

Summit Featured Speaker



A conversation with **Alan Mulally** about...

- **Our Working Together® Leadership & Management System**
- **Our Connected, Collaborative, & Aligned Culture of Love By Design**
- **To Create Value and Growth for All the Stakeholders & the Greater Good**

Former President & CEO of Boeing & Ford Companies



Always working for you.



From the desk of
Alan Mulally

To: Julie Laulis
President & CEO
Cable One

Cc: Megan Detz
Chief People Officer
Cable One

Subject: 2025 Sparklight Leadership Summit

Honor and a pleasure to serve you and your Sparklight leadership team.

Please find attached Our "Working Together"© Leadership and Management System, and Key References, for you to share with your Sparklight Team to prepare for our meeting.

I am looking forward to answering all of your team's questions about how best to implement Our "Working Together"© Leadership and Management System.

Thank you!

Alan



A Conversation with Alan Mulally about...

**Our “Working Together”© Leadership & Management
System**

**and Our Connected, Collaborative, & Aligned Culture of Love by
Design**

**to Create Value and Growth for All the Stakeholders & the
Greater Good**



02-19-25

ALAN'S LEADERSHIP AND SERVICE BIO



Alan Mulally served as president and chief executive officer of the Ford Motor Company and as a member of Ford's board of directors from 2006 - 2014.

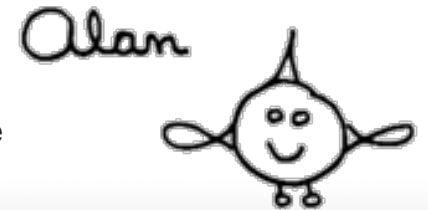
Mulally led Ford's transformation into one of the world's leading automobile companies and the #1 automobile brand in the United States. He guided Ford in working together on a compelling vision, comprehensive strategy, and implementation of the One Ford plan to deliver profitable growth for all of the company's stakeholders.

Prior to joining Ford, Mulally served as executive vice president of the Boeing Company, president and CEO of Boeing Commercial Airplanes, and president of Boeing Information, Space and Defense Systems from 1969 – 2006 where he created his "Working Together" Leadership and Management System.

Throughout his career, Mulally has developed and nurtured his "Working Together" Leadership and Management System and Its Connected, Collaborative, and Aligned Culture of Love by Design to create value and growth for all the stakeholders and the greater good. Mulally has been recognized for his contributions, industry leadership, and service, including being named #3 on *Fortune's* "World's Greatest Leaders," one of the 30 "World's Best CEO's" by *Barrons'* magazine, one of "The World's Most influential People" by *Time* magazine, "Chief Executive of the Year" by *Chief Executive* magazine, and the Leader of the Future by the Frances Hesselbein Leadership Institute in 2006. He was also honored with the American Society for Quality's medal for excellence in executive leadership, the Automotive Executive of the Year, and the Thomas Edison Achievement Award. Mulally is a Museum of Flight Pathfinder and a member of the Automobile Hall of Fame.

Mulally previously served on President Obama's United States Export Council. He served as co-chairman of the Washington Competitiveness Council and has served on the advisory boards of the National Aeronautics and Space Administration, the University of Washington, the University of Kansas, the Massachusetts Institute of Technology, and the United States Air Force Scientific Advisory Board. Mulally has also served as President of the American Institute of Aeronautics and Astronautics and as Chairman of the Board of Governors of the Aerospace Industries Association. Mulally is a member of the United States National Academy of Engineering and a fellow of England's Royal Academy of Engineering.

Mulally currently serves on the board of directors of Google, Carbon 3D, and the Mayo Clinic. Mulally holds Bachelor and Master of Science degrees in Aeronautical and Astronautical Engineering from the University of Kansas, and a Masters in Management from the Massachusetts Institute of Technology as an Alfred P. Sloan Fellow.



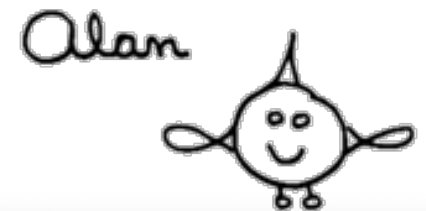


1. Alan, you have served your Family, Boeing, Ford, and our communities around the world in such a positive way over the years. Please share with us your “Working Together” leadership formation, development, and service journey. (Slide 4-9)
2. Alan, you are also known for your “Working Together” Principles, Practices, and Connected, Collaborative, and Aligned Culture of Love by Design. Please share these with us. (Slides 10-17)
3. Alan, you are also known for your “Working Together” Leadership and Management System. Please share these with us. (Slide 18)
4. Alan, you are also known for your “work-life balance”. Please share this with us. (Slides 19-23)

Why “Working Together” Always Works (Slide 24)

Frequently Asked Questions (Slides 25-26)

References (Slides 27-37)



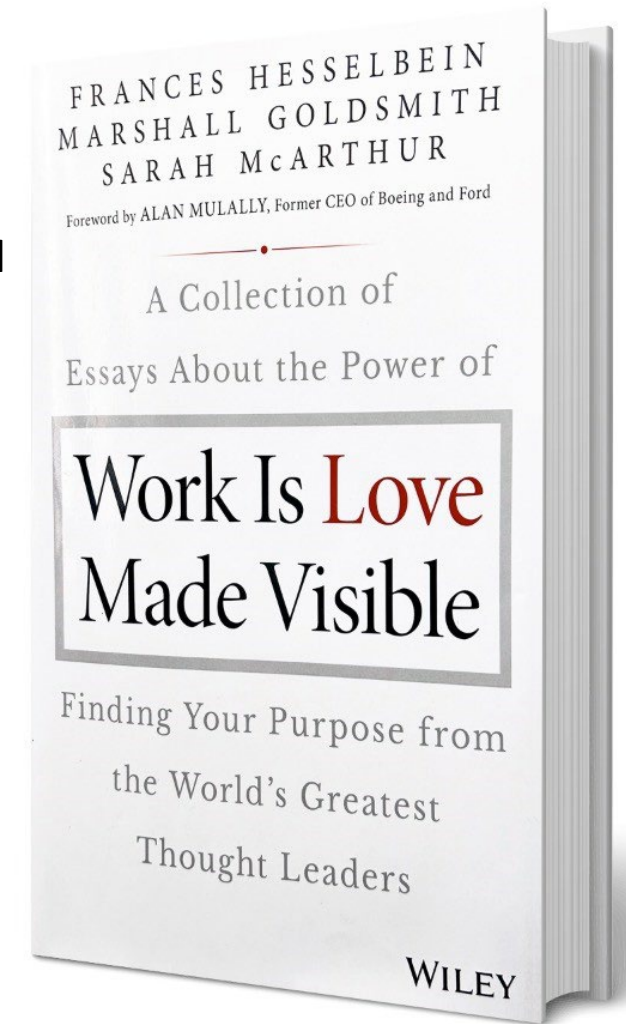
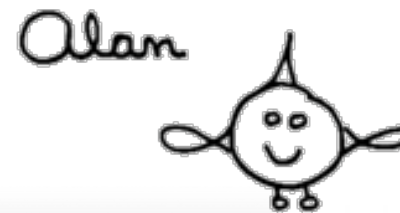


When Frances Hesselbein, Marshall Goldsmith, and Sarah McArthur asked me to write the foreword for their edited compilation book, *Work Is Love Made Visible*, my answer to their request was a heartfelt and enthusiastic, “Yes!”

