GPA (counting only qualifying academic subjects the committee considers over the past two years). An AP Scholar with honor, Shamara is active in the musical performing arts and journalism, as well as a guiding force for the school's Poet's Circle to help foster interest in students seeing their creative works published.

Shamara received sincere kudos from the school and its community for a remarkable effort, which she identified to the interview panel as the accomplishment she is proudest of. The administration named Shamara as a young sophomore to serve as student representative on the Fountain Valley High School Task Force to address the issue of closing a key building to new facilities options.

She effectively and successfully addressed the school board, imploring them to save the several programs that were going to be detrimentally affected by the loss of the old building. Losing the multipurpose building would mean losing programs needed to develop youth and to shape future careers.

Shamara helped convince decision makers that the outward appearance of buildings and an attractive new cafeteria are less important than performing and vocational arts and instructional, career-shaping facility provisions. Shamara and wisdom prevailed, as funds were used to refurbish the old building and not only retain, but revitalize, needed programs facilitated by that facility.

At the outset of their final senior

year, Shamara's peers elected her as student of the month (September 2002).



Kavi Vyas also wins a \$5,000 First Place award.

Kavi is the son of senior principal engineer and BALC booster Kanu R. Vyas, who works for Boeing Commercial Aircraft Group (BCAG) on the 717 program in Long Beach. Kanu was formerly with McDonnell Douglas for almost 16 years.

Kavi's mother Jyoti (Jodi) is a homemaker, who takes seriously her responsibility to support hers and Kanu's children (Kavi and Kaya, age 11) in academics and extracurricular activities. Kanu says that Jodi deserves the lion's share of credit for Kavi's successes. Jodi, along with Kavi and Kanu, is an active volunteer working Boeing's Educator Enrichment Day (EED) as well as the Summer Science Camp (SSC) program activities.

Kavi was one of the two winning BALC NMA American enterprise speech contestants. His was the speech that led off with his enterprising efforts as a five year old to corner the *acorn* market by selling acorns gathered from his grandfather's yard, and even marketing them as *magical acorns* to grow trees to the sky. He thereafter "grew" this acorn seed into another project, his "thinking cap" – his intellect, creativity, curiosity and drive, all of which he hoped worth investing in. Well, we are now investing in Kavi. He will not disappoint us.

Kavi will graduate Rancho Alamitos High School in June on his way to Stanford this fall. Kavi hopes to study

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Aerospace Leadership Chapter Scholarships Awarded

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advanced technology in the fields of science and public policy. He wants to contribute to society.

Kavi, too, enrolled in mostly AP and Honors classes. He achieved a weighted 4.7 GPA for his qualifying academic subjects the past two years. An AP Distinguished Scholar, and recipient of both the Presidential Education and Congressional Academic awards, Kavi is his graduating class Salutatorian, ranked 2nd in a class of 368.

Since Kavi virtually maxed his SAT tests and achieved 'A' grades, an interview panelist asked how any student could top that performance. Kavi explained he was short by a single decimal GPA percentage point due to taking a drivers education class in summer where there was no advanced course offering like the 1st ranked student had taken. Kavi has no problem with coming in #2. He is above that. Heads up, his sights are fixed higher.

Kavi also excelled in athletics as a CIF scholar athlete, qualifying for CIF finals in water polo and swimming.

Kavi amazingly finds or makes time to serve the local community. Besides Boeing volunteer programs and other projects, he coaches water polo for the Long Beach Inner City AAF (Amateur Aquatic Federation), where he was named "Coach of the Year" (2001). It was easy to discern from his interview the satisfaction Kavi derives in working with these disadvantaged children ages 8-13.

The *OC Family Magazine* June 2003 issue (page 40) featured Kavi with profiles of ten other "Shining Students: Orange County's BEST and BRIGHTEST."

