

Hi Alan:

I want to respond to your comments about what working together means, and this will be just between you and me.

To me, WT captures the essence of the teaching of all great religions, especially the teachings of Jesus. Before I go on with this, let me say that I very seldom discuss my religious views with *anyone*, and for two reasons. First I believe that religion is personal, the relationship between yourself and God. Secondly, I don't want anyone trying to impose their beliefs on me, nor do I ever want to try imposing my beliefs on them.

Sherry said to me the other day that I really am a wealth of knowledge. Perhaps. I am interested in almost any subject you want to discuss, but the one that has dominated most of my life is the question, "What is the meaning of life? Why are we here?" And I have naturally been led to study the world's religions. What I have found is that the core teachings of every great master have been nearly identical. It is only after followers set up churches and organize the sect or whatever that the teachings become lost in dogma.

I was raised a protestant, but I now belong to only one church, the private one in which I try to maintain my relationship with God. But I believe Jesus taught the principles by which we should all live, and I believe that WT captures those principles beautifully. That is why I am so eager to spread them to the world—in a non-religious way.

Your comments about behavior were especially useful to me. I used to teach a seminar on how to deal with problem employees, and one of the common problems managers have is employees who have "bad" attitudes. I have always taught that you can only deal with a person's behavior. For one thing, you don't really know what is in his head—you infer an attitude from his behavior. Second, if he had a better attitude, you would only know it from a change in his behavior. That being the case, all you really care about is his behavior. But if you change his behavior, his attitude is likely to change (if it was truly bad).

So I believe we would have a hard time writing a book on managing according to the teachings of Jesus. Yet, if we talk about these principles and the behaviors that they prescribe, we will have done so without offending anyone.

Now I hope you will forgive me for getting personal, but here is my observation. Alan, you are practicing what Jesus taught about as well as anyone I have ever known. Jesus taught that we are to forgive 70 times 7. Don't hold others in condemnation. Love one another. In the 25th chapter of Matthew, he says, "Inasmuch as you have done it unto one of the least of these, my bretheren, you have done it unto me."

Why is this true? Well, it is because there is only one life. If you think about how this works, when a woman has a child, the life of the egg she produced is the life she is living, and that means the life of her child is that same life. Now if you go back and back and back, you understand that "In the beginning, God..." There is but one life, and it is God's life. So we are all living that one life. We appear as separate beings, just as the fingers on our hands seem like separate entities, but are really animated by only the one life of our body. So WT is an embodiment of this principle of oneness. Your interests are really my interests, and vice versa. What I do to or for another, I do to or for myself.

Jesus said that, "The bread we cast on the waters will return to us." In your expression of love (because that's what it is) and respect for others, it comes back to you. Like I wrote, people genuinely admire you. They can hardly help but do so, because you have shown such caring for them.

It is so exciting to me to find a man like you in the position you're in. I became an organizational psychologist because of my conviction that if we can help people have better lives in organizations (in which they spend 1/3 of their lives) we can make the world a better place. But I find so much of treating people badly in organizations that I have become a little disillusioned. As you said to me during our first meeting, people have been beaten up, mistreated, and they are afraid to try anything risky. It is no wonder so many organizations have lost their creative capability.

I am honored to be able to help spread these principles—really this philosophy. And I thank you for giving me the chance, for the trust you have extended to me, and for your passion to share them with the world. You talked about making a contribution. You certainly made it with the great airplanes—especially the 777—but your leadership is the greatest contribution you have made. I can only guess at the impact you have had on the world, as the 97,000 Boeing employees follow your example. And the five children you have fathered become citizens of the world and follow in your footsteps. (But I think it is going to be tremendous.)

Man, this is deeper than I intended to go, and I hope you are not taken aback by it. I just think your WT principles go far beyond the obvious surface appearance of "just another management approach." I believe they are principles of how we must be in the universe. Thanks again for giving them to the world.