What an honor for me to be part of the latest creation of three of my heroes, whose work and leadership I admire and have benefited from so much.

I immediately read the book cover to cover and was deeply struck by its leadership messages and the way in which the book is organized. The leadership messages cause us to reflect on our purpose and our passions. It is about what matters so much to each of us that we want to share it with others. And, the book is organized in such a way that each contributor’s reflections on Frances’s question, *When I look out the window, what is visible but not yet seen by others?*, supports one of Frances’s five philosophies on leadership.

- Leadership Is a Matter of How to Be, Not How to Do
- To Serve Is to Live
- Defining Moments
- Be Ye an Opener of Doors
- Bright Future!





Reading each contributor's reflections inspired me to answer Frances's question myself!

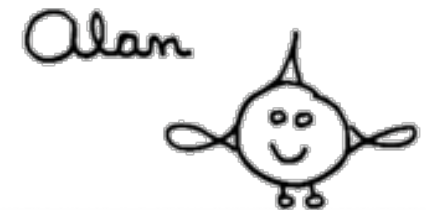
When I look out the window, what is visible but not yet seen by others? I see talented and motivated people working together for the greater good. I see three components that are absolutely critical to the true success of any venture, company, product, or life: Humility, Love and Service. And, I see the unique contribution of a leader to hold themselves and their leadership team responsible and accountable for creating a smart and healthy organization that is delivering value for the greater good.

Reflecting on Frances's question invited me to reflect about my own leadership journey and how it might serve to help you uncover and realize your own purpose as you study this book.

Alan's Story

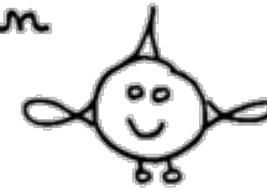
Growing up, we lived with very modest means. Even so, I was incredibly fortunate, because my parents loved me and believed that I could make a significant difference and contribution to our world. To this end, they taught me these lessons that I have carried with me throughout my life

- The purpose of life is to love and be loved - in that order
- To serve is to live
- Seek to understand before seeking to be understood
- By working together with others, you can make the most positive contribution to the most people





Alan



- Respect everyone, we are all creatures of God, and worthy to be loved
- Develop one integrated life to deliver your life's work

And, like all kids, I wanted to fit in. I wanted a pair of Levi jeans, some Weejuns penny loafers, and a car and college some day. So, with my parent's teachings and encouragement, I decided my way forward was to serve and maybe I could earn those special jeans.

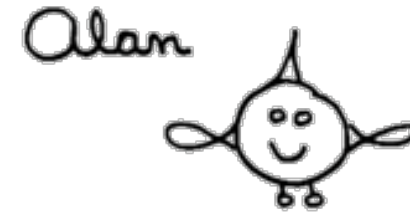
I started "work" with TV Guide and newspaper routes and then a lawn mowing business. I was a bagger, checker, then night manager at the Dillons grocery store. I was a carpenter, ranch and farm hand. I played sports and was my college fraternity rush chairman and president. All the while I learned aerospace engineering at summer jobs at Beechcraft, Cessna, Boeing, and the University of Kansas.

Starting with my very first "work", I became very aware of the power and advantages of "working together" with all the stakeholders associated with my service...my customers, parents, family, employers, employees, suppliers, communities, competitors, bankers, and investors.

I looked at each "work" as service and I loved serving! I loved asking my customers what they wanted and valued and the appreciative smiles on their faces for my service. I loved learning and growing and exceeding their expectations! And, I loved the satisfaction I felt when I meaningfully contributed to making people's lives better. I loved working together with all the stakeholders to create value for everyone. And I continued to refine and improve my following Working Together Principles & Practices through my "work".



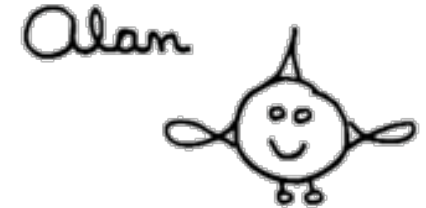
- People First
- Everyone Is Included
- Compelling Vision, Comprehensive Strategy, And Relentless Implementation
- Clear Performance Goals
- One Plan
- Facts And Data ... We Can't Manage A Secret ... The Data Sets Us Free
- Everyone Knows Plan, Status, And Areas That Need Special Attention
- Propose A Plan, Positive "Find-A-Way" Attitude
- Respect, Listen, Help, And Appreciate Each Other
- Emotional Resilience...Trust The Process
- Have Fun... Enjoy The Journey And Each Other...And No Humor At Other's Expense



As the scope of my service grew at Boeing and then later at Ford, I developed and continued to refine my following Working Together Management System to implement my Working Together Principles & Practices for the product programs and businesses I supported and led. My Working Together Management System proved to be a very reliable process with clear expected behaviors to manage our organizations, including all of our stakeholders, to sustainably deliver value for the greater good in our rapidly changing world.



- Our Governance Process
- Our Leadership Team
- Our Working Together Principles & Practices
- Our Creating Value Roadmap Process
- Our Business Plan Review Process
- Our Leadership's Unique Responsibility and Contribution



This, my life's work, the Working Together Principles, Practices and Management System, is how I have made my love visible. It is a system that leaders can use to work together for the greater good. And it is this book based on Frances's inspired question that has led me to take the next steps in my journey, to make my love visible yet again by sharing my Working Together Principles, Practices and Management System in this brief foreword.

I hope you will read this book and soak it all in! Take in everything that these wonderful thought leaders and contributors have to teach us. Then ask yourself Frances' question, *When I look out the window, what is visible but not yet seen by others?* Ponder, analyze, and reflect on your purpose. Explore and discover what is important to you and then do that at "work" and in your actions. When you do, you will find that your love is visible to you and to others, and you will be well on your way to being a leader who is helping us all work towards the greater good!

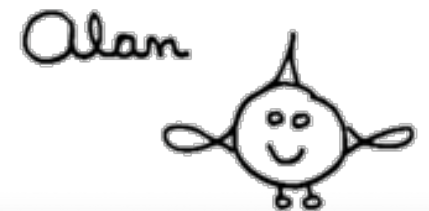
Thank you Frances, Marshall, and Sarah for inspiring each of us to make our love visible!

ALAN'S "WORKING TOGETHER" LEADERSHIP FORMATION, DEVELOPMENT, AND SERVICE JOURNEY

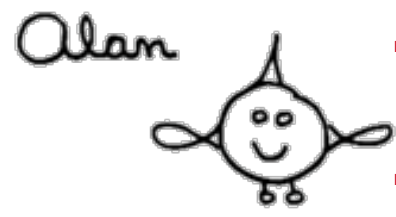


- **Early parents' and Reverend Turner's education and service.**
 - The purpose of life is to love and be loved... in that order.
 - To serve is to live.
 - Seek to understand before seeking to be understood.
 - By "working together" with others, you can make the most positive contribution to the most people.
 - Expect the unexpected and expect to deal with it... positively.
 - Lifelong learning and continuous improvement
 - Respect everyone, we are all creatures of God and worthy to be loved.
 - Develop one integrated life that is your life's work of service.
 - It's nice to be important, but it's more important to be nice.
- **Continuing Teenage education and service.**
- **Continuing KU and MIT education and service.**
- **Continuing Family education and service.**
- **Continuing Boeing's project, program, business, and Our "Working Together" Leadership and Management System education and service.**
- **Continuing Ford's business and Our "Working Together" Leadership and Management System education and service.**
- **Sharing Our "Working Together" Leadership and Management System with others.**

"WORKING TOGETHER" LEADERSHIP TO LIVE, LOVE AND SERVE WITH HUMILITY



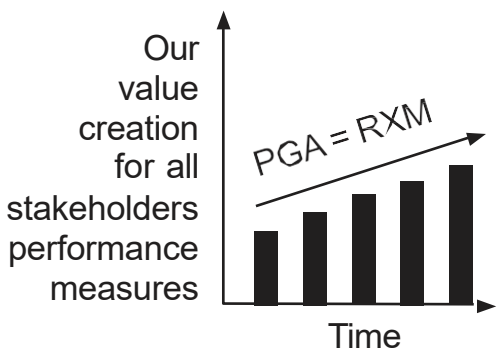
OUR "WORKING TOGETHER" LEADERSHIP AND MANAGEMENT SYSTEM



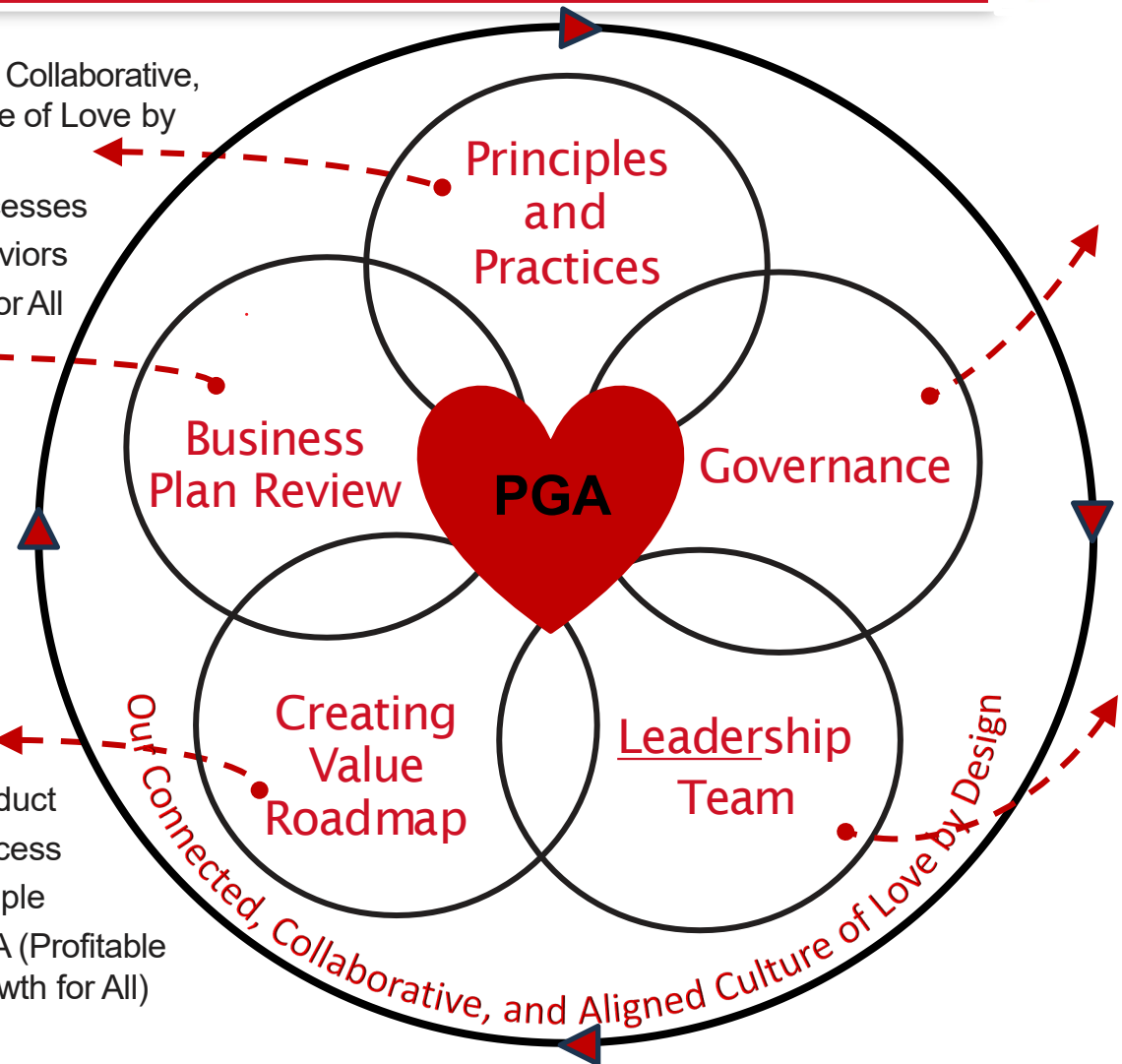
- Our Connected, Collaborative, & Aligned Culture of Love by Design
- Operating Processes
- Expected Behaviors
- Creating Value for All

- Weekly Review
- Business Environment
- Vision, Strategy, and Plan
- Status & Forecast
- Special Attention
- Better Plan

Our Vision + Strategy + Plan



- Product
- Process
- People
- PGA (Profitable Growth for All)



- Stakeholders
- Board of Directors - Leader Selection & Commitment to Support "Working Together"
- Leadership Team
- Creating Value Roadmap
- Business Plan Review
- Special Attention Meetings
- Project, Program, & Business Leadership & Management
- Stakeholder Centered Leadership
- Teaching, Facilitating, Coaching, & Mentoring
- Cohesive, Diverse, Inclusive, & Aligned
- Humility, Love, Service, Courage, Discipline, Resilience, Civility, Authenticity, Integrity, Trust, Positive Mindsets, Psychologically Safe
- Responsible & Accountable for Communicating & Nurturing Our "Working Together" Leadership and Management System: Zero Tolerance for Violating
- Performance Management, Stakeholder Centered Coaching and Growth for All Stakeholders
- Lifelong Learning & Continuous Improvement

CREATING VALUE AND GROWTH FOR ALL THE STAKEHOLDERS AND THE GREATER GOOD

OUR "WORKING TOGETHER": LEADERSHIP TEAM PROCESS

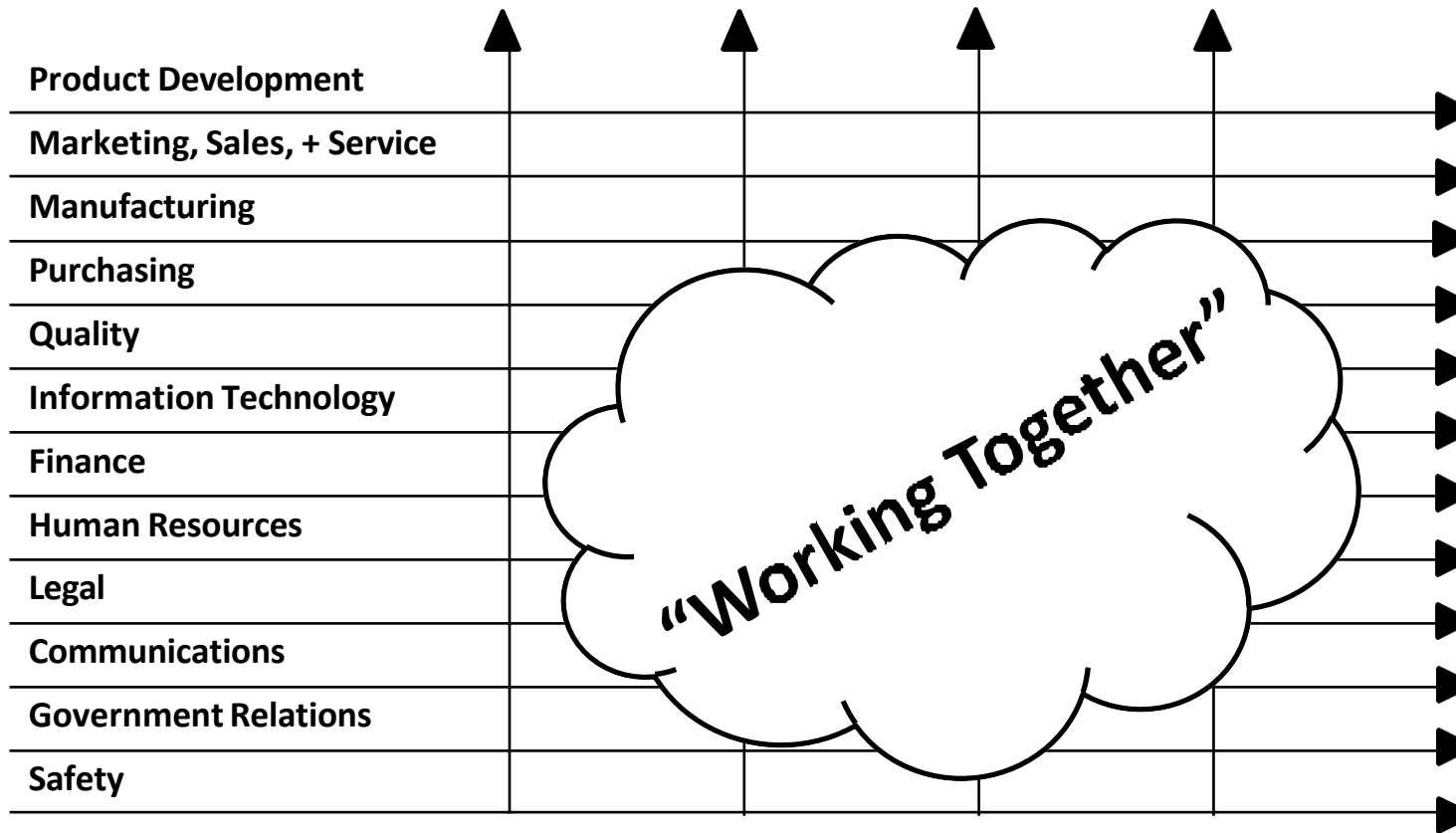


Chairman
CEO

Serving Customers

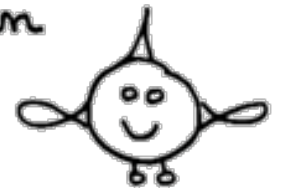
Business Units

Global Functional
Skill Teams +
Processes



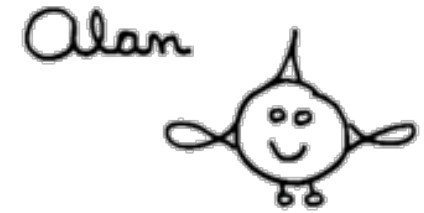
All of our stakeholders
are included and
represented on our
leadership team.


Alan





**OUR OPERATING PROCESSES AND EXPECTED BEHAVIORS
SKILLED, HEALTHY, PSYCHOLOGICALLY SAFE, AND MOTIVATED TEAMS**

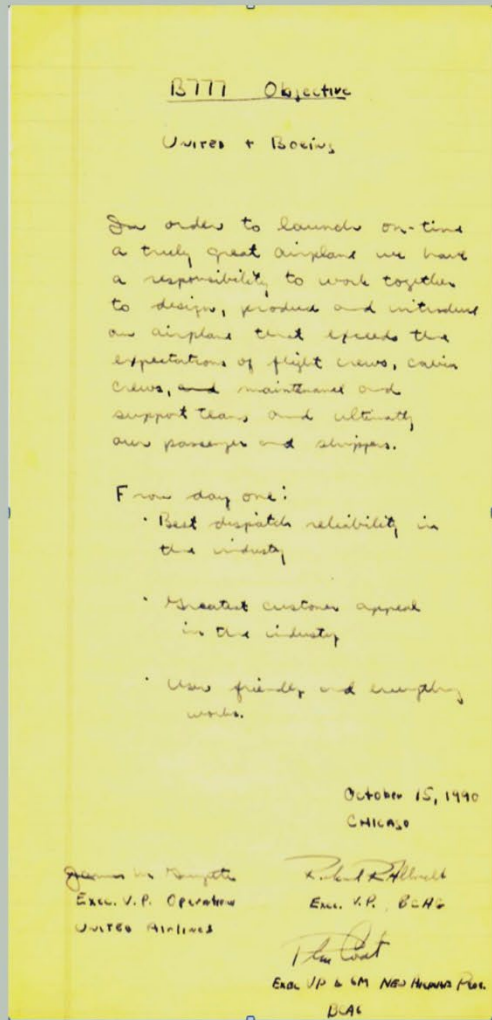


- People first...Love ‘em up 
- Everyone is included
- Compelling vision, comprehensive strategy, and relentless, positive implementation
- Clear performance goals
- One plan
- Facts and data
- Expect the unexpected and expect to deal with it
- Everyone knows the plan, the status, and areas that need special attention
- Propose a plan, positive, “find-a-way” attitude
- Respect, listen, help, and appreciate each other
- Emotional resilience, trust the process and each other
- Have fun — enjoy the journey and each other

PGA 

Profitable Growth for All

CREATING VALUE AND GROWTH FOR ALL THE STAKEHOLDERS AND THE GREATER GOOD



B777 Objectives United & Boeing

In order to launch on-time a truly great airplane we have a responsibility to work together to design, produce and introduce an airplane that exceeds the expectations of flight crews, cabin crews, maintenance and support teams, and ultimately our passengers and shippers.

From day one:

- Best dispatch reliability in the industry
- Greatest customer appeal in the industry
- User friendly and everything works

