

Management Signals



A publication of the Rockwell Collins Leadership Association

Volume 29, Number 1

October 2006

Greg Churchill, Executive Vice President and Chief Operating Officer for Government Systems, Speaks to a Large and Enthusiastic Audience at the October Meeting – See Page 2



Greg Churchill Speaks to a Large and Enthusiastic Audience at the October Meeting

It has been over three years since Greg Churchill last spoke to the RCLA in May of 2003. His major topic then was the downsizing of the commercial aircraft market after 9/11 and efforts to expand the business base of Government Systems to compensate. The message this time recognized that we are in much better shape now, but needed to keep alert to maintain and extend our gains.

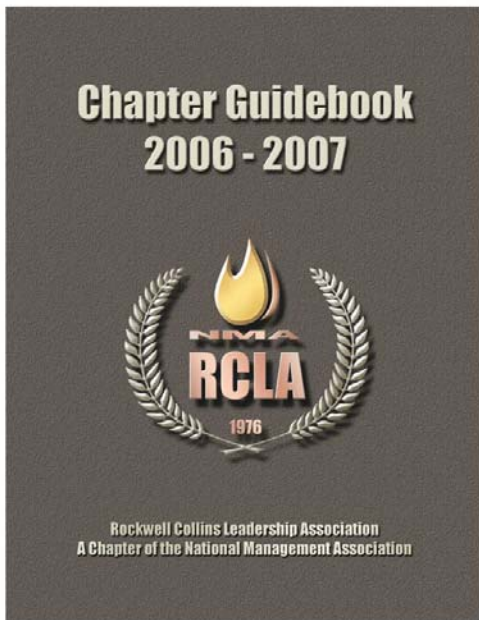
Greg offered praise for our success in growing the business in recent years, and then focused on the need to integrate a new generation of employees into the organization. He stressed two aspects of this process:

1. We must be sure that all understand that our chosen path to success is to provide value to the customer, recognizing that this is often not the low-cost approach, and
2. We must understand the values and goals of the newer generation of employees, often adapting to their values rather than attempting to impose our own on them.

While the first is important, the second is absolutely necessary if we are to attract and keep the new generation of skilled employees needed to grow the business. Competition for highly creative technical people is extreme, and expecting them to adapt their values to the traditional values of past generations is unrealistic and will ultimately limit our ability to grow.

Greg fielded a number of questions from the audience of about 130 and offered to make a return visit soon.

The Start of Our Next 30 Years as an NMA Chapter



The September meeting marked the start of the 2006-2007 chapter year for the RCLA. With this chapter year, we are beginning our second 30 years as a valued leadership group and a part of the National Management Association. A new leadership team is committed to build on past successes and make this an exceptional year. The continuing growth of Rockwell Collins and the success of the just-completed October Membership Drive have taken our membership over the 200 mark, making at least one Rockwell Collins Richardson employee in four an RCLA member.

The annual Chapter Guidebook will be available on-line for members early in November. This book identifies the Chapter Leadership Team and describes the standing committees of the chapter. The chapter constitution and bylaws are included, as is a roster of chapter members.

Look over the guidebook and see if your interests match up with the goals of one or more of our committees. The chapter is always looking for enthusiastic leaders and leaders-to-be. If you would like to be part of a growing, successful organization, contact anyone on the leadership team and volunteer your services. You have the opportunity to help us shape our next 30 years.



Layne Brooks Discusses Facilities Expansion at the September Meeting

Layne Brooks, as facilities Manager for Rockwell Collins Richardson, has responsibility for efficiently housing the company's local resources and providing an environment conducive to high productivity. Given the recent dramatic growth in the employee population, Layne has faced a significant challenge. Local staffing was at an all-time low of 437 employees in the spring of 2004, growing to a current level of almost 800. At the September meeting Layne described the actions being taken to react to this significant and welcome growth.

The Richardson organization has won over 20 major contracts in the last 2½ years, creating a need for more employees, more office and lab space, and greater efficiency of operations. Even though our facilities have appeared to be fully utilized for some time, Layne and his team have continued to create office and lab areas as needed. Recent projects have reconfigured the Coldwatt and CM&I lab areas into a total of 12 new



Layne Brooks Discusses Facilities Expansion (continued)

office spaces, constructed new SAMCOMM and KG-3X lab areas, and created the much-needed El Paso conference/green room on the 462 mezzanine.

With the current building near its capacity, Layne is negotiating for the lease of office and warehouse space off-campus. A 19,000-square-foot space on Shiloh Road in Plano is planned to house government-furnished equipment (GFE), customer-returned goods (CRG) and other engineering storage, along with office areas for the Field Service Group and the Midwest Sales Group.

The move to the newly-leased facility will free up approximately 5,000 square feet in building 462 for conversion to additional office space. A foundation will be built to support a mezzanine area containing 42 office spaces; this mezzanine will connect to the existing mezzanine. This effort is currently funded and expected to begin in early FY07. Funding is also anticipated later in FY07 for a follow-on effort to create another 40 office spaces on the first floor below the new mezzanine.

RCLA Earns the NMA Outstanding Chapter Award for the 2005-2006 Chapter Year

As a chapter of the National Management Association (NMA), the RCLA strives to further the objectives of this national association of leadership groups. Each year we are evaluated against criteria established to measure the effectiveness of chapter organizations. Based on a chapter's performance during the year in key areas of chapter performance, such as member professional development and community activities, each chapter can be rated Excellent, Superior or Outstanding. Again this year, the RCLA has been designated as Outstanding, the highest rating.