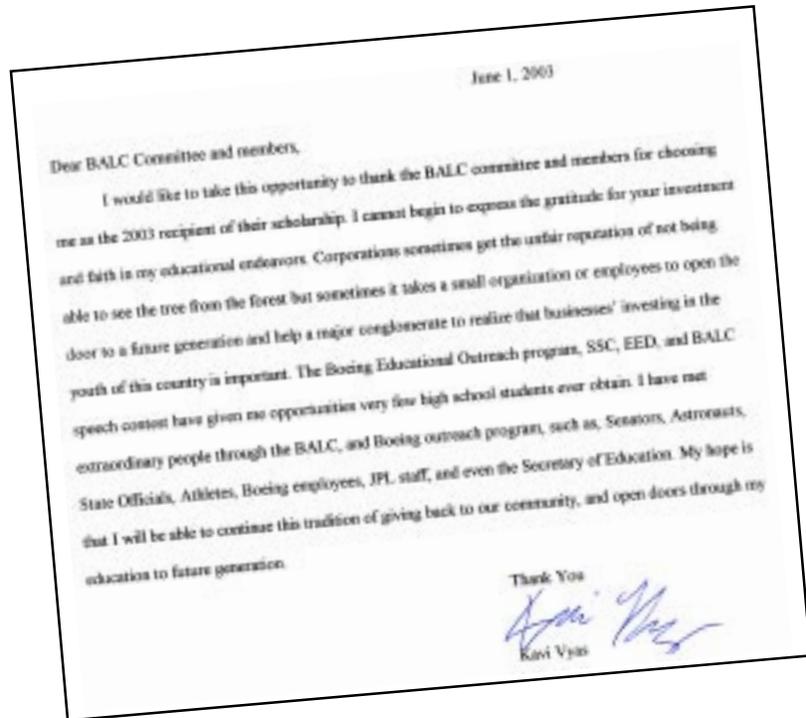
Both students rank near the top in their respective graduating classes. Only a single, lone 'B' grade can be found anywhere on either's high school transcript (everything else is 'A'). Both are well rounded and multi-talented. Equally important is the fact that both youths are sincere about ongoing community efforts to help and aid their fellow man, to work hard to improve the world.

Congratulations to **Shamara** and **Kavi**, and likewise to their parents for supporting their children's growth and education.

Thank you, everyone, for participating in events and activities that help fund the NMA/BALC scholarships.

If you are is interested in participating in any phase of the very worthwhile BALC scholarship program, please, contact Gary DuMas at (714) 372-6897 (or email at: gary.e.dumas@boeing.com).

By: Gary DuMas,
BALC / NMA Scholarship Program



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.

Sandford and Kurzhals “Knighted” at the Queen Mary!

The National Management Association (NMA) promotes leadership skills at all levels. Two very prestigious awards are the Gold Knight of Management and the Silver Knight of Management. During Management Week in America the Boeing Aerospace Leadership Chapter (BALC) presented both awards to two very distinguished members.

Gold Knight of Management



Thaddeus H. Sandford, Ph.D.
IDS Vice President of Engineering

The Gold Knight is the highest award an NMA council can bestow upon an outstanding executive. The recipient must be an executive whose reputation for outstanding leadership is well-known in the area served by the council. The person should be one who has motivated other management people to practice the principles of the Association’s Code of Ethics and who is an outstanding influence for the preservation of the American Enterprise System among business, industrial, and community associates.

Supports the NMA

Throughout his long and distinguished career, Thad Sandford has been an active supporter of the Seal Beach Chapter, the Boeing Beach Cities Chapter and the Boeing Aerospace Leadership Chapter. Thad has volunteered to be the Executive Advisor to the BALC VP of Professional Development in 2003. Thad will be guiding the professional development of all engineering and other Boeing IDS managers. The commitment of top managers, such as Thad Sandford,

promotes and emphasizes the need to advance communication and leadership skills at all levels.

Exhibits outstanding leadership in business and industry management

Thad leads the engineering functional activities within Integrated Defense Systems of the Boeing Company. His basic responsibility is to plan for and provide the trained engineers, processes and tools to successfully capture and execute IDS business. The workforce within his responsibility includes 32,000 engineers. Thad leads this workforce through a matrixed organizational structure and horizontal integrated leadership teams to provide the technical capability to assure product integrity. Thad supports the Boeing Technical Fellowship Program, which provides a technical career path for scientific, engineering and technical employees throughout the company.