Jim Lewis

Foreword by Alan R. Mulally, Executive Vice President, The Boeing Company,
President and Chief Executive Officer, Commercial Airplanes

WORKING TOGETHER

**12 Principles for Achieving Excellence
in Managing Projects, Teams,
and Organizations**

BY JAMES P. LEWIS

BeardBooks

WORKING TOGETHER

This intriguing book tells the story of the author's taking the lead in the turnaround and restoration of Boeing Commercial Airplanes to its global industry leading position. In conjunction with Alan Mulally, President and CEO of Boeing and his twelve guiding principles of project management, the "working together" principles and practices were the key to a successful conclusion of the revolutionary Boeing 777. That business situation may have been the biggest test of the "working together" principles and practices, and should be required reading for all managers and would-be managers. This book provides engrossing and valuable information from cover-to-cover.

JAMES P. LEWIS is President of Lewis Institute, Inc., a training and consulting company specializing in project management, which he founded in 1981. An experienced project manager, he teaches seminars on the subject throughout the United States, England, and the Far East. He is a member of the Project Management Institute. He holds a B.S. in Electrical Engineering and a Ph.D. in Psychology from North Carolina State University in Raleigh.

BeardBooks

www.BeardBooks.com

ISBN 1-58798-279-X



Copyright © 2002 by James P. Lewis

Originally published by McGraw-Hill

Reprinted 2006 by Beard Books, Washington, D.C.

ISBN -13: 978-1-58798-279-X

ISBN - 10: 1-58798-279-X

Printed in the United States of America

There is no future *out there* waiting to be discovered. We will create the future through our actions. We can either *work together* to build a future in which all human beings can thrive and lead productive, peaceful lives, or we can destroy the world by engaging in destructive behavior.

This book is dedicated to my wife,

Lea Ann Lewis

who has been the best practitioner of Working Together that I have known during the 30 years we have been married.

It is also dedicated to those men and women who understand that working together is only possible if we have what Albert Schweitzer called a reverence for life, which is expressed by mutual respect for each other in spite of differences in views and even objectives. If we can remember that we are all more alike than we are different, we will be more tolerant of the differences.

Working Together is not just about business.

It must become a way of life.

Otherwise, there may be no future.

I am grateful to Alan Mulally and Sherry Mizuta for bringing these principles to my attention, and for working together with me to share them with all of you who will read this book.

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Foreword

I have always wanted to contribute to something really important and useful for the people of our world. I found my dreams in aerospace and the Boeing Company.

I was fortunate to contribute to the development of each of Boeing's commercial jet airplanes: the wonderful, world-changing 707, 727, 737, 747, 757, 767, and 777.

I was also fortunate to contribute to the integration of the talented people and valuable assets of Boeing, McDonnell-Douglas, and Rockwell to create our new Boeing Company in 1996.

And most recently, I was fortunate to be asked to lead the turnaround and restoring of Boeing Commercial Airplanes to its global industry leading position.

Our "working together" principles and practices are a key to these contributions...and a result of these contributions. Our most recent business situation may have been the biggest test of our "working together" principles and practices. Let me share our story.

In 1996, Boeing Commercial Airplanes, once again, was focused on doing the best thing for our customers. Our customers needed many new airplanes to replace their noisier, older airplanes. Boeing committed to dramatically increase production on all of our airplanes, improve our entire production system, and

develop a number of new airplanes all simultaneously. In hindsight, we tried to do too much! We actually had to stop global production for lack of parts. And we lost a lot of money and put our wonderful company's future at risk. We disappointed our customers, investors, employees, suppliers, friends, families, and ourselves.

I was asked to get us going again. We all pulled together around our "working together" principles and practices...one more time. We agreed on the importance of our work together. We focused on our customers and each other. We developed a plan that included all of us. We made it okay to share everything...what was going well and what was not going well. We listened to each other. We helped each other. We celebrated every airplane delivery with our customers and our team. We enjoyed our progress. And we enjoyed each other. Following two years of intense "working together," we delivered on all of our airplane commitments, regained our operational efficiency, and started to go to work on using our assets more efficiently. And, most importantly, we regained our confidence and accelerated the development of new products and services for our customers.

