

On 8/17/24, 5:40 AM, "patrick finneran" wrote:

Alan, in his 1994 book, "Built to Last", Jim Collins chose Boeing as one of his examples of a visionary company that has prospered over a long time . So what happened to the company we love and believed in? Collins nailed that too. He identified for myths about so-called good companies that, in fact, impede them from being great. the first is putting profit over purpose. The second issue he identified was that the current Boeing leaders don't really understand the world of Aviation. Collins said "only those who fit extremely well with the core ideology and the demanding standards of a visionary company will find it a great place to work." I suggest that the current leadership may have lowered the standards so they could fit in. Third , going outside. Collins said and 1700 combined lifespans of visionary companies. He only found four incidents of them going outside for a CEO. The biggest mistake Boeing made in the history was to choose McNerney over you. it was under his reign that Boeing lost its way. All he focused on was shareholder value without realizing that true value was the result of operational excellence, great people, and happy customers. I could give you a lot more detail on that because I had to live with him. Also his leadership team and the current leadership team were not Boeing airplane people. On the current leadership team there is only one person who truly has a McDonnell Douglas /Boeing heritage and that's Stephanie Pope. The rest of all outsiders. The fourth issue he raise is that great companies don't worry about beating the competition. They instead relentlessly ask how can we do better tomorrow than we did today. That was how you operated.

My purpose in writing this is to ask what, if anything, we can do to help the new CEO? Do you know Ortberg? Has he reached out to you, Pat Shanahan or Ray Connor? What I hear from my friends in St. Louis is that the defense And space business is a mess. It appears they have abandoned all the disciplines that allow us to be great. My Navy friends are disheartened with the company about the lack of support for the F18 E/F. And of course, we know I have to astronaut stuck on the international space Station because Boeing space shuttle has quality issues.

We were known for building and supporting the highest quality airplanes. We were airplane people. Ortberg is not. I'm told he is a good man and a good leader, but he needs airplane people to help him, especially airplane people to lead the commercial and defense airplane business.

Forgive me for preaching to the choir, but I'm hoping he will listen to you. Our nation needs a healthy Boeing . There he's to be people there who know what good and how to make it happen.

This whole Boeing mess has inspired me to write a book. Not about Boeing, but about how to lead a successful business. I have a way to go, but would love for you to read a few chapters and give me your impression. You will notice several references your working together management system. I wish more people Would take the time to listen to you and understand your system and how you made it work. It is very well aligned with what we did on FA18 E/F and also what we did in the defense services business.

Doing what we did is hard work and requires disciplined adherence to processes. But it certainly pays off for everybody when you do that.

Hopefully, we can make a small difference. Please keep promoting your working together management system, and I would appreciate whatever help you can give me on this book to reinforce how to do things right. Maybe, just maybe somebody at Boeing will want to pay

attention to you. I believe you could provide some really good advice.

Pat Finneran