Well known in the area served by the council

Due to his highly visible positions with Boeing in Southern California – and the nation – Thad is well known to NMA members. Thad led the formation of an Engineering Resource Council for the Boeing businesses in Southern California to support major staffing challenges. Most noteworthy, the Boeing Commercial Aircraft work in Long Beach was downsized by just over 1000 engineers; however, less than 50 engineers had to be laid off. Most were reassigned to Space oriented work.

Thad led the integration of functional activities in several divisions of Boeing that made up the Space and Communications Group. Major elements of the former Rockwell divisions, McDonnell Douglas, Hughes and Boeing had different cultures, different processes, procedures, and standards, and a variety of products. A common system engineering process, a common risk management process, a common set of software processes are just three examples of how Thad integrated nine sites

and fostered the regular practice of asking and receiving assistance from across the organizations.

Motivates other managers to practice the principles of NMA’s Code of Ethics

Thad subscribes to the belief that all individuals inherently wish to perform to their personal best and that all activities must be guided by truth, accuracy, and integrity. Personal development of every employee is a priority for Thad. Testimony to his character comes from many who have worked for him. When asked to describe Thad, attributes commonly mentioned are: creates a visionary outlook, helps people to reach their goals, exhibits high moral character, and demonstrates highly respected leadership skills.

Fosters better understanding of NMA

Comments made by Thad at a NMA Top Leadership Night, challenged the 2003 BALC Board to initiate a program in which executives were integrated at dinner tables with the regular BALC members. The goal was for executives to foster the potential of BALC members by sharing their experiences and knowledge on leadership. Early in 2003, all Boeing executives who were also BALC members were invited to participate in the newly formed Executive Leadership Initiative. The BALC Board joined the initiative by also mingling with the general membership at dinner tables throughout the dining area. This initiative afforded many opportunities for members to learn about the NMA and to network with recognized company leaders.

Preserves our competitive free enterprise system

Thad chairs the IDS Enterprise Integration Board that integrates engineering functions across the enterprise. The EIB is responsible for integrated, prioritized IDS enterprise strategy for reviewing and appealing functional strategies and investment priorities and for approving policy and processes and investment proposals. Thad understands the critical role of engineering on all Boeing products in the glo-

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Sandford and Kurzhals “Knighted” at the Queen Mary!

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bal marketplace. To increase the value of Boeing products to launch, space, satellite, and defense customers, Boeing technology must be recognized as superior.

Develops the abilities of the people under him

Thad has nominated and sponsored several people to the enterprise-wide Executive Development Program (EDP). He has been a mentor — shaping their careers as future leaders of the Boeing Company. He has constantly coached them on many aspects of leadership development and how to overcome barriers, face the challenges that exist today, and perform superbly in any assignment. An employee in the EDP concurs, “He has always made time to advise and consult with me on skill strengths/weaknesses potential areas of opportunities and contacts for networking.” He serves as a role model for outstanding executive behavior.

Silver Knight of Management Boeing Aerospace Leadership Chapter



Peter R. Kurzhals receives the Silver Knight from Elaine Faflek

The Silver Knight of Management is the highest award NMA chapters can bestow upon an outstanding executive. The nominee must be an executive who is well-known to the members of the chapter and whose example has stimulated and inspired them. It should be one who regularly applies the principles of the Association’s Code of Ethics in his daily work and contributes toward the achievements of Association objectives. The BALC proudly announces that Peter R. Kurzhals, Ph.D. is our “knight in

shining armor.”

Champions the NMA and the BALC

A knight is defined as a “zealous defender or champion of a principle or cause.” There is no “champion” of the Boeing Aerospace Leadership Chapter (BALC) and the NMA who deserves this honorary title more than Dr. Peter R. Kurzhals, 2003 BALC Past President, BALC and Southern California Area Council (SCAC) Board member, and current NMA National Director. Advancing through the ranks of organizational leadership, Pete began his involvement as a member of the Huntington Beach Management Association (HBMA) in 1985. In 1999, Pete was elected VP of Operations and subsequently was elected to serve as HBMA President in 2001. Throughout 2001, Pete was the guiding force that led to the merger of the HBMA and the Boeing Beach Cities Chapter (BBCC) of the NMA. In offsite merger planning sessions, Pete presented innovative, yet practical, solutions to issues involving composition of the merged Board, integration of the bylaws, and a successful melding of the objectives of the HBMA (a non-NMA chapter) into the structure of the NMA.