Our world is changing fast with global market-based economies and connectivity providing tremendous "working together" growth opportunities for all of us.

We hope our "working together" principles and practices contribute in a small way to your life's work. We really all do fly together! Thank you for your contribution!

Alan Mulally
President and CEO, Boeing Commercial Airplanes

Preface

When my editor, Catherine Dassapoulos, first asked me to write this book, it was supposed to be titled something like *The 10 Keys to Success in Managing Projects*. Her call came just days after I had visited with Alan Mulally, president of the Commercial Airplanes Division of Boeing, and he had shared with me a set of principles that guide his thinking on management. I wrote him and asked if I could use his principles to write a book on project management, and he graciously gave me that permission.

As I began formulating the book, however, I remembered something he said to me during our meeting at his office in Renton. "We don't make much of a distinction between project management and general management," he told me. "To us, they are essentially the same." I agree with him. In fact, one of the concerns that I have about project managers is that they sometimes don't think enough like general managers. In addition, there are only two major differences between managing projects and managing in general. One is that project managers pay considerably greater attention to detailed scheduling. The other is that project managers often don't "own" the people who do project work. Otherwise, they are very similar, and you can expect that the same principles would apply to both.

So I decided to broaden the perspective of the book to include managing projects, teams, and organizations. The principles that Alan espouses are indeed applicable to any and all aspects of managing—whether in profit or not-for-profit organizations, and whether in the public or private sector.

Not only that, but Alan Mulally has demonstrated that they work. In his thirty-year career at Boeing, he has held positions that involved work on every major aircraft that Boeing produced. But it was the 777 that figures most prominently in the public's awareness of Alan and that was responsible for my first meeting with him.

Initially, he was chief engineer of the 777 program. Later he became general manager of the job, and in 1986 he was promoted to president of Commercial Airplanes. From the beginning of the program, he espoused most of the principles outlined in this book. One of them—you can't manage a secret—was developed during the program.

Ask anyone at Boeing and they will all tell you that he is passionate about these principles. He lives by them—as well as any human being can. As Benjamin Franklin wrote in his autobiography, he worked his entire lifetime to master a set of principles, with humility being one that forever gave him difficulty.

For Mulally, the principles are so important that he begins his weekly business plan review meeting by reviewing the principles with everyone present—a practice that he started during the 777 program. He also ends the meeting by reviewing them. Why? Because unless you have a coherent, guiding set of principles, you can't develop sound practices. One of his principles is that the data sets you free. I would say that a set of principles also sets you free—free from the fire fighting, grasping for quick fixes, and all the other futile attempts so many managers make to survive the turbulent times in which we live.

Although Alan did not invent all of these guiding rules, he has made them his philosophy of managing, and they have proved their worth. I believe that *authorship* is not nearly as important as *application*.

In the short time since I met Alan Mulally in September 2000, I too have become passionate about these principles. I have already

begun to incorporate them into my seminars on project management and fully intend to “spread the gospel,” as some might say. I wrote this book because I believe you will also find them effective, and goodness knows we need all the help we can get in improving the management of many organizations.

However, I also believe that these principles are character-based. It takes character to follow them. But to the extent that this is done, we will build character in the people affected by them, and we will transform our organizations into “kinder-gentler” places to work, to use former President Bush's favorite expression.

To sum this up, I not only got to meet with Alan Mulally during my September visit, but I spent about an hour and a half with Captain John Cashman, who is now chief test pilot for Boeing Commercial and who also piloted the 777 on its first flight. The first flight of a new airplane is a momentous occasion, and this particular one is documented in video by Karl Sabbagh in *21st Century Jet*, aired on PBS and available for purchase from them. Even as a late observer of the video, I found myself caught up in the excitement of that moment.

So one of the first things I asked Cashman during our meeting was, “What were you thinking when the plane left the ground?” His response was sober. “Well, you're so engrossed in what you're doing,” he said, “that you really don't think about risk. You're just focused on doing your job.” That made perfect sense to me.

