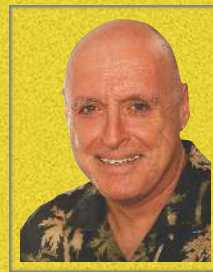


# THE EXTRA POINT

BY JERRY ROBERTS



## # 681 Alan Mulally – Leader at Boeing and Ford

Could a simple question transform a business? I'm Jerry Roberts and today, a story on a very basic question did exactly that. It's coming next, on The Extra Point.

The Live2Lead Guam event is Thursday, November 12, and one of the speakers is Alan Mulally. I'll give you a few details on his career.

Mulally is an award-winning aeronautical and astronautical engineer. He joined Boeing after receiving his master's degree and spent 37 years with the company, working on their jets starting with the 707, all the way to the 787. He was lead designer on that plane, as well as the 777.

Turning to management roles, he became president of Boeing Information, Space & Defense Systems, as well as president and chief executive officer of Boeing Commercial Airplanes. In 2006, he left to join Ford Motor Company as its president and CEO.

He is credited with leading one of the most amazing turnarounds in business history, bringing Ford back from massive losses, resurrecting its stock value, and returning the company to profitability.

With Mulally at the helm, Ford was the only one of the Big Three U.S. automakers that did not accept a government bailout to prevent insolvency.

Okay, that's a short background. Now let's talk about some things he believes in. Mulally said:

"Think about just exceeding expectations of every job you're being asked to do. Continually ask for feedback on how it's going. