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Management Signals



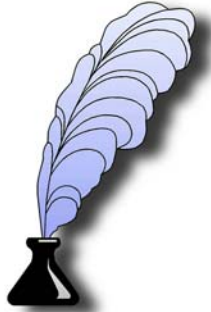
**Johannes Grande talks about the Rockwell connections
to Boeing Connexion**

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.

Management Signals is available on the Rockwell Collins Leadership Association website at lonestar.rclub.org/nma/. This site can be accessed from anywhere on the Internet. Many back issues are also available on the web.

**Management Signals Staff: Vice President, Public Relations – Jim Brown
Staff Editors - Carol Cunningham, Joanne Patrick**



A Letter from the President

Since the chartering of the Rockwell Collins Leadership Association in 1976, it has had an admirable history of serving the membership, the company, the community and the National Management Association. Over the years, there have been many changes in the environment in which we exist. The employment at the Dallas location has dropped from about 8000 to just under 500 people. That drop occurred from a combination of selling off business units and downsizing. The net effect of the reduction in employment is that the RCLA's membership has dropped from over 1,000 at its peak to about 150 today.

Historically, the RCLA has operated with a substantial budget surplus that enabled the RCLA to offer off-site "white tablecloth" luncheons and occasional evening affairs. The reduced membership, combined with increased costs and much higher member participation, has left us operating pretty much "hand to mouth". To address this issue, the RCLA leadership team made the decision to move the general membership meeting to the company cafeteria, at least temporarily, until the budget issue could be resolved. A meeting was held with the leadership team and the board of directors recently to lay out the available options to address the budget issue. There was no clear win-win solution, but we agreed to continue the on-site meetings and hold off a dues increase for the time being. If possible, the last meeting of the year will be off-site. While the budget issue is clearly the most pressing matter that faces the RCLA, it was clear from our discussions that there are other issues that need to be addressed as we look forward to the next few years.

After the last general membership meeting, a survey of the membership was conducted to address the very real and near-term cost issues. The intent of the survey was to address the type of general membership meetings that were desired by the membership and to address how we would pay for the meetings. While the survey provided some of the answers to these questions, it raised other questions regarding the services and value that RCLA was providing to the membership. The RCLA was chartered as a forum in which our current and future company and community leaders could meet, exchange ideas and network with each other. Also, it had a primary function of

providing an educational forum in which each of us could learn in a “formal classroom” environment to improve our performance on the job and in our community and in leadership positions. The survey responses were not adequate to permit the RCLA leadership team to understand where the membership wanted to see change or improvement.

The RCLA leadership team and I personally wish to thank the membership for an outstanding response to that last survey. There were 85 responses out of 155 surveys distributed. That is truly a remarkable response. More importantly, the responses clearly demonstrated an emotional commitment to the positions stated. I am now going to call on each of you to make another commitment to the success of the RCLA. We are currently at a crossroads. We need to make some significant changes in the services the organization provides to our members. Very simply stated, member expectations are currently not compatible with the available budget. Therefore, the leadership team would like to invite the entire membership of the RCLA to a “focus session” in order to discuss how we address these issues. All of the services offered by the RCLA will be up for consideration, including education, community services, meeting format, etc. The session will be a “brown bag open forum” to be held on Wednesday, December 11, 2002 in the Dallas Conference Room, from 11am to 1pm. You do not need to stay the entire time, but are certainly welcome. We wish to hear from everyone regarding what is expected or desired from the RCLA; and we will answer any and all questions raised. The leadership team is elected by the membership to serve and represent the membership’s needs. We need your input!

In closing, the RCLA has a rich tradition of serving the membership, the company, the community and the National Management Association. It is our desire that the tradition continues for many years to come. Together, as a team, we will find the right combination to make these desires a reality.