Inspires the membership through his leadership role

As President during the merged chapter’s inaugural year, Pete demonstrated leadership that propelled the chapter to a phenomenal growth rate and to national recognition for NMA accomplishments. Wearing his distinctive NMA cap, he was a “vision” of leadership that united our chapter.

Pete’s leadership is a reflection of an impressive educational background. Dr. Kurzhals received his PhD, AS.E from Virginia Polytechnic Institute in 1966; his PMD from Harvard Business School in 1973; and graduated from the Federal Executive Institute in 1976. A few selected highlights of his professional career at Boeing, MDAC and NASA include many notable accomplishments:

- Director, Systems Engineering for NASA Systems (2002-Present);

Boeing NASA Systems

- Director, International Space Station (ISS) Product Support (1995-2001); Boeing Space & Com.
- Director, Advanced Space Flight Programs (1992-1994); McDonnell Douglas Astronautics Co.
- Director of Space Division (1979-80) and Electronics Division (1972-78); NASA Headquarters

Applies the principles of the NMA Code of Ethics toward the achievement of NMA objectives

Setting the highest standards of stewardship for himself, Pete became the NMA National Director for Southern California in 2003. He also serves as Past President and Board member of the BALC and SCAC.

Pete has been instrumental in reaching an agreement between the Boeing Aerospace Leadership Chapter and Cerritos College to offer an accredited Introduction to Supervision course based on three of the NMA Supervisory Management Series segments. The course will serve as a pathfinder for making future fully-accredited and reimbursable NMA courses available for all NMA members at many Boeing sites.

Actively supports preservation of the American Enterprise System

Pete’s inventive mind has contributed extensively to American industry. He has written 80 technical papers, articles and reports on spacecraft control, electronics technology, information systems, and space operations and utilization. He has edited two books on Aircraft Flight Control and Control Configured Vehicles. Pete has also been granted two patents on spacecraft.

A recipient of Distinguished Awards and Honors

Some of the awards and honors bestowed on Peter Kurzhals, Ph.D., include:

1976 NASA Exceptional Service Medal

1978-1982 Who’s Who in the World, in America, in the East, in the South, in the West, in Government, in Aeronautics, in Space, in Technology Today

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Sandford and Kurzhals "Knighted" at the Queen Mary!

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1981-1983 Men of Achievement, Leaders in Electronics, American Men and Women of Science

1998 Defense Contract Management Command Top Team Award

2002 BALC Leader of the Year Award

2002 American Institute of Aeronautics and Astronautics (AIAA) Distinguished Service Award

2003 AIAA Fellow

To culminate a career dedicated to technical innovation, to contributions on internationally recognized space programs, and to promotion of the manage-

ment profession, the BALC chapter honors Peter R. Kurzhals, PhD as a Silver Knight of Management. He is a "champion" of NMA principles and a "defender" of NMA causes that enhance the leadership potential of all members.

Elaine Fafilek

Special Events *current as of 6/5/03*

Mark your calendars!

