Accelerating GES 2.0 Together Virtual Pre-Engagement

August 9th, 2022

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EXECUTIVE SUMMARY

Purpose

Prepare for the offsite by learning a strategy for clearing up conflicts, establishing operating norms, and aligning on GES Mission & Vision.

Value Proposition

A value-added offsite.

Outcomes

1. Learn a new protocol for resolving workplace conflict (Ladder Clearing)
2. Refine and align on the GES Mission & Vision statements
3. Collaborate to establish operating norms for the GES organization
4. Walk away with a clear understanding of next steps and expectations prior to the offsite on August 31st – September 2nd

AGENDA

August 9th, 2022 | 3 hours

Welcome, Ice-breaker, and Ground Rules
Ladder of Inference
Questions About Benchmark Themes and Interview Analysis
Mission and Vision Review Exercise
Break
Mission and Vision Debrief
Generate GES Operating Norms
Reminder of Pre-Work and Capture Action Items
Closure

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PRACTICE SEEK - SPEAK - LISTEN BY IMPLEMENTING THE FOLLOWING GROUND RULES:

Write your name next to the ground rule for which you are accountable during today's meeting.

	1. Confidentiality – What is said in the offsite is confidential unless there is consensus to share it.
	2. Open, honest, & respectful communication: Actively listen and seek to understand everyone's perspective – one person speaks at a time.
	3. 100% engaged: Be on time, share your ideas and no outside distractions or meetings, unless personal emergency.
	4. Call 'TIME OUT' in chat if you feel conversation is not valuable or if you want to stop the conversation.
	5. Use Creator Speak (I, WE) vs. Victim Speak (You, They, Them).
	6. Use Parking Lot.
	7. Raising voice and conflict in respectful way is OK – we will work it through and clear it up. • If we "lose" it, we will come back and clear it up.
	8. Use consensus decision making process (we all feel heard & can support final decision – thumbs).
	9. If I "go up the ladder" or I see someone else go up their ladder, I will clear it up with the team member/team. SAY "I am up a ladder" or "Are you up a ladder?"



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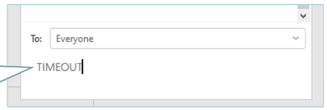
HOW TO CALL A TIMEOUT



Use chat to call a TIMEOUT



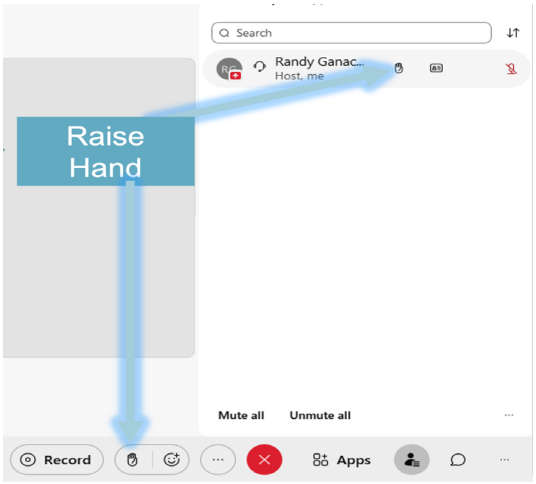
DEFINITION OF A CONSENSUS

1. I feel I have been heard and listened to.
2. I feel I have heard and listened to others.
3. I can support our final decision, even if it was not my original idea or opinion.

SILENCE = AGREEMENT

RAISE HAND

1. Raise your virtual hand to disagree with a statement or decision.
2. Raise your virtual hand when you see someone or the team violating a ground rule.



ENFORCING OFFSITE GROUND RULES



Give your team member a star if you see them positively practicing a ground rule!

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LADDER OF INFERENCE

UP THE LADDER!



What you are thinking:

- **Observable Data** – One committee member is looking at his phone and not contributing to the meeting.
- **Add Meaning** - When someone doesn't contribute it means they don't care.
- **Assumption** – If people don't care they shouldn't be invited to future meetings.
- **Actions** – I will not invite David to the next meeting.