Bill Zeigler
President, RCLA



Season's Greetings
from the Staff of
Management Signals

Johannes Grande Makes the Connexion

Connexion by Boeing is a broadband telecommunications service intended to provide real-time data and video communications capability for travelers and flight crews worldwide. When the system is operational, airline passengers will be able (for a fee) to connect their laptops while in flight to surf the web and exchange e-mail as if they were in their offices on the ground. Fielding such a system worldwide is a major undertaking, involving not only technical challenges but the politics and economics of securing approvals from various regulatory agencies and transmission licenses from all countries served around the world.

Johannes Grande, as the Chief Engineer for Connexion, is at the middle of this effort. He returned to Rockwell Collins after almost 2-1/2 years at Boeing to speak at the September meeting, describing the problems and opportunities of this new business. As he described Boeing's achievements in satellite communications, he acknowledged the contributions of a number of former Rockwell employees.

The technical capability to implement a satellite-based broadband network with aircraft connections has existed since the mid-1990s when Boeing developed a phased-array antenna (PAA) practical for installation on a commercial aircraft. This antenna, measuring about 2 feet by three feet and about two inches thick, is mounted inconspicuously on the top of the aircraft, enabling communication with ground sites via a fleet of about 16 medium-earth-orbit satellites operating in the Ku band at 12 to 14 GHz. Because reliable operation of the PAA was limited to a maximum of 60 degrees latitude, it was unable to provide sufficient coverage for flights in the far northern hemisphere. As a result, a more conventional mechanically-rotatable antenna is currently in development, allowing operation to 70 degrees latitude but adding an eleven-inch high radome to the top of the aircraft.

Development of the basic technical capability into a viable business would require about \$5B to \$8B, but no business plan existed until former Rockwell managers Ken Medlin and Ric Vandermeulen, then Boeing executives, took up the challenge in 1998, leading to initial funding of \$1B by the Boeing Board of Directors in February 2000. Since that time, retired Rockwell engineer Cary Collins has contributed to the software development effort, and former Rockwell manager Steve Cable, in his current position with ViaSat, Inc., contributed to the needed satellite modem technology.

Plans for worldwide rollout of a commercial Connexion system were put on hold after the events of September 11, 2001 severely reduced the growth prospects of the airline industry. Since that time Boeing has focused on government executive applications, and has renewed plans for a worldwide commercial rollout, now planned for early 2004. The first full installation will be on a Lufthansa aircraft; much to Boeing's dismay, the aircraft will be an Airbus.



David Young Explains Why Rockwell Can Be Called “ChangeWell”

David Young, Vice President for Material and Supply, spoke to the Chapter at the November meeting on Rockwell Collins' progress in redefining its operations and quality processes to improve its competitive advantage. His comments were based on a presentation he gave recently to the Los Angeles Aviation Expo. An impressed listener suggested that Rockwell should be called “ChangeWell,” thus providing the title for Mr. Young's talk.

In recent years Collins Manufacturing Operations has made a major effort to streamline and standardize its processes, with the goal of achieving the “virtual factory.” When fully implemented, this concept will standardize processes and procedures across all Collins manufacturing facilities, including 15 in the United States and one in Mexicali, Mexico. This standardization will reduce cost and increase capacity and flexibility, allowing most Collins products to be assembled and tested at any location with the assurance that the necessary manufacturing processes are in place and quality standards will be met. No longer will facilities be designated for military or commercial manufacturing, but will accommodate a mix of the two as needed for efficient operation. Today nine manufacturing locations, including Dallas, build a range of products for both markets.



The virtual factory is rapidly becoming a reality as technology is standardized at all locations, and procedures are consolidated and standardized to match. The 580 quality specifications that once drove diverse manufacturing processes at various locations have been reduced to only 60 today and are applied uniformly at all manufacturing sites.

A few measures of FY02 performance were shared:

- On-time delivery is up five points to 98.5%
- Customer acceptance is at 98.6%
- Internal quality is at 5 sigma or better
- Supplier lead times have been reduced by 25%
- Free cash-flow objectives have been met

Mr. Young described the many initiatives and “tiger team” efforts of recent years that have made this high level of performance possible, but cautioned that the bar continues to rise. Customers who once were impressed with 98% acceptance rates now expect 99%. In conclusion, he recognized that, as individuals and as a corporation, we are doing the right things and have earned the label “ChangeWell.”