BALC Event	Location	Date	Time	Section	Member/Non-Member Price	Reservation Deadline	Contact
Mamma Mia	Orange County Performing Arts	08/09/03	2:00 PM	Orchestra Rows X & Y	\$65.00/\$67.00	07/25/03	Nancy Levesque 714-934-5619
Randy Travis	Cerritos Performing Arts	08/13/03	8:00 PM	Orchestra Level	\$53.00/\$55.00	08/01/03	Judy Blando 562-593-7192
Sound of Music Sing-A-Long	Orange County Performing Arts	08/23/03	2:00 PM	Orchestra Level	\$22.00/\$24.00	08/08/03	Debra McDermott 714-934-0677
Wine Classic	Anaheim Hilton	08/24/03	2-5:00 pm		\$40.00/\$45.00	08/20/03	Kelly Merryman 714-896-5917
The Producers with Jason Alexander and Martin Short	The Pantages Theater	08/24/03	7:30 PM	Rows NN, PP, QQ & RR	\$103.00/ \$105.00	06/24/03	Judy Blando 562-593-7192
John Williams	Hollywood Bowl	08/29/03	8:30 PM	M1	\$23.00/\$25.00	08/15/03	Judy Blando 562-593-7192
Forever Plaid	Orange County Performing Arts	09/06/03	2:00 PM	Orchestra Level	\$44.00/\$46.00	08/22/03	Mike Patricelli 714-372-2620
Dennis Miller	Orange County Performing Arts	09/13/03	8:00 PM	Orchestra Level	\$63.00/\$66.00	08/29/03	Judy Blando 562-593-7192
La Phil & Bugs Bunny	Hollywood Bowl	09/20/03	8:00 PM	M2	\$23/ \$25	09/12/03	Dwayne Henry 714-934-1735
World Champion Angels vs. Texas Rangers	Edison Field	09/26/03	7:00 PM	404	\$13.00/\$15.00	09/12/03	Kelly Merryman 714-896-5917
"The Reading of the Will"	Holiday Inn Anaheim	10/04/03	6:45 PM		\$55/ \$57	09/19/03	Judy Blando 562-593-7192
Lakers vs. Clippers (Pre-Season)	Staples Center	10/23/03	7:30 PM	408	\$30/ \$32	10/9/2003	Kelly Merryman 714-896-5917
Tony Bennett	Orange County Performing Arts	11/23/03	2:00 PM	Orchestra Level	\$73/ \$75	11/14/03	Dwayne Henry 714-934-1735
Lord of the Dance	Orange County Performing Arts	11/29/03	2:00 PM	Orchestra Level	\$50/ \$52	11/14/2003	Lauren Pritchard 714-896-2899
Johnny Mathis - Christmas Show	Orange County Performing Arts	12/06/03	8:00 PM	Orchestra Level	\$81/ \$83	11/21/2003	Nancy Levesque 714-934-5619
The Nutcracker	Orange County Performing Arts	12/20/03	2:00 PM	Orchestra Level	\$63/ \$65	12/5/2003	Darlyn Martin 714-896-5628
New Year's Eve @ Tibbie's	Santa Ana Performing Arts	12/31/03	16:30		\$75/ \$78	12/17/2003	Judy Blando 562-593-7192
New Year's Eve @ Tibbie's	Santa Ana Performing Arts	12/31/03	21:00		\$225 couple/ \$230 couple	12/17/2003	Judy Blando 562-593-7193

2003 NMA Leadership Conference Pacific North and South, May 8-11, 2003, Coeur d'Alene, Idaho

NMA (National Management Association) chapters from the Pacific North / Pacific South states meet annually to discuss NMA issues, to develop leadership skills, to learn best practices, and to reconnect networking resources. The 2004 PN/PS Conference was held in picturesque Coeur d'Alene, Idaho. Pete Kurzhals, BALC Past President and current NMA Director, Elaine Fafilek, BALC President, and Joe Morano, VP Operations represented the BALC. Other NMA chapters at the conference represented aerospace, defense, healthcare, utilities, and municipal governments. The NMA purpose is to provide management and leadership development opportunities to help sponsoring organizations discover, develop, and showcase leadership talent through the chapter-based experience.

FaciliSkills Workshop : Way Beyond Traditional Team Building

Attendees had the option of taking a special FaciliSkills Workshop on aspects of Transformational Leadership prior to the opening of the Leadership Conference.

This session focused on how to build momentum as a group begins to fully understand its mission. We looked at how to build consensus and studied how group dynamics play a significant role in how a team comes together. Participant exercises examined "blocks of trust" and what it takes to make it "safe" for coworkers to share their opinions. Motivational strategies to positively reinforce effective collaboration were discussed in the context of different personality types and societal attitudes, and the attainment of TRUST as the cohesive concept for group success was illustrated with specific examples. All attendees agreed that the FaciliSkills approach offered valuable insight into interpersonal dynamics and their impact on group success.