Clearing the ladder example:

- **Observable Data** – Speaker: "David, I saw you looking at your phone during the committee meeting, and noticed you did not say anything during the meeting."
- **Assumption** – Speaker: "It's my assumption you may not be engaged in this committee any longer."
- **Paraphrase and Dialogue** – David: "You saw me looking at my phone during the meeting and noticed I did not say anything. So you're concerned that I'm no longer engaged in the committee." Speaker: "Yes, thank you for hearing me." David: "Actually, my wife had an accident. She's okay but I was preoccupied with making sure she was alright."
- **Requested Future Behavior Change** – Speaker: "Wow, I didn't know that. In the future, if an emergency happens, please say "timeout" and let us know that you need to step out of the meeting. I agree that family comes first."

Write your observation from the video to complete the steps below:

ACTION

ASSUMPTION

ADD MEANING

OBSERVABLE DATA

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LADDER OF INFERENCE—REFLECTIVE LOOP

The ladder clearing (our beliefs affect what data we select next time)

- **Observable Data** – I see you are holding my cat and there is red dripping off the cat. I'm confused as to what is going on. One committee member is looking at his phone while someone else is speaking.
- **Assumption** – It's my assumption, you have hurt my cat with a knife.
- **Paraphrase and Dialogue** – Listener: You see me holding the cat and are confused what is going on. Speaker: Yes! Give me the details! Then they would have a conversation: Cat stepped on pan and that is spaghetti sauce not blood.
- **Requested Future Behavior Change** – Speaker: Keep cooking me dinner and make sure the cat is locked in the other room. They agree on that.

OBSERVABLE DATA

ASSUMPTION

PARAPHRASE AND DIALOGUE

REQUESTED FUTURE BEHAVIOR CHANGE

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ROLE PLAY ACTIVITY | 5 MINUTES

INSTRUCTIONS

Volunteers:

- Speaker (CEO=Jane) – Jane needs to share observable data, assumption and after Barry paraphrases and they dialog, she requests what she needs in the future
- Listener (Employee=Barry) – Barry needs to paraphrase and clear up what happened

Everyone else:

- Observer/ Feedback Giver(s) – Give feedback to Jane & Barry after they clear their ladder – what worked? Anything you would recommend changing?

Practice clearing the ladder using the scenario below, page 7 as an example, and this page as a guide.

CONFLICT SCENARIO

- An employee (Barry) committed to the CEO (Jane) that a report would be produced by EOB Tuesday.
- It is now Wednesday and Tuesday passed with no report.
- The CEO (Jane) does not have what's needed for a critical status update meeting with key customers which is happening Wednesday afternoon. Jane approaches Barry to clear this ladder with him.

OBSERVABLE DATA

ASSUMPTION

PARAPHRASE AND DIALOGUE

REQUESTED FUTURE BEHAVIOR CHANGE

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FOUR LEVELS OF DEFINING COMPANY PRIORITIES

VISION: Broad statement on the desired future of your organization or company

MISSION: General statement that describes why your organization exists. Usually doesn't change from year to year

STRATEGIC GOALS: Broad, enduring commitments describing what your organization wishes to accomplish, stemming from your purpose or mission.

- The ends toward which your efforts will be directed
- Provides direction and avoid chaos

OBJECTIVES (action to the accomplish the goal) Descriptions of exactly what is to be done

- Derived from the goals
- Clear specific statements of measurable tasks to reach goals
- Shorter term and have deadlines

EXAMPLE: COMM'S MISSION & VISION

MISSION

Provide end-to-end secure IT and transport services for the NRO and our mission partners

VISION

IT and Transport – Secure and Agile – Anytime, Anywhere

GES MISSION

Earn stakeholder trust and preference.

Does it answer these questions?

What does GES do?

Who does GES serve?

Why does GES exist as an organization?