The RCLA will be formally recognized for this award at the 2006 NMA National Conference to be held in early November in Nashville, Tennessee.

Congratulations to all who contributed to our success.



Reserve Saturday Night, December 16, for a Holiday Celebration!

This year the RCLA will again join with the Rockwell Recreational Facilities Team (RRFT) to host the fourth annual Holiday Party. The site this year is the VFW Banquet Hall at 3420 Avenue K in Plano. The party will begin at 7pm and continue to midnight.

Stay tuned for more information soon.

Toastmasters Chapter Proposed for Rockwell Collins



Mr. Peter Burns from Alcatel North America visited the Richardson facility last month and provided information to an RCLA committee about organizing a Toastmasters Club at Rockwell Collins Richardson. The RCLA is prepared to facilitate the formation of the club if there is sufficient interest.

Toastmasters will provide benefits such as learning and improving communication skills and skills for conducting meetings, leading, delegating and motivating others. Members of Toastmasters will receive a New Member Kit which includes a *Communication* manual and the *Competent Leadership* manual, general orientation materials and information regarding skill improvement in areas such as speech evaluation and the use of gestures.

If you are interested in becoming a member of Toastmasters and would like to obtain further information about the initiation fee and dues, please email Aida Cantu at acantu@rockwellcollins.com or Ron Merkerson at rmerkers@rockwellcollins.com. This opportunity is open to all Rockwell Collins employees in the Richardson facility.

Planning Underway for Annual Speech Contest



The RCLA will be sponsoring an American Enterprise Speech Contest during early 2007, on a date not yet determined. The local contest is part of a national contest sponsored by the NMA. Since there are three NMA chapters located in the Plano and Richardson school districts, the surrounding schools have been split among the three different chapters (Alcatel, Boeing and Rockwell) so that none of the chapters are competing for participation from the same schools. In addition to their assigned schools, each chapter is opening up their contest to their employees and family members, regardless of the student's assigned school.

The primary purpose of the contest is to promote a better understanding of the American Enterprise System by high school students; to increase awareness among students and adults of the important role that a free economy plays in a free society; and to provide an incentive for development of the communication skills vital to success in American business. The contest also provides the opportunity for financial assistance to the education of the winning students.

Open to ninth through twelfth grade students, the contest requires a four- to six-minute speech relating to the American economic system. The RCLA chapter prize levels are a \$500.00 U.S. Savings Bond for first place, a \$300.00 bond for second and a \$150.00 bond for third. The winner will be eligible to compete at higher levels for larger prizes, including the \$10,000 U.S. Savings Bond awarded at the national level.

The RCLA Contest, which is usually conducted in late February or early March, will be held at the Rockwell Collins facility in Richardson. For additional information regarding the contest and how your child can participate, please contact Linda Bunch, Contest Director, by e-mail or phone (x1230) before December 8, 2006.



New Member Orientation Held in August

New members who joined the chapter earlier in the year were invited to a lunchtime orientation meeting in August. Pizza was served, and the background and purpose of the NMA and our local chapter were explained by leadership team members. Vic Maryoung, Membership Relations Vice President, welcomed all new members and encouraged them to help expand our chapter by recruiting their colleagues. Bill Swan, NMA National Director, described the purpose and history of the national organization from his perspective as a 30-year member of NMA. RCLA President John Parker described the various committees of the chapter and encouraged all to become active members by getting involved in one or more committees.

Another new member orientation can be expected soon following a successful membership drive during October.



Twenty Years Ago in the Chapter

In October 1986 the chapter was ten years old. Bill Swan, who currently serves as our NMA National Director, was then Chapter President.

The guest speaker for the evening was Channel 8 Sportscaster Dale Hansen, who was as opinionated then as he continues to be. He spoke to a larger-than-average chapter audience of 322.

One of his many topics was his support for the then-current “no pass/no play” legislation being debated for high school athletics. One quote: “Forty-six states beat our kids in the classroom, and we don’t *know* if we can afford to make the commitment to our kids. If forty-six states played better football than Texas, what would we think then?”



The NMA Statement of Principles

We believe in the highest standards of personal and organizational integrity and respect for the individual.

We believe in lifelong learning, continuous improvement and the development of a work force capable of sustaining a competitive posture in the global economy.

We believe management is a creative, dynamic and essential process enabling people to achieve personal and organizational objectives.

We believe that managerial responsibility is shared among all individuals at all levels of the organization and that leadership is critical to management success.

We believe that individuals and organizations have a community and civic responsibility.



NMA Code of Ethics

I will recognize that all individuals inherently desire to practice their occupations to the best of their ability. I will assume that all individuals want to do their best.

I will maintain a broad and balanced outlook and will recognize value in the ideas and opinions of others.

I will be guided in all my activities by truth, accuracy, fair dealings, and good taste.

I will keep informed on the latest developments in techniques, equipment, and processes. I will recommend or initiate methods to increase productivity and education.

I will support efforts to strengthen the management profession through training.

I will help my associates reach personal and professional fulfillment.

I will earn and carefully guard my reputation for good moral character and good citizenship.

I will promote the principles of our American Enterprise System to others, by highlighting its accomplishments and displaying confidence in its future.

I will recognize that leadership is a call to service.

Rockwell Collins Leadership Association Newsletter

Published periodically for the members of the Rockwell Collins Leadership Association, a chapter of the National Management Association. Views and opinions expressed herein are those of the staff and contributing writers, and do not necessarily reflect the policy of Rockwell Collins. Any publication may use articles in *Management Signals*. However, *Management Signals* and the Rockwell Collins Leadership Association must be acknowledged as the source.

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