The Tomorrow Tapestry: Life Woven on the Fabric of Change

Joe Estey, Prolepsis Training, delivered a dynamic and challenging keynote address on the importance of un-

derstanding your environment and the potential impact of social and technological changes. He cited some interesting examples of successful technology drivers, such as talking Barbie dolls, which over the years have evolved into fully autonomous robot receptionists and other attempts, like solar-powered flashlights, which never saw the light of day. But, no matter what you're faced with, you can get by if you follow the tenets of leadership, namely:

- Make a moment to make a difference.
- Understand the difference between to empower and to enable.
- Recognize that the rules of the game only matter if we are still playing the same game.

Estey concluded his remarks by likening anyone's situation to that of a house trailer owner who must remember that:

- Foundations (i.e. your job and environment) have wheels and can move.
- Friends come with hitches- make them fast and often.
- You can't always pick your park but you can control your life.
- Beware the house dweller who never looks beyond himself.

Association Growth – 2003 and Beyond

The NMA national officers gave a tutorial of the National Management Association. The presentation started with the NMA Vision – "NMA - a worldwide partnership of people and businesses, inspiring outstanding leadership... and cultivating highly productive workplaces" then went right into the history of NMA. In 1919, the first training meeting took place in Dayton, Ohio. This meeting evolved into the Dayton Foremen's club, which later became the Ohio Federation of Foremen, which grew into the National Association of Foremen in 1925. In 1956, the organization's name was officially changed to the National Management Association – as it remains today.

Retaining the "Dayton-connection," we learned that the NMA headquarters

is currently in Dayton, OH and had moved into the current National Headquarters in 1970. One of the benefits of electronic presentations is the ability to show clear photos and we were shown great shots of the NMA Headquarters; plus as the NMA staff and their responsibilities were discussed, a friendly photo of the staff person was shown on the screen. The staff is there to help the membership. If you need "after-hours" assistance, the NMA website (<http://www.nma1.org>) is another useful tool and a quick site breakdown was presented.

The NMA organization was discussed with an emphasis that we — the members — govern NMA. It is through membership elections that all Director positions are filled. They, in turn, elect the NMA National Officers. The duties of the Directors was presented so we could all understand what their responsibilities are and see if any in the audience were interested in pursuing this as they grow with NMA. The National Officers ended by telling us their goal as the leadership team will be to do whatever it takes to add value to our members, our chapter (BALC), and our sponsor (Boeing).

CHAPTER OFFICER WORKSHOPS

Officer workshops were facilitated by current chapter officers. There were early afternoon and late afternoon workshops allowing attendees to learn about two different officer positions.

Presidents / Vice Presidents Workshop

The Presidents / Vice Presidents workshop was facilitated by Don Hart, 2002 NMA Chairman of the Board and the BALC current President, Elaine Fafilek. The presentation started by asking the question "Where to Begin?" To be a successful Chapter President, the answer was to:

- Set firm value added objectives;
- Align your chapter goals with your sponsoring organization goals (for BALC, our Executive Advisors assist us with the alignment);
- Share these with your team as well

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- Share these with your team as well as ask the team for their inputs in the beginning, and
- Convey the chapter goals and objectives to the membership.



The Pacific South winners of their NMA council American Enterprise Speech contests.

As a model for other NMA chapters, Elaine showed the BALC Vision and Mission statement, the 2003 Vision Support Plan, and the dollar benefits to Boeing of the BALC Vision Support plan. This chart generated a lot of interest since Chapters can show what benefits the sponsoring organizations receive from NMA chapter membership. The next part of the presentation was a tutorial on how to run a successful chapter as President, which was broken down to: Planning, Organizing, Motivating, and Controlling (but not Dictating). Examples from BALC were used for each of these. The presentation ended with some practical detailed duties that Chapter Presidents should perform which included: put “pizzazz” in meetings, keep an eye on finances, participate in NMA conferences, utilize your NMA Director and follow the President’s checklist provided by NMA headquarters.