About an hour later, though, as I was preparing to leave, he said, “You know, I do remember something. When the wheels left the ground, I thought, ‘It actually works!’” What a wonderful way to summarize five years of work by thousands of people, scattered throughout forty-four countries and every continent. And to me it applies not only to the engineering of a great airplane, but to the principles that guided the management of the entire program.

I should say before going further that this is a book about the principles. It is not a book about Boeing. There are some very excellent books about the company itself. Also, even though the 777 program first brought me to visit Boeing, this book is not about that program. Sabbagh documented it so thoroughly that there is no need to write more.

I invite you to try these principles. But be persistent in them. You will find that it takes time. Even after a decade of applying them, I know that not everyone at Boeing has bought into them. Nevertheless, for those who are convinced, I know they would be in me in saying, like John Cashman, "It actually works!"

Thank you, Alan Mulally, for sharing them with me and with the rest of the world!

Jim Lewis
Vinton, Virginia
November 25, 2000

Acknowledgments

I want to thank my editor, Catherine Dassopoulos, for suggesting the concept for this book and for her enthusiasm for the project as it progressed. I have worked with Catherine on several book projects now, and she has always been a pleasure to work with.

Judy Brown typeset the final text, and as she has done on several of my previous books, her work is impeccable.

As all authors readily acknowledge, no project like this could be successful without help from a lot of people. Alan Mulally and Sherry Mizuta have been key players in this project from the start. Had it not been for their support, the book could not have been written. Given their already heavy workloads, taking on a project like this can only be a labor of love. For that matter, just the sheer volume of correspondence they receive makes it a special honor for me that they took time to work with me and answer my many questions.

A number of Boeing employees have also been of immeasurable help. Ron Ostrowski has initiated several dialogues with me that resulted in significant contributions. Walt Gillette shared his thoughts with me about the power of Alan Mulally's vision for the 777 program. Jim Jamieson took time out of his busy travel schedule to suggest that I address Managing for Value. John Monroe talked with me about building 777s. Rick Gardner, who is in Program Management for Airplane Programs, and Marty Bentreitt, who is in Sales, took time to talk with me face-to-face during a visit to Boeing. John Cashman spent an hour and a half talking with me about flying in a way that conveyed his true love for the job (or should I call it his hobby?). Patrick Shanahan talked with me about managing an assembly group during the early days of

the 777 program, and gave me some excellent insight into the way Alan Mulally and Phil Condit work. And retired vice president Peter Morton talked with me by phone early one morning and suggested that I attend one of Mulally's Business Plan Review Meetings to see the principles firsthand. That was a great suggestion and contributed enormously to the book.

Then there were the Boeing drivers who escorted me to a number of venues. I only remember one name—Bruce Jamieson—but thanks to all of them for sharing their love of Boeing with me.

Finally, Kay Sigmund and Linda Merry both bent over backwards to help me make travel and transportation arrangements while I visited Boeing, in addition to forwarding e-mail to Boeing employees when I did not know their addresses.

As usual, my wife, Lea Ann, has put her soul into making the book look like more than dull, printed words. Readers consistently tell me how much they like the art in my books, and the credit all goes to her.

Since Lea Ann is not proficient at the computer, we owe special thanks to Bill Adams, of Adams Graphics, for turning her concepts into finished illustrations. He works with minimal instruction and has now helped with several of our books.

FROM THE MADISON CLASS

While I was working on the book, I taught a class in Madison, Wisconsin, and asked the participants to tell me why each principle was meaningful. They contributed some very useful insight into the principles, and I want to acknowledge their contributions here:

Jeff Augustine, Becky Barry, Mike Barth, Cori Blomdahl, David Burkhardt, Josephine Diaz, Gordon Eaken, John Gerritsen, Fred Haynes, Kevin Helle, Kent Huff, Angela Hustad Beutler, George Knezic, David Knudtson, Dean Krueger, Steve Kruisselbrink, Donna Livesey, Kristine Majdacic, Steven Murphy, Robert Nevruz, John O'Connor, Ellen Pedretti, Philip Peichel, Greg Pettigrew, Tyrone Pipkin, Rita Preza, Charles Rounds, Parthasarathy Sabniviss, Eric Sander, Stephanie Sasser, Denise Schaller, Phillip Schultz, Patrick Shanahan (not the same as the one at Boeing), Dennis Sweeney, Todd Toussaint, Terry Troutt, Beth Vissman, and Eric Wagenknecht.