Golf Tournament Results

The RCLA Fall Golf Tournament was held at Canyon Creek Country Club on November 5. The winners were:



Low Gross:

1st Place (63) Jim Woodhouse
Earl McNary
Kirk Kitchens (guest)
Dave Williams

2nd Place (68) Larry Meylink
Keith Houser
Rick Wheeler
John Ferera (guest)

Low Net:

1st Place (64.4) Bobby Allen
Tony Hogan
Mike Marley
Joel Morrison

2nd Place (65.6) Mike Musgrave
Tomm Schultz
Greg Grimshaw
Jerry Henninger

Closest to the Pin: Hole 2 – Bob Diehl
Hole 6 – Tomm Schultz
Hole 14 – Kirk Kitchens
Hole 17 – Karen Berecz

Straightest Drive: Lyle Hess



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.



Six New Certified Managers Recognized at the November Meeting

Glen Shaffer, CM, Vice President for Professional Development for the RCLA, announced that six Rockwell Collins employees have recently achieved the Certified Manager designation from the Institute of Certified Professional Managers. The Certified Manager (CM) designation is a credential for managers based on an examination program. Similar in concept to the CPA designation in accounting and PE in engineering, the CM designation sets minimum professional standards based on education, experience and competency. The certification confirms an individual's knowledge and experience in management, as evaluated by a third party.

Homer Birdine, Dean Raynor, Marion Sowka, Mario Vasquez and Terry Whigham were presented with their certificates by David Young, Vice President of Material and Supply, at the November meeting. Tomm Schultz, who was unable to attend, also achieved Certified Manager status. All six completed RCLA-sponsored classes studying Personal Skills for the Manager, Administrative Skills for the Manager, and Interpersonal Skills for the Manager. Classes were facilitated by Ron Miller and C. W. Lewis, both Certified Managers. Achievement of Certified Manager status requires that applicants meet educational and experience requirements and successfully pass three comprehensive examinations covering managerial theories and applications in each of the above-mentioned areas.



Glen Shaffer, David Young, Mario Vasquez, Homer Birdine, Dean Raynor, Marion Sowka, Terry Whigham and Ron Miller (l to r)

New Format for Management Signals

This issue marks the transition to electronic distribution for the RCLA newsletter. It is planned that all future newsletters, as well as meeting flyers and other communications, will be distributed via e-mail. This has the advantages of faster distribution and elimination of printing costs, while allowing use of color photography and graphics.

In the past, color versions of *Management Signals* were available on the RCLA website at lonestar.rcclub.org/nma, along with additional photographs; this practice will continue. Future issues available on the website will be in Adobe Acrobat (pdf) format and identical to the e-mailed version. Even though we expect to increase the photographic content of the newsletter itself, there will often be additional photographs available only at the website. We will also continue to provide back issues and other content on the website that is not available in the newsletter, so check in occasionally to see what is new.

We hope this new approach to communication better meets the needs of the membership. Those who prefer reading a hard copy can of course hit the "print" button as needed.

We are proceeding on the assumption that all members have convenient access to e-mail. If there are exceptions to this, please let us know so we can make alternate accommodations. We do not want to lose our connection to any member. The new distribution process is somewhat experimental, and all suggestions for improvement will receive our full attention. Please call or send comments to Jim Brown, x3401.

15 Years Ago in the Chapter...

Chicken tycoon Bo Pilgrim spoke to the Chapter in November of 1987. He came equipped with a unique set of visual aids.





Professional Development Course Offerings January through March 2003

The RCLA has planned 16 courses to be offered during the first quarter of 2003 if a sufficient number of members express interest. A minimum of six students is required to schedule a class (eight for Defensive Driving). The exact dates for each class will be set after interest is determined. If you see something below that meets your needs, complete the form on the last page of this newsletter and mail to Cynthia Noah at m/s 462-120.