GES VISION

Protect, connect, and explore our world and beyond through people, products and services, operations, and communities.

Does it inspire the organization?

Does it represent what GES ultimately wants to achieve in the long run?

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TEAM INPUT ON GES MISSION

Current GES Mission:

Earn stakeholder trust and preference.

ADD

We are committed to the regeneration* and protection of the planet and our communities for the benefit of future generations
**putting life at the center of every action and decision*

…through people, products and services, operations, and communities.

…while protecting our license to grow.

…through meaningful action to create a more sustainable aerospace future.

…through transparency and accountability.

…by driving sustainability in our products and services for the long-term benefit of people and the planet.

SUBTRACT

Earn stakeholder trust and preference

MODIFY

Earn stakeholder preference and trust

TEAM INPUT ON GES VISION

Current GES Vision:

Protect, Connect, and Explore our world and beyond through people, products and services, operations, and communities.

ADD

…"safely and sustainably" after "beyond"
x2

…To ensure a better tomorrow

To lead the transformation towards sustainability in aerospace…

SUBTRACT

…through people, products and services, operations, and communities.
X3

Protect, Connect and Explore our world and beyond…

MODIFY

Sustainable aerospace together

Lowercase "connect" and "explore"

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MISSION AND VISION BREAKOUT ACTIVITY | 20 MINUTES

1. Join your breakout groups.
2. Sharon and Boe will each be in a group. One group will focus on the Vision, the other will focus on the Mission.
3. Looking at the input from the team, provide wording changes for the mission/vision in the chat. It could incorporate only one of the suggestions or a combination of two or more.
    - Ask these questions: Does the mission and vision capture the intentions of the team? What's the reality of the team? Is this captured in the mission and/or vision?
4. Sharon and Boe will update the slides.
5. Then we'll debrief as a whole group.

DEBRIEF

1. Spokesperson from each group will present the revised statement and why their group chose to make those revisions
2. Raise your hand if you disagree with the revised mission and/or vision statements.

NEXT STEPS FOR MISSION & VISION

- Do we need a small team to continue to work the mission and vision statements?
- Update GES Our Purpose document
- Decide how to share with your teams

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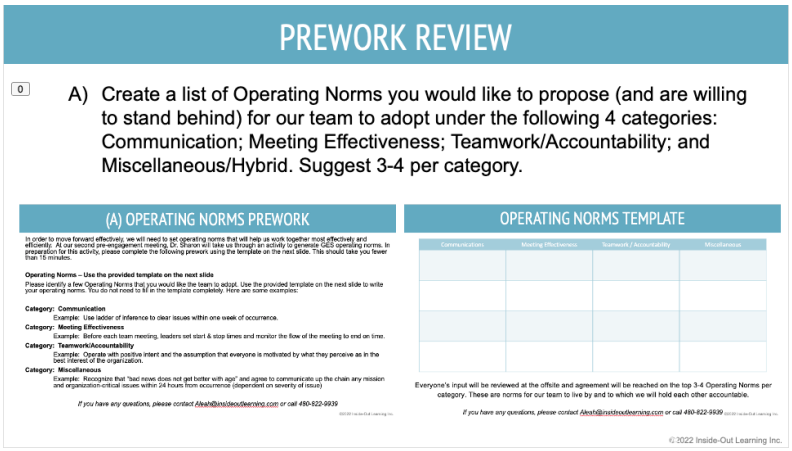
OPERATING NORMS DEFINITION

“Operating norms are a set of agreements about how team members will work with each other and how the group will work overall (Culture). These agreed-upon behaviors allow the team to increase its collective team performance through healthy debate and clarity of purpose and roles.”

YOUR PRE-WORK



FOUNDATION FOR ALL OPERATING NORMS





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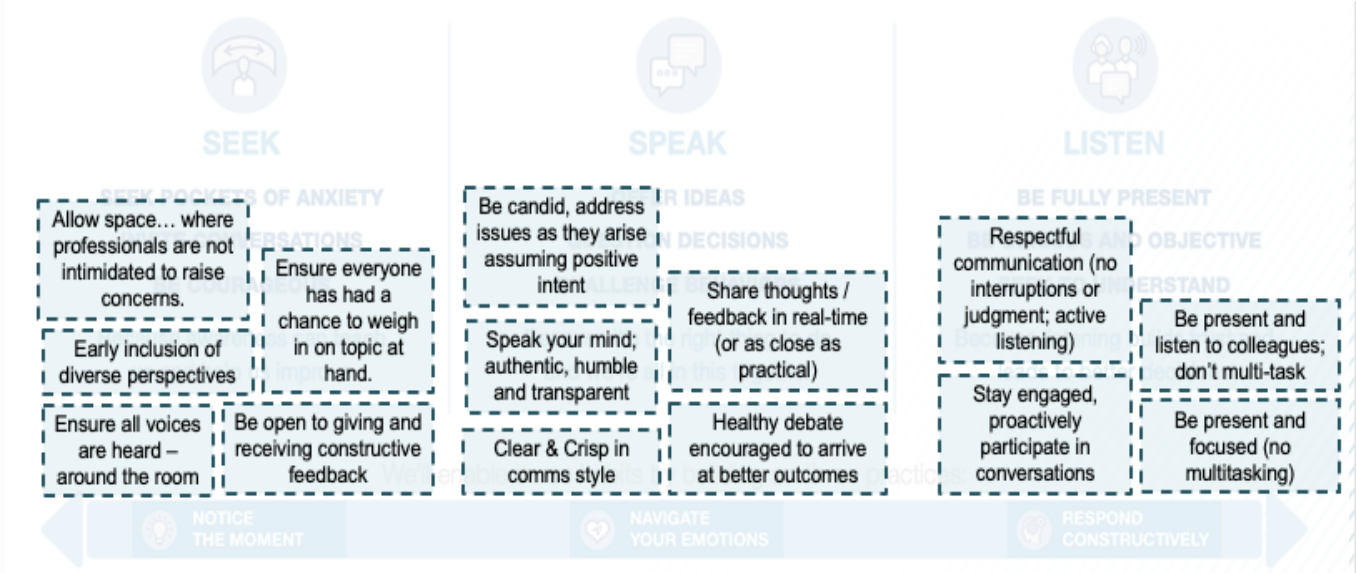
OPERATING NORM ACTIVITY

1. We will review norm suggestions for each category.
2. Submissions have been synthesized and sorted.
3. Norms with multiple columns:
    - The first column provides the recommended wording; other options are placed in subsequent columns.
4. Raise hand if you disagree with the suggested wording; these items will be added to the table as separate voting options.
5. Then we will participate in a voting activity.

VOTING ON OPERATING NORMS

1. Add any new norms that you feel are essential for the team to consider.
2. Use checkmark annotations to vote on the Top 3 norms in each category that you want GES to adopt.
3. In the event of a tie, unmute to discuss
4. For consensus:
    - Silence = agreement; Raise hand = disagree



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PROPOSED COMMUNICATION NORMS

Suggested Norms	Re-wording option	Re-wording option	Re-wording option
Utilize LT meetings for cross-LT info and updates (monthly people council and weekly LT meetings)	GES organizational changes (e.g., job openings, retirements, new hires, etc.) to be shared across all GES teammates (err on the side of inclusion)	Keep mgmt team 'in loop' while moving fast	Communicate special projects across GES pillars and provide status updates, collaboration needs at GES LT
Use SEEK – SPEAK – LISTEN			
Be intentional / considerate in communication form: - Email for info/questions (directed to a specific person/group) - Meetings or a 1:1 call for more complex issues where discussion is required - IM/text/call for direct 1:1 comms or urgent need			
Keep it simple; have a "bottom line up front" for your receiver			
Allow constructive silence (10 second rule)			
More short impromptu phone calls; less meetings			