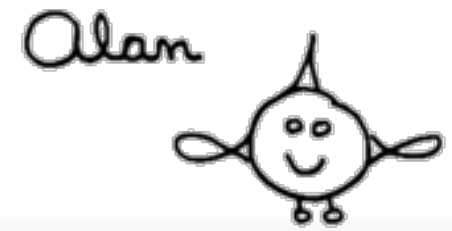
October 15, 1990
Chicago

James M Guyette
Exec. V.P. Operations
United Airlines

Richard R. Albrecht
Exec V.P. BCAG

Phil Condit
Exec V.P. and GM
New Airplane Prog. BCAG

1990




Working Together The First 777 Unveiled at a Ceremony in Everett on 9 April 1994



Working Together 777 First Flight Pilots John Cashman and Kenny Higgins

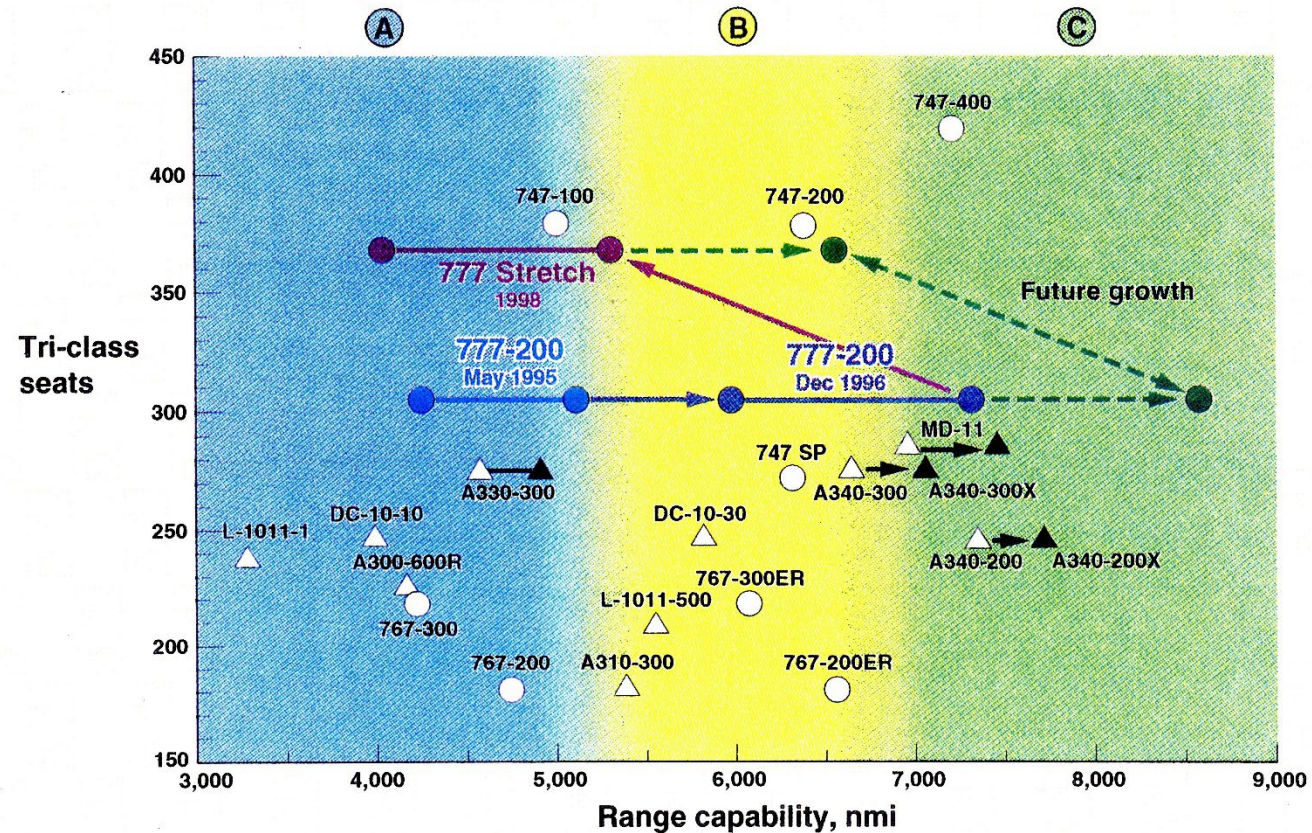


Alan 



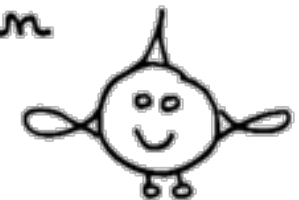
777 Family Objectives

- ✓ Replace DC-10-10 and L-1011 trijets in regional markets
- ✓ Replace DC-10-30 trijets and 747SPs in intercontinental markets
- ✓ Develop a twin-engine replacement for early 747s
- ✓ Protect airplane payload and range growth capability for future markets

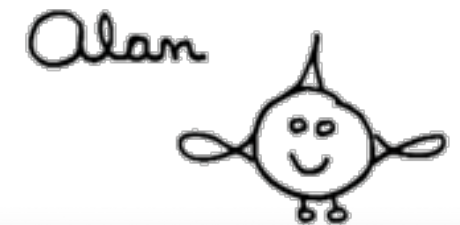


Boeing 777: People “Working Together” to Produce the Preferred New Airplane Family

Alan



Alan Mulally and Bill Ford Leading “Working Together”





OPENING THE HIGHWAYS TO ALL MANKIND

Back of all the activities of the Ford Motor Company is this Universal idea — a whole-hearted belief that riding on the people's highway should be within easy reach of all the people.

An organization, to render any service so widely useful, must be large in scope as well as great in purpose. To conquer the high cost of motoring and to stabilize the factors of production — this is a great purpose. Naturally it requires a large program to carry it out.

It is this thought that has been the stimulus and inspiration to the Ford organization's growth, that has been the incentive in developing inexhaustible resources, boundless facilities and an industrial organization which is the greatest the world has ever known.

In accomplishing its aims the Ford institution has never been daunted by the size or difficulty of any task. It has spared no toil in finding the way of doing each task best. It has dared to try out the untried with conspicuous success.

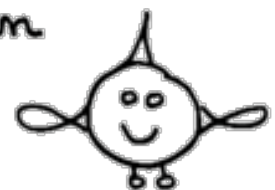
Such effort has been amply rewarded. For through this organization, the motor car which is contributing in so large a measure toward making life easier, pleasanter and more worth while has been made available to millions.

The Ford Motor Company views its situation today less with pride in great achievement than with the sincere and sober realization of new and larger opportunities for service to mankind.

Ford Motor Company

Owning and operating coal and iron mines, timber lands, sawmills, coke ovens, foundries, power plants, blast furnaces, manufacturing industries, lake transportation, garnet mines, glass plants, wood distillation plants and silica beds.

Alan





ONE FORD
ONE TEAM • ONE PLAN • ONE GOAL

ONE TEAM

People working together as a lean, global enterprise for automotive leadership, as measured by:

Customer, Employee, Dealer, Investor, Supplier, Union/Council, and Community Satisfaction

ONE PLAN

- Aggressively restructure to operate profitably at the current demand and changing model mix
- Accelerate development of new products our customers want and value
- Finance our plan and improve our balance sheet
- Work together effectively as one team

ONE GOAL

An exciting viable Ford delivering profitable growth for all

Expected Behaviors

Foster Functional and Technical Excellence

- Know and have a passion for our business and our customers
- Demonstrate and build functional and technical excellence
- Ensure process discipline
- Have a continuous improvement philosophy and practice

Own Working Together

- Believe in skilled and motivated people working together
- Include everyone; respect, listen to, help and appreciate others
- Build strong relationships; be a team player; develop ourselves and others
- Communicate clearly, concisely and candidly

Role Model Ford Values

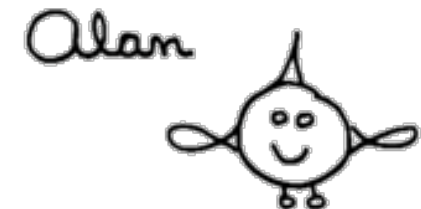
- Show initiative, courage, integrity and good corporate citizenship
- Improve quality, safety and sustainability
- Have a can do, find a way attitude and emotional resilience
- Enjoy the journey and each other; have fun - never at others' expense

