

Please enjoy Dave Ramos's great book "DRIVE ONE DIRECTION" about our ONE "Working Together" Leadership and Management System "Alignment".

And.....Dave's thoughts about what Jesus thinks about our "Working Together"ONE Life.....ONE Family.....ONE Boeing.....and ONE Ford.....to Serve with Love and Humility!

"DRIVE ONE DIRECTION: HOW TO UNLEASH THE ACCELERATING POWER OF ALIGNMENT" - Dave Ramos

<https://2378337.fs1.hubspotusercontent-na1.net/hubfs/2378337/DRIVE%20ONE%20DIRECTION%20BOOK%20-%202019/Drive%20One%20Direction%20-%20Preview%20Edition%20-%204-5-19.pdf>

As part of the research for this book, I had the privilege of personally interviewing One Hundred CEOs.

Every CEO contributed to this book. However, I would like to start by extending a special thank you to Alan Mulally, the retired CEO of Ford. In many ways, his ONE FORD plan shaped my thinking about the importance of alignment. In fact, during my interview, he affirmed my core hypothesis: alignment is the ultimate competitive advantage.

He went on to express his enthusiasm for my book and even stated that he thought it would become a bestseller!

FORD

Alan Mulally was the CEO of Ford (NYSE: F) from September 2006 to June 2014.

During his tenure, Mulally led a highly successful alignment initiative called ONE FORD.

Perhaps more than any other exemplar we studied, the ONE FORD plan embodied the Drive One Direction mindset. That is why it is our first One.

Besides, what better way to start the exemplars than with a car company that is driving in One Direction!

Mulally's turnaround of Ford is now legendary. Business "Hall of Fame" legendary.

The **ONE FORD** plan had several components that were so simple that Mulally had them printed on the back of business cards he would hand out. Here's what they said:

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.

In addition, Mulally created sixteen “expected behaviors” that formed the basis of the cultural transformation. (See the Appendix for the list.)

Mulally also instituted a new management process known as the Business Plan Review. Every Thursday, Ford’s entire global leadership team was required to attend. This provided a very practical and hands-on way for Mulally to add management discipline to the ONE FORD plan.

“The expected behaviors and the Business Plan Review created the culture and management system to align everyone around a compelling vision, a comprehensive strategy and a relentless implementation plan” said Mulally. “Everyone knew the plan, the status against that plan, and all the areas that needed special attention. Everyone was working together to change the reds to yellows to greens.”

In 2014, FORTUNE magazine named Mulally the third best leader in the world, following Pope Francis and German Chancellor Angela Merkel.

The ONE FORD plan produced amazing results. During Mulally’s tenure, Ford rebounded from a \$12.7 billion loss in 2006 to a \$6.3 billion pre-tax profit in 2014. The stock price roughly doubled during his 8 years as CEO and rose an astonishing 1,640 percent from the low during the financial crisis.

Leading in the 21st century: An interview with Ford’s Alan Mulally

<https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/our-insights/leading-in-the-21st-century-an-interview-with-fords-alan-mulally>

ONE FORD – THE EXPECTED BEHAVIORS

Alan Mulally suggested that I include Ford’s Sixteen Expected Behaviors in the book. When Alan suggests something, I do it! These behaviors are organized into four sections, which are then summarized with the acrostic FORD.

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

These behaviors were an important part of how Ford unleashed the accelerating power of alignment.

Jesus would LOVE the WTMS!!! – Dave Ramos

<https://www.workingtogetherbrightfuture.com/working-together-library-1/wt-31>