Be Prepared To Speak. The step-by-step video guide to speaking. Three 1-1/2-hour sessions scheduled at lunchtime. Instructor: Glen Shaffer

Be Prepared for Meetings. How to lead productive business meetings. Two 1-1/2-hour sessions scheduled at lunchtime. Instructor: Vic Maryoung

Be Prepared to Lead. Applied leadership skills for business managers. Two 1-1/2-hour sessions scheduled at lunchtime. Instructor: Marion Sowka

Cornerstone of Quality. Action strategies for growth, quality, improvement and enhanced profitability. Three one-hour sessions scheduled at lunchtime. Instructor: Ron Miller

The Team Approach. How to organize productive teams. Combine with Team Building course listed below. Three one-hour sessions scheduled at lunchtime. Instructor: C. W. Lewis

Law for the Layman. Provides participants a background of law that is pertinent to their business context. Seven two-hour sessions scheduled at 5 pm. Instructor: Glen Shaffer

Retirement Planning I. Panel of Rockwell retirees giving their thoughts on all phases of retirement. Open to spouses. One two-hour session to be scheduled at 5 pm on a day in February. Instructor: Art Middlebrook

Retirement Planning II. Pre- and post-retirement planning. Follow-on to session above. Open to spouses. One two-hour session to be scheduled at 5 pm. Instructor: S. Bullard

Intermediate PowerPoint. Learn advanced skills for preparing dynamic briefings and management presentations. Two two-hour sessions scheduled at 5 pm. Instructor: Keith Houser

Introduction to Access. Learn basic skills for using Microsoft Access. Four one-hour sessions scheduled at lunchtime. Instructor: Tom Clingan

Empowerment. Tap into employee energy and creativity by empowering people to be proactive. Three one-hour sessions scheduled at lunchtime. Instructor: Bill Swan

Mentoring. Insightful guide to better mentoring in today's workplace. Styles of mentoring and which to practice. Three one-hour sessions scheduled at lunchtime. Instructor: Ken Winkenwerder

Team Building. Step-by-step plan turns groups into highly-productive teams. Three one-hour sessions scheduled at lunchtime. Instructor: C. W. Lewis

Defensive Driving. Informative and entertaining. Approved for insurance discount and ticket dismissal. Two three-hour sessions scheduled at 5 pm.

Instructor: Mike Sullivan

Adult CPR. Basic instruction in cardio-pulmonary resuscitation. One four-hour session scheduled at 5 pm. Instructor: Liz Shaffner, RN

Community First Aid. Red Cross basic instruction in first aid. One four-hour session scheduled at 5 pm. Instructor: Liz Shaffner, RN

Please print this page and mark your preferences on the form below. Send this page to Cynthia Noah, m/s 462-120, no later than Tuesday, December 10. We will schedule classes to accommodate as many as possible and notify you of scheduled starting dates.

I am interested in the following courses as marked. Please enroll me and advise me of the scheduled starting dates.

- | | |
|--|---|
| <input type="checkbox"/> Be Prepared To Speak | <input type="checkbox"/> Intermediate PowerPoint |
| <input type="checkbox"/> Be Prepared for Meetings | <input type="checkbox"/> Introduction to Access |
| <input type="checkbox"/> Be Prepared to Lead | <input type="checkbox"/> Empowerment |
| <input type="checkbox"/> Cornerstone of Quality | <input type="checkbox"/> Mentoring |
| <input type="checkbox"/> The Team Approach | <input type="checkbox"/> Team Building |
| <input type="checkbox"/> Law for the Layman | <input type="checkbox"/> Defensive Driving |
| <input type="checkbox"/> Retirement Planning I | <input type="checkbox"/> Adult CPR |
| <input type="checkbox"/> Retirement Planning II | <input type="checkbox"/> Community First Aid |

Name: _____

Mail Station: _____ Phone: _____

Deliver To:

Cynthia Noah 462-120