Programs Workshop

Program officers from two local Boeing Chapters facilitated the Programs workshop. Pam Burton from the Valley Chapter and Terry Martinez from the Anaheim Chapter started out with some presentation slides, but spent the majority of the workshop having open discussions between all of the attendees. Their main 3 steps to an Effective Program are: Planning and Administration, Setting the Content, and Staging the Meeting. BALC already followed almost all of the suggestions given in

their presentations, but there was an idea presented that BALC is actively trying to improve on. The suggestion was to get feedback by polling the membership. Expect to see a survey about our General Membership Meetings in the near future. They ended the presentation by stating the final determination of a suc-

cessful program can be measured by attendance. The more members who attend - the more successful the event!

“Invent Your Future” Workshop

“Invent Your Future” was the intriguing title of the featured workshop given by Phil Stiffler from AspireOn, Inc. To realize a future that you envi-

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Educator Enrichment Day (EED) accommodates some 500 elementary and middle school teachers. Teachers come to learn new ideas for making math and science lessons more exciting, imaginative and tangible for their students. EED workshops provide teachers with engaging, student-based, curriculum using creative instructional strategies designed to engage students in science, math, technology and engineering concepts.

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- **Discover** the magic and the thrill that comes from the process of exploring and learning to observe the world around us.
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- **Demonstrate** how to help students connect mathematics, science, and technology through hands on activities.
- **Increase** their confidence in incorporating math, science & technology into learning environment.
- **Connect** what students know about mathematics, science, and technology with new information and learning experiences.



Summer Science Camp (SSC) is a six-day learning adventure for students in grades Kindergarten through 12, including elements of creativity, mentoring, community, and learning. The program focuses on communicating the joy and excitement of learning math, science, and technology in new ways. Students experience a unique opportunity to gain confidence in their own ability to work as “scientists and mathematicians” in a workshop setting.

Visit www.exploreengineering.org and click the **SSC HTML Website** link to learn more and to add your contact information to our **mailing list** for 2004. ••

- **Increase** student interest in science, mathematics, and technology
- **Reduce** student anxiety in mathematics, science, and technology
- **Show** that mathematics, science, and technology can be fun
- **Connect** what students know about mathematics, science, and technology with real world situations as well as new information and learning experiences

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sion for your organization, a leader needs:

- To accept the realities you face;
- To understand the challenges of change;
- To embrace and support change initiatives;
- To achieve measurable outcomes;
- To transform information into increased knowledge;
- To enhance decision making and forward focus;
- To recognize and SEIZE THE OPPORTUNITIES.

Stiffler highlighted several attributes of effective leaders:

LEADERS ARE "PRESENT."

Leaders effectively listen and pay attention. When communicating with someone, they give eye contact and avoid/eliminate distraction/interruptions.

LEADERS MENTOR. Leaders build a relationship with those they mentor by engaging in their work activity regularly. Positive performance is reinforced with recognition. By raising the bar on performance expectations, the mentored person is challenged to excel.

LEADERS MANAGE CHANGE. Leaders learn to how to transform their business for tomorrow's challenges while doing business today. They know how to deal with disruption and develop strategic positions.



Joe Morano "captains" the dinner cruise boat on Lake Coeur d'Alene.

LEADERS EXERCISE ANTICIPATORY THINKING. The ability of a leader to see, create, and grasp opportunities helps "invent the future" of his/her organization. Developing a vision/strategy is crucial. Good leaders think "outside the box" – looking not for what's on the horizon, but what's over the horizon.

LEADERS MAKE PROACTIVE

DECISIONS. Excellent leaders proactively identify issues, analyze the situation, evaluate the options available, identify options, and then take the actions necessary to "execute" their decision.

LEADERS ARE STORYTELLERS. Effective communication is a key to leadership. A leader's ability to articulate a vision, demonstrate charisma, harness powers of persuasion, engage others, and utilize active listening are all components of "storytelling." Good leaders make people feel and understand their role or roles (teams, departments, division, etc.) in the corporate "story."

Other highlights of the conference included: A silent auction of donated items to raise funds for NMA activities, a recognition luncheon honoring accomplishments of regional chapters, the American Enterprise speech contest for high school competitors, and a dinner lake cruise. It was truly a rewarding experience – a relaxing site, instructive seminars, rewards for major accomplishments, and valuable NMA networking among chapter leaders.

Elaine Fafilek, Pete Kurzhals, and Joe Morano



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