Deliver Results

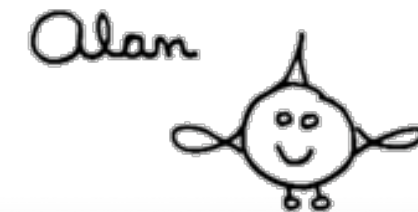
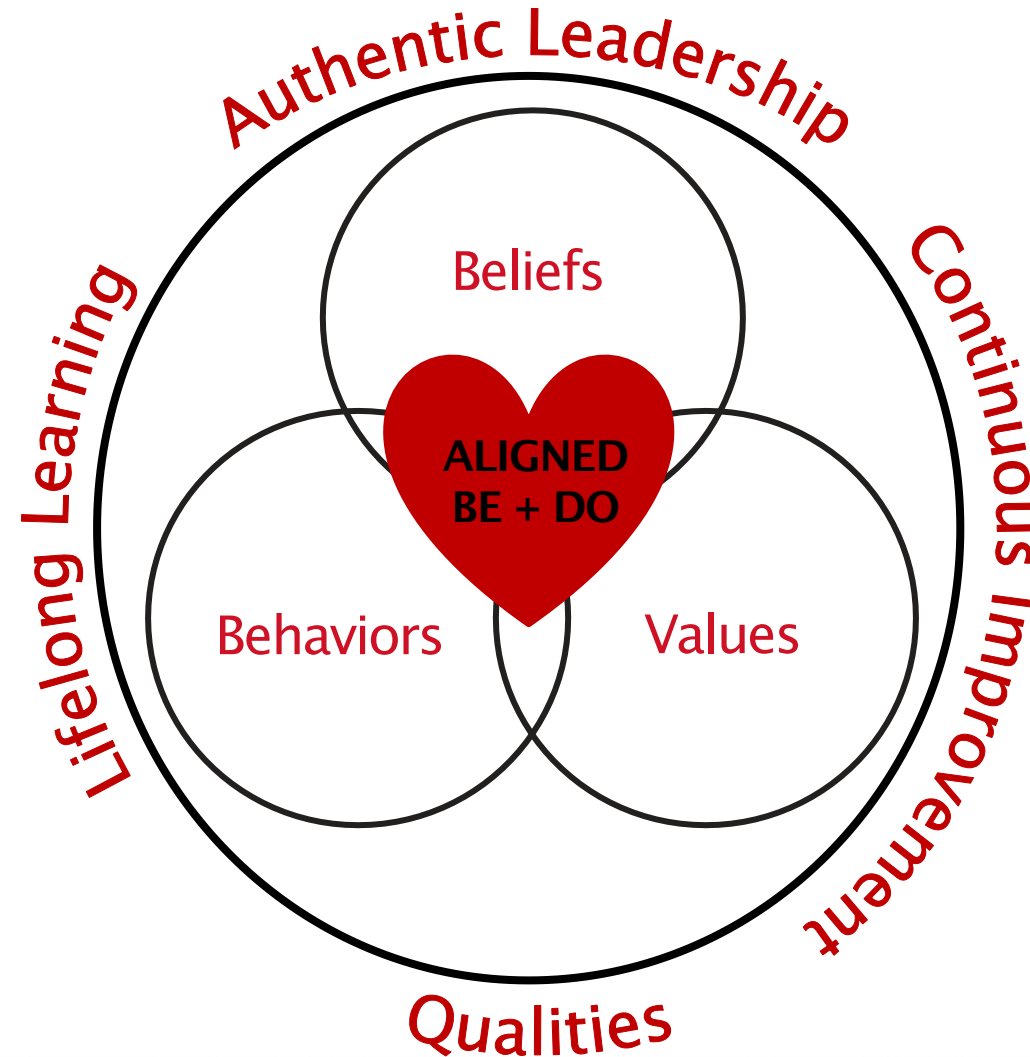
- Deal positively with our business realities; develop compelling and comprehensive plans, while keeping an enterprise view
- Set high expectations and inspire others
- Make sound decisions using facts and data
- Hold ourselves and others responsible and accountable for delivering results and satisfying our customers



- Serve all markets with the FORD + LINCOLN brands
- Complete family - small, medium, + large cars, utilities, and trucks
- Best-In-Class- Quality, Green, Safe, Smart, Value
- Leadership Team “Working Together” globally using our expected behaviors



OUR "WORKING TOGETHER": AUTHENTIC LEADERSHIP SERVICE WITH HUMILITY AND LOVE ALIGNED BE + DO



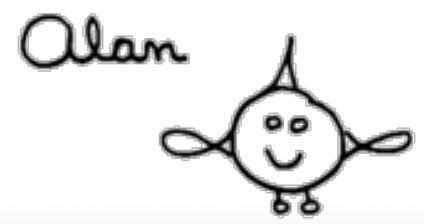
OUR "WORKING TOGETHER": AUTHENTIC LEADERSHIP SERVICE WITH HUMILITY AND LOVE ALIGNED BE + DO



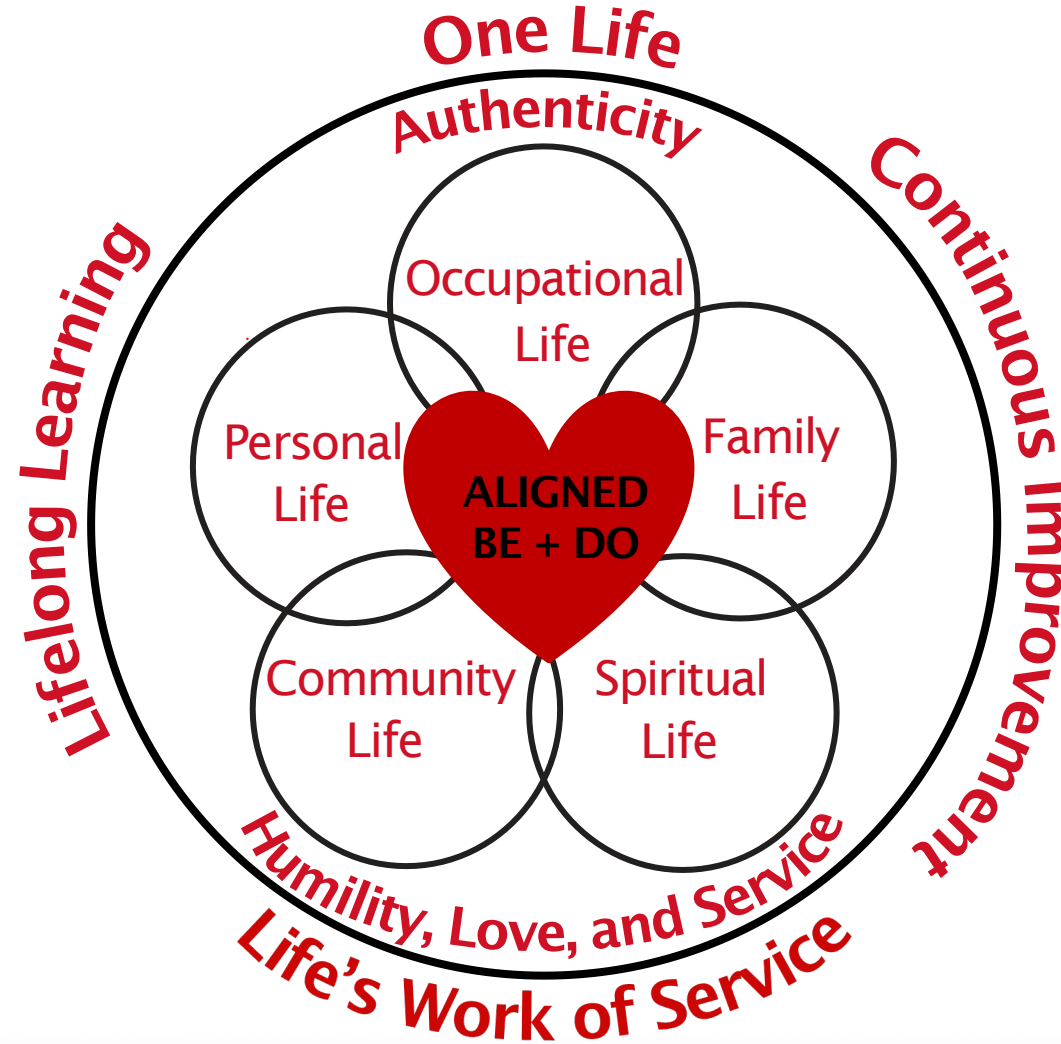
Our
Be + Do



"It is the quality of our character that determines our performance and results."
Frances Hesselbein