1

First Flight



On Sunday, June 12, 1994, Alan Mulally woke up early. This was the day! He had dreamed of this day for over five years, and finally, here it was—the day when *his* airplane was to be flown for the first time.

The day before, the plane had *almost* been flown. Captain John Cashman and his copilot Ken Higgins made a dash down the runway, reaching a takeoff speed of 140 knots, lifting the nose off the ground, but keeping the plane earthbound—a maneuver to see how the plane handled on the ground before takeoff. However, some observers were sure it *had* left the ground, though Cashman said that instruments indicated “that there was always at least one set of wheels on the ground, and that people were misled when he rocked the plane from side to side to lift each main set in turn off

MODELS OF LEADERSHIP

It is outside the scope of this book to teach leadership, but I do want to make some recommendations. Kouzes and Posner (1987) conducted an extensive study of leadership and discovered a set of practices that effective leaders engage in. When these practices are combined with the situational leadership model of Hersey and Blanchard (1981), they are an excellent model for engaging in leadership. Remember, leadership is not a position, it is behavior. As Ben Zander says, "you can lead from any chair in the orchestra" (Zander and Zander, 2000).

If you want a living example of the Kouzes and Posner practices in action, rent a copy of the video *Stand and Deliver*. Watch it with the K&P practices in hand, and watch how Jaime Escalante engages in them. For those of you who may not know, Escalante was an engineer who left industry to teach math at Garfield High School in Los Angeles. In the first two years he was there, he took a group of some eighteen, mostly Latino kids, who began with a knowledge of mathematics barely up to understanding fractions, all the way to passing the advanced placement portion of the SAT test. Only about 2 percent of all high school students were taking the advanced placement test back then, and fewer passed.

In 1988, 88 of Escalante's students passed this same test, and in 1989 the number reached 109. Sadly, his methods violate most prevailing teaching paradigms, regardless of the fact that they clearly get results, and so he has left the school. Nevertheless, his approach to teaching is one of the best examples I know of leadership in action. Rent it. Watch it—several times. Then show it to everyone you know. We need leaders everywhere.

MULALLY'S THOUGHTS ABOUT THE PRINCIPLES

When he read the first draft of this book, Alan wrote a note to me in which he expressed his thoughts about the principles. He wrote them in a free-flowing style, which I am leaving intact as follows:

We probably contribute the most when we are safe and it is okay to learn and grow and be us . . . us the way we are now . . . knowing we will be different going forward.

Maybe this Working Together is about all of these things together. Working Together is about a culture we have embraced. Working Together is about principles we have embraced. Working Together is about practices we have embraced. Working Together is about about expectations we have embraced. Working Together is about our environment we want to create. An environment where we can commit ourselves to working together to accomplish something we cannot do by ourselves. An environment where we are all safe . . . no jokes at each other's expense . . . no put downs. Only appreciation and help to learn and contribute and grow in effectiveness each year.

Maybe this Working Together is really about each of us. And maybe this Working Together is about how we feel when we are with another Working Together person. This Working Together is about opportunity for each of us. And maybe the Working Together is most about the tremendous personal responsibilities we accept and commit to a life-long process of growing to be the best Working Together person we can be . . . for ourselves and for everyone we will come in contact with. For me, this Working Together is the opportunity to contribute to something very special . . . to create value and meaning for so many people . . . to make a big difference . . . to feel the satisfaction, the true satisfaction that can only come from meaningful accomplishment . . . individually and as a team.

Have fun? You bet!

Enjoy the journey? You bet!

Enjoy each other? You bet!

Life is so precious and life is so fragile.

Working together provides us a framework for ourselves and others to live lives we can be so proud of. (Personal correspondence from Alan Mulally. Used by permission.)