

# Pursuit of excellence

Boeing at its best is tough to beat in the competitive global marketplace

When meeting with teammates, I always emphasize this point: The work we do matters.

It matters because we support important customers and missions. We connect and protect people around the world. Our work directly affects global prosperity and national security. And it expands the boundaries of human exploration. We can never forget lives often depend on our products and services.

That responsibility inspires us and demands a sense of excellence in the tasks we do every day.

But excellence doesn't apply only to the tasks themselves. It guides how we work, encompassing the best aspects of our workplace: innovation, open communication, investing in our people, commitment to quality, integrity, teamwork, character and leadership at all levels.

It also includes a "One Boeing" mindset. By nurturing collaboration and leveraging the enterprise, we are tough to beat in a challenging global marketplace.

The recent KC-46 tanker win proves that One Boeing gives us advantages no competitor can match. Our ability to offer innovation, global scale, and the right people and technology gave us the edge. And it provides a solid foundation as we set out to execute this important work.

And excellence demands personal accountability. Our success depends on each of us being responsible for understanding our strategy, setting clear expectations, developing skills, raising concerns, innovating, finding new ways of doing business, and living the Boeing values. We all have a stake in accelerating changes to drive growth and competitiveness and, ultimately, deliver for our customers.

Creating this engaging and invigorating workplace benefits not only Boeing and its shareholders but every employee and the communities where we operate. Above all, it enables us to offer enhanced and affordable capabilities to our customers—military and civilian—who depend on us.

Boeing recently supported the production of *Rescue*, an IMAX film that tells the story of military and civilian first responders who provide aid following disasters worldwide, including the earthquake in Haiti. These heroes—though they would deny



*"We all have a stake in accelerating changes to drive growth and competitiveness and, ultimately, deliver for our customers."*

— Dennis Muilenburg

*President and CEO of Boeing Defense, Space & Security*

PHOTO: RON BOOKOUT/BOEING

that description—provided care and comfort to men, women and children caught in the middle of disaster. And they did it using Boeing products—C-17 transports and CH-47 Chinook helicopters. (For more information on *Rescue* showtimes and locations, see [www.rescue-film.com](http://www.rescue-film.com)).

Last month, we had the privilege of working with our customers on the last space shuttle mission. As *Atlantis* landed, we shared a sense of pride in this historic milestone and Boeing's continuing contribution to stretching the boundaries of exploration.

These are just a couple of examples. If you ever find yourself at work wondering whether it's worth the extra effort to push for a process improvement, bring up a problem that needs attention, or help a co-worker complete a task, please reconsider. Men and women protecting our freedoms and flying rescue missions, airline pilots and passengers, astronauts, and soldiers on the ground are but a few of the many who are at the heart of every workplace decision we make.

Are they worth our extra effort? Worth everything we can do to make sure we continue to offer the high-quality, affordable products and services for which we're known?

Absolutely—that's Boeing, and that's what leadership is all about. ■