

Hello sir,

First, I want to say what a privilege it is to interview someone like Alan Mullaly and to have a working relationship with Sarah McArthur who also interviewed Frances Hesselbein. Furthermore, Frances is also a huge influence in Alan Mullaly approach to leadership and on his personal life. I love how this tie to the previous modules and it has somewhat of building suspense. As each module I am seeing the continuance of the chapter prior and introduction of a new learning. I would like to say I am also honored to have the chance to take this course again and can show that one I am not perfect; two, when I set my mind on being the best student I can be, I can. Thank you.

ALAN MULLALY

Alan is a former CEO of Ford Motor company who has an astonishing educational background in engineering and in business, as well as he is known for surviving a recession where other companies needed government bailout. He managed to deter a \$17 billion loss by staying true to the company and employing sound leadership and financial acumen. Alan is also a former Vice President of a huge commercial airline such as Boeing. This shows his expertise in engineering as well as his acumen in the financial industry. The list goes on for accolades that we can share about Alan. But he now shares some information about himself. References are found in this module on further readings and Alan—as a former CEO—is still impacting the community.

FIVE TAKEAWAYS "Working Together"

Below I will share five takeaways from the reading and from watching the video, of what I believe are the most impactful and an attribute that I can implement on my leadership style.

1. Principle and Practices:

a. Seek and Understand "*Raised with love*"

I would like to share the importance of sharing one's background with the workforce. I personally do not like to share about myself the same way Alan did not share about himself. However, Frances asked him to share everything about him from the day he can remember as a child. He shares the beautiful words told to him by his mother "*to do everything with love*," this speaks volumes. As a person who loves what they do, they would have passion and drive in comparison to someone that seeks the bottom line—money. This will also ensure that a person respects all others, and it sets the foundation for a great working relationship. Remarkably, he was a working teenager and worked with his current investors who set the path of working in the lower levels for large organizations and later becoming a Vice President of Boeing, and then the CEO of Ford Motor Company.

b. By Working Together with Others: "*you can make the most positive contribution to the most people.*" This is a perfect example and well said by Alan, of what we learned in module six. As much as one would like to be the person that is most impactful to the organization and the community, it takes the same amount of effort and contribution from others. The reality is that we cannot have such an impact by doing everything ourselves. It is impossible. However, what we can do is have the leadership style to influence others to have the same drive. There needs to be a clear path and a purpose in the company values and what the company mission stands for, this allows others to understand the company's vision. Having the ability to communicate with other leaders and to share what we all must accomplish is vital to the success of all the organizations. A plane would depart and arrive at a certain time, but the cleaning of the aircraft, the refueling, and the maintenance that occur prior to the next takeoff is a logistical effort from several departments. Airlines that have this aspect mastered have the highest departure 'on time' ratios than airlines who do not depart on time often. This is a direct reflection of their customer/passenger satisfaction surveys. On time departures (high customer satisfaction), frequent delayed departures (lower customer satisfaction surveys).

2. Governance: "*Direct and Control*"

a. Appreciate your workforce "*Building the 777.*"

All hands on the project need to feel the appreciation from leadership. Having the ability to expect the expected and to adapt to the unexpected and how to create a solution is a key characteristic of a successful organization. Issues are going to arise; contingency budgets are created based on the expected anticipations or issues to arise. A successful company should have the ability to know where the issues are going to occur whether it is at the assembly line, during testing or during the marketing process of the project. Having the correct and qualified individuals in key leadership positions will mitigate some of these issues as they have previous experience in what works and what can cause a failure within the organization.

- b. All Stakeholders included: *“all investors even the community.”*
Alan shares his opinion on *“never a joke,”* This is a unique way to share that we must stay grounded and focused on our task. People are always watching and how we come across should be carefully exercised as our opinions can be taken at face value and could impact who we serve. Alan shares his handwritten contract that occurred in 1990 during the plan and execution of the 777 aircraft. This aircraft became the most sought-after and preferred aircraft for airlines. Keeping investors and the community involved instills confidence that their contribution is being used as expected and for the community it shows the amazing product that is being developed. As well as the safety features that this aircraft provides for their safety of their loved ones.
3. Leadership Team *“A united Team”*
 - a. Building a High-Performing Team: *“one team”*
Following the reading as well as the interview video I managed to align Alan’s insights and he has a slide where he shares the value of one team, one plan and one goal. This is clearly an encumbrance of all leadership aspects. At this point he transitions from Boeing to Ford and shares the lessons learned as a lead engineer for the most successful aircraft built, but how brought that mentality to the Ford vehicle industry. This can only be accomplished with sound fundamentals and leadership style.
 - b. All markets *“Ford and Lincoln”*
Alan shares his thoughts on alignment since not only he has a brand but he also a secondary luxury vehicle that stems from the same manufacturer such as the Lincoln car brand. The same as Toyota having their trim and having a luxury brand such as Lexus as well. Market separately but manufactured from the same assembly line. It is a genius approach since you can reach out to a market where majority of the population likes one brand, and the secondary and tertiary amount of the population likes a different brand. Having two separate vehicles that are built in the same assembly line is a marketing strategy that yields the best results and higher profits.
4. Creating a Value Roadmap *“How we do this.”*
 - a. Short-Term *“Who is involved”*
This starts with the lower-level management teams who have experience of all the software and tools used to produce the product. On the other hand, there are several hierarchical systems between departments during all phases of a project. For example, the initial assembly that build a vehicle from the frame to the electrical components would have a quality control aspect that occurs prior to moving the vehicle to the next phase. This is true as well for combustion components such as the engine, to the power train, such as the transmission components.
 - b. Long-Term *“Who and how we sell our products.”*
We serve our customers. A race car would not necessarily fit the needs of an older demographic, but an an easy-to-access vehicle would be a better fit. Such vehicle that has smoother suspension, heated seats other safety features rather than a higher horsepower vehicle. In comparison, a younger generation would have an attraction to a faster vehicle such as a mustang, rather than a ford focus. Surveys are. and sales studies are essential to learn who are target customers are.
5. Business Plan Review *“Connected Culture of Love”*
 - a. Well-structured meetings will be *“disseminate information with purpose.”*
In a previous module we learned the importance of sharing the vital information that needs to be shared. Some information can be shared through an email and some needs collaboration from all employees involved. This allows others to be heard and at times share valuable information that can be unnoticed since it may come from an employee that does not have the opportunity to express their thoughts on certain procedures or aspects of the job description. Allowing others to feel loved is an aspect of a leader that creates a successful organization.
 - b. Special Follow-ups *“Working together to address the issues and findings.”*
Sharing information is one thing, but following up with the task assigned is just as important. Because, This ensures that all employees are accountable for their actions and assigned departments. Information shared without follow-up is just a task without purpose. Follow-ups are important since they allow leaders

to make the necessary adjustments to their plans. A well-thought-out business plan would have timelines and quality control points that will ensure the project stays on pace.

In closing, another aspect that was shared in the interview video is “*Work life Balance.*” I was surprised to learn how many times the work love came up during this interview. It shows that regardless of the positions one may hold, we need to stay humble and treat people with respect. In return this will ensure that everyone goes home feeling great about their second family—work—and treat they first family—home—with positivity and respect. Having the ability to have a great working relationship with coworkers will ensure that a person goes home excited to share how his does was with their significant others. I have personally enjoyed writing this paper, watching and reading the adjacent article for this assignment. This is something that I would like to personally implement in my daily life and routine—not just at work.