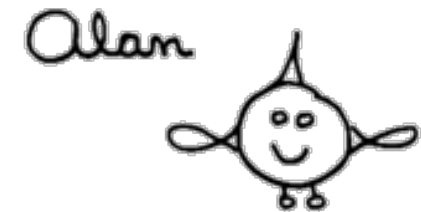


OUR "WORKING TOGETHER": AUTHENTIC INTEGRATED ONE LIFE AND LIFE'S WORK OF SERVICE IS OUR LOVE MADE VISIBLE



Our Love Made Visible

- "Working Together"
- Business Plan Review
- Family Plan Review
- Life Plan Review

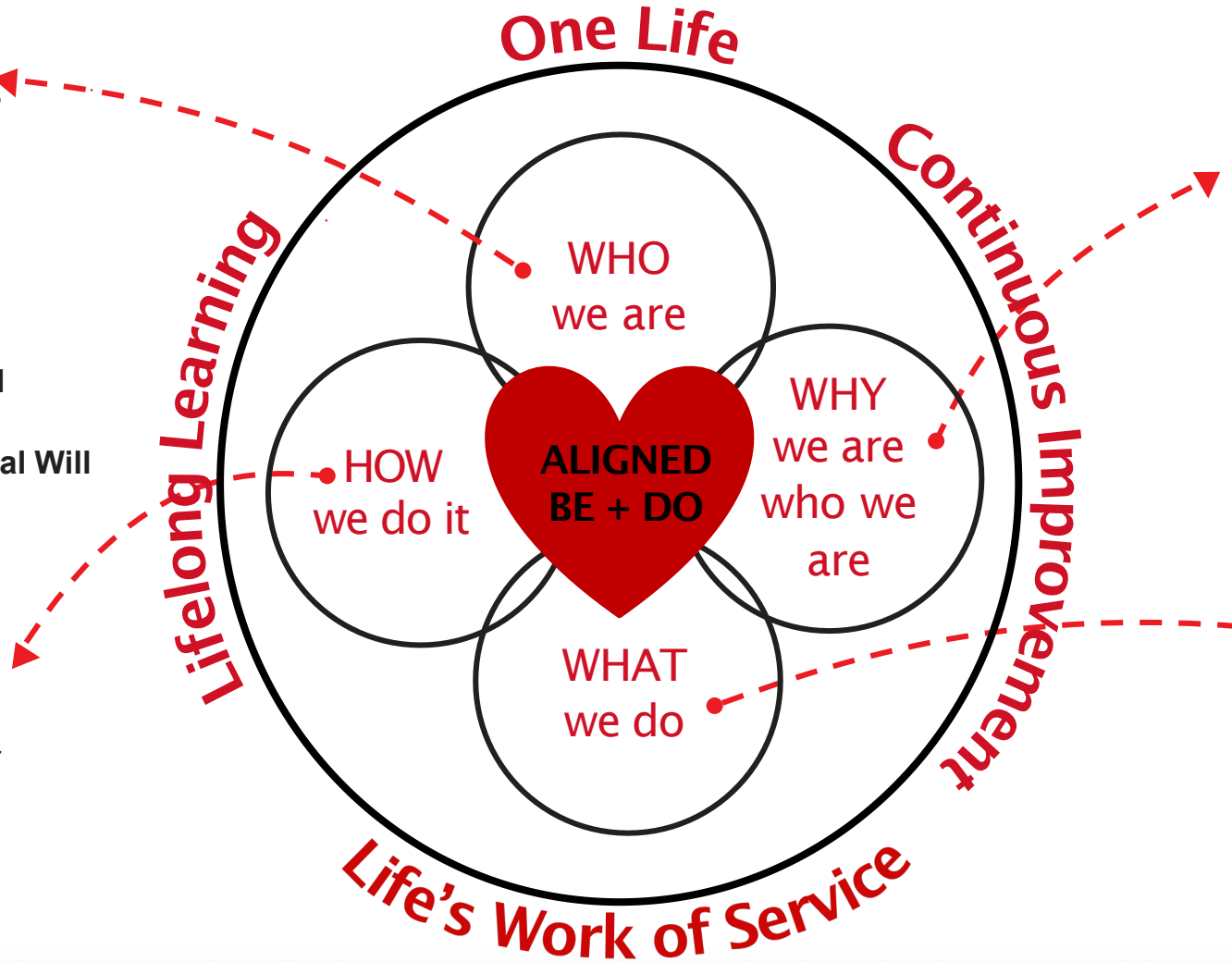


ALAN'S "WORKING TOGETHER" LEADERSHIP AND SERVICE – WHO, WHY, WHAT AND HOW



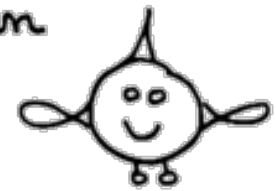
- Authenticity
- Humility
- Love
- Service
- Honesty
- Integrity
- Courage
- Growth
- Resilience
- Competencies
- Diverse
- Aligned
- Awareness
- Inclusive
- Gratitude
- Empathy
- Joy
- Fun
- Driven
- Disciplined
- Positive
- Professional Will

■ Our "Working Together" Leadership and Management System and Connected, Collaborative & Aligned Culture of Love by Design



- "Work Is Love Made Visible"
- "The Extraordinary Power of Leader Humility"

Alan



- Leader
- Coach
- Facilitator
- Spouse
- Father
- Friend
- Citizen
- Projects
- Programs
- Businesses
- Life
- Leadership and Management

OUR “WORKING TOGETHER” LEADERSHIP AND MANAGEMENT SYSTEM TO CREATE VALUE AND GROWTH FOR ALL

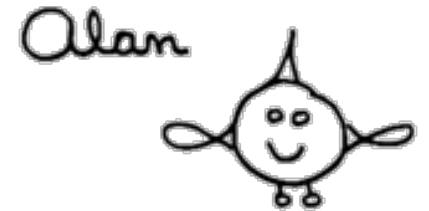


Our Compelling Visions

- Boeing: People “Working Together” to Produce the Preferred New Airplane Family
- Ford: People “Working Together” to Open the Highways to All Mankind
- Mulallys: Our Family “Working Together” to Serve with Love and Humility
- Sarah + Frances: People “Working Together” to Create a Bright Future for All
- Everyone: People “Working Together” to Serve the Greater Good, as We Are All Worthy to Be Loved

Your Compelling Vision

- People “Working Together” to _____.