PROPOSED MISCELLANEOUS / HYBRID NORMS

Suggested Norms	Re-wording option	Re-wording option
Stable & intentional op rhythm - focused on progress to priorities, help needed & recognition	Prioritize work with realistic timelines for deliverables.	Clear priority alignment, execution, and action
Create a safe-space culture; Cultivate authenticity and connect at a personal level to build trust		
Focus on content vs. format (presentation/PowerPoint overload energy and rework)		
Utilize online tools (OneNote) and leverage Shared Folders in SharePoint		
Encourage learning and development for everyone on the team		
Abide by "Critical work streams requiring at-the-office work" (***Already agreed upon as a norm***)		

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PROPOSED MEETING EFFECTIVENESS NORMS

Suggested Norms
Provide meeting agenda, purpose, and objective clarity in advance (e.g. decision meeting, working meeting, alignment session, info share, etc.). Include any meeting materials in advance of meeting and attendees required to review ahead of time.
Be respectful of time and time zones; Start/end on time.
Use video cameras whenever possible for virtual meetings
One day a week - no meetings scheduled (suggest windows to schedule meetings ie GES availability 7am PDT-noon)
Move with agility on decisions while preserving attention to detail; make decisions in the meeting.
Keep participants to minimum needed to achieve objectives; participants should be empowered decision-makers. Use delegates for succession plan.
Email follow up with action items

PROPOSED TEAMWORK / ACCOUNTABILITY NORMS

Suggested Norms
Encourage and empower cross-team collaboration
Experience through participation (breakdown perceived barriers)
Have fun, celebrate accomplishments, and enjoy the journey!
Assume positive intent; Clear ladders within one week of occurrence
Value creators and closers; we are a start-up
Follow Lead/support model (define RAA at beginning of projects)
Assume ownership & accountability for their respective team
Deploy SalesForce/OneNote to improve visibility & consistent engagement
Utilize PMO/operations to establish operating rhythm and track project progress.
Decision and approval matrix (level & acct)
Allow flexibility, agility and speed

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PRE-WORK REMINDER

Clear a ladder with one of your colleagues prior to the offsite.

OFFSITE INFORMATION

OFFSITE DATES

Dates and Times

7/14: Virtual Pre-Engagement Meeting
8/9: Virtual Pre-Engagement Meeting
8/31: 12:00 pm – 8:00 pm
9/1: 8:00 am – 5:00 pm
9/1: 6:00 pm – 9:00 pm (Dinner)
9/2: 8:00 am – 12:30 pm



Location

Boeing Long Bridge Building
929 Long Bridge Drive
Arlington, VA 22202

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PRE-ENGAGEMENT NEXT STEPS / ACTION ITEMS

No.	Action	Responsible	ECD
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

PARKING LOT

No.	Action	Responsible	ECD
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

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DR. SHARON LAMM HARTMAN

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Dr. Lamm-Hartman is an award-winning global executive and presentation coach, leadership development consultant, speaker, writer, and educator. She is the CEO and founder of Inside-Out Learning, Inc., specializing in leadership and personal development. Inside Out Learning is an active member of WBENC and the global Women's President Organization which only 3% of women owned businesses meet their requirements for membership.

With over 25 years of global experience, Sharon has worked across the United States and Europe as well as Beijing, Hong Kong, Singapore, and Thailand for clients such as Boeing, American Express, GE's Leadership Development Center, Exxon, E*TRADE, ARCO Chemical Company, Mobil Oil Corporation, Berlex Pharmaceuticals, Fannie Mae, Arizona Society of CPA's, Volvo Corporation, and the National Reconnaissance Office. She has designed and delivered over 3,000 innovative programs, including many executive presence and presentation skills programs. Dr. Lamm-Hartman has coached thousands of CEO's, executives and entrepreneurs worldwide.

She worked internally at ARCO Chemical in International Training and Development. She knows what it is like to work internally and has a strong client partnership philosophy. For the past 18 plus years, Dr. Lamm- Hartman has been a preferred executive coach for hundreds of Boeing executives with exceptional results, including promotions, developmental job assignments, and saving E-Series. Dr. Lamm-Hartman has also designed and is teaching The Authenticity Code™ Programs, team development programs, and culture-change offsites to thousands of professionals and leaders world-wide. Up to 80% of employees who participated in these programs have achieved a promotion. Sharon has her Top-Secret Security Access and helps executive clients and customer relationships in classified environments. Sharon has consulted on several corporate change efforts, training change agents, and developing effective strategic implementation and communication plans.

In addition to her private practice, consulting, and being on the global lecture circuit, she is widely published. Dr. Lamm-Hartman has served with the Fresh Start Women's Foundation and Arizona State University's Dean's Board of Excellence Mentoring Program. She was the co-founder and first Director of Central Phoenix Women, a networking organization for women business leaders, and wrote a regular column for Phoenix Woman Magazine. She is a regular instructor for WBENC's WeTHRIVE program.

Dr. Lamm-Hartman holds a doctorate from Columbia University in Leadership and Organization Development, a Masters in Industrial and Labor Relations from Cornell University, and two Bachelor degrees. Dr. Lamm-Hartman also trained as a Life Coach with world-renowned author and life coach teacher, Dr. Martha Beck. Dr. Lamm-Hartman is a Certified Executive and Presentation Coach and is certified in the Myers Briggs Type Indicator.

Dr. Lamm-Hartman is an Adjunct Professor of Leadership at Columbia University where she has taught Leadership classes to Doctorate Level students. She also worked as an Adjunct Faculty member at The Center for Creative Leadership teaching courses on Developing Leadership Talent.

Dr. Lamm-Hartman has been quoted on her views of coaching in numerous publications including, Forbes, CEO Magazine, The New York Times, MORE magazine, and Oprah's magazine, 'O' magazine. Dr. Lamm-Hartman has been honored and received awards from the Center for Creative Leadership and the Academy of Human Resource Development for her work and research on personal transformation and leadership development.

Dr. Sharon recently became a best-selling author in the Wall Street Journal, USA Today and Amazon with her book release of The Authenticity Code™. Her book just received the Axiom GOLD Medalist award for best 2022 Business Fable. WBENC buys her book for all WeTHRIVE participants. She has been named as one of the top 100 Women to KNOW Across America by the KNOW Women Group.

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In a remarkably varied and distinguished career, Boe Young has served as chief of staff for the largest three-star command in the U.S. Army – with a staff of 1,300 and a budget of over $8 billion –and managed one of the largest rebranding projects in retail history.

As a Major General in the Army Reserve, Boe led the Army's largest organization responsible for teaching leaders and their staffs the most effective ways to lead and manage their organizations. He was hand-picked to create the Army's new Innovation Command, focused on bringing innovative business practices and high technology partners into the Army Reserve. Boe works with clients on a wide range of topics, including performance improvement, governance, innovation, organization design, change management, leadership effectiveness, and staff integration.

Experience

Senior Vice President, iVantage Health Analytics

Major General, U.S. Army (Retired)

Chief of Staff, U.S. Army Reserve Command

Human Resources Consultant, Hay Group

Senior Army Representative, Defense Innovation Board

President and Founder, National Manufacturing Company

Senior Vice President, Impressions Marketing Group

Director Human Capital Enterprise, U.S. Army Reserve

Commanding General, 75th Innovation Command

Education

MBA, Goizueta Business School, Emory University

Master of Strategic Studies, U.S. Army War College

Bachelor of Arts in Economics, Davidson College

Executive Program, Singularity University

Executive Leadership Course, University of North Carolina, Chapel Hill

National Security Fellow, Maxwell School, Syracuse University

Certificate, Design Thinking and Innovation, Darden School Foundation, University of Virginia

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