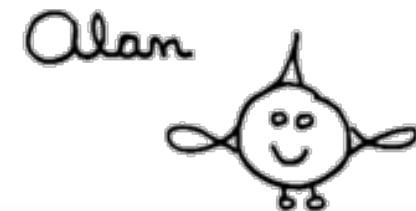


OUR “WORKING TOGETHER”: WHY IT ALWAYS WORKS



“Working Together” always works and is so effective creating value and growth for all the stakeholders because:

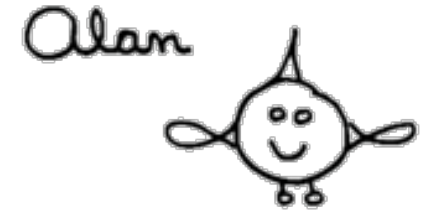
- **Clear, reliable, and effective "Working Together" leadership and management system and connected, collaborative, and aligned culture of love by design that creates near-term and long-term value for the benefit of all the stakeholders and the greater good.**
- **Cohesive leadership team that...**
 - **Leads with humility, love, service, courage, discipline, and resilience through coaching and facilitating.**
 - **Holds themselves responsible and accountable for nurturing “Working Together” operating process and expected behaviors with zero tolerance for violating either.**
- **Smart, healthy, psychologically safe, and highly motivated performing teams.**
- **Stakeholder centered leadership...all of our stakeholders are included and participating.**
- **Expect the unexpected with our creating value roadmap process and with our rapidly changing world and expect to deal with it positively, continuously developing the “Better Plan”.**
- **All stakeholders feel the true satisfaction of personal and team meaningful accomplishment, service, and growth.**
- **So fun!**



OUR “WORKING TOGETHER”: FREQUENTLY ASKED QUESTIONS



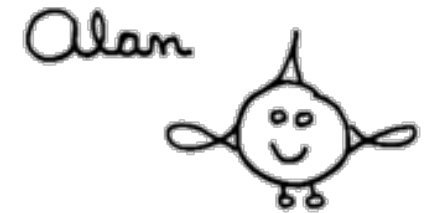
- How did you develop your “Working Together” leadership and management system and connected, collaborative, and aligned culture of love by design?
- What are the key elements of your “Working Together” ?
- Why is “Working Together” called a “system”?
- How important is the leader and the leadership team in your “Working Together”?
- What are the competencies and characteristics needed of the leader to implement your “Working Together”?
- How does the leader hold themselves, the leadership team, and all of our stakeholders responsible and accountable for implementing and nurturing your “Working Together”?
- How does “Working Together” enable sustainable near- and longer-term value creation?
- How does your “Working Together” enable the organization to adapt to our rapidly changing world and unexpected exogenous shocks?
- What do you do with participants who do not follow your “Working Together” process and expected behaviors?
- How does your “Working Together” create value for all the stakeholders?
- How does your “Working Together” leadership team matrix organization really work? Responsibilities? Reporting? “Working Together”?
- As the leader of so many important new and innovative airplane and automotive products, programs, and businesses with so many issues to be addressed, how do you sleep at night?
- What is the origin of your airplane doodle smiley face?



OUR “WORKING TOGETHER”: FREQUENTLY ASKED QUESTIONS

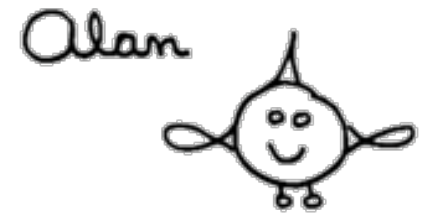


- What does stakeholder centered leadership mean?
- How did you teach and implement each element of your “Working Together” leadership and management system to all of the stakeholders?
- Who are all of the stakeholders and how do you include them in your “Working Together”?
- Does your “Working Together” take more resources and time?
- Has your “Working Together” ever not worked?
- Does your “Working Together” work for profit and for non-profit organizations?
- Do you really use your “Working Together” for your family?
- What elements of “Working Together” are most important?
- What elements of “Working Together” are the most challenging to implement?
- Who is responsible for your “Working Together” leadership and management system?
- Does your “Working Together” also work for small- and medium-sized organizations?
- You have watched and coached many teams, what are the most important questions people should ask about your “Working Together” approach – and don’t? In other words, what should we be asking that we are not?
- Is there some advice on how to balance the benefit of transparency with the right level of accountability and how does one assess this in an efficient manner which benefits everyone as issues are surfaced and addressed?
- How does your “Working Together” Leadership and Management System one plan notion challenge and penetrate the organizational permafrost zone as we all try to connect our vision, strategy, and investment initiatives to our organizational inertia that presents some understandable friction?



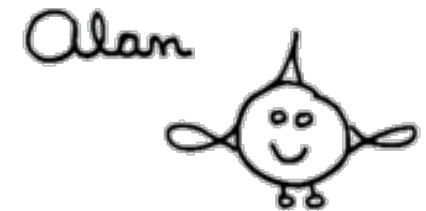


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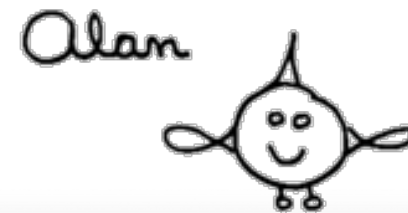
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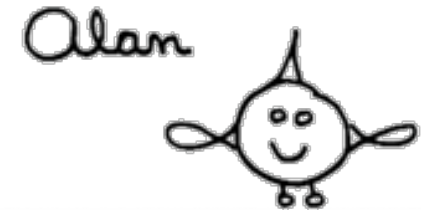
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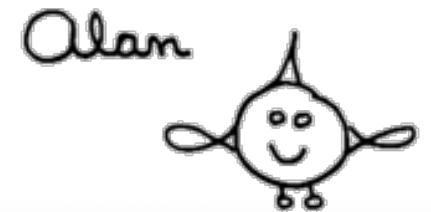


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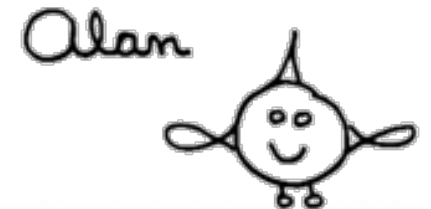


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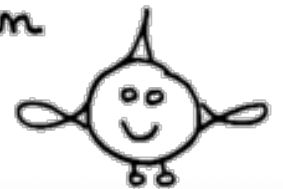


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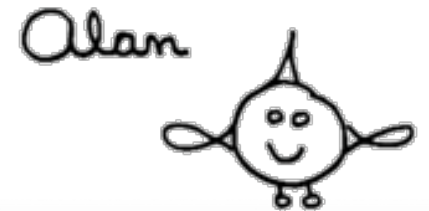
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Alan



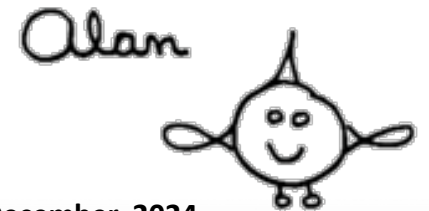


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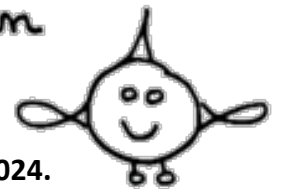


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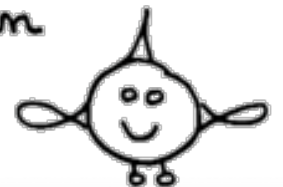


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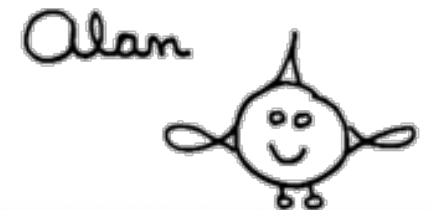
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Our “Working Together” © Leadership and Management System Key References

Please find the following references that capture the essence of our “Working Together” Leadership and Management System.

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Enjoy!

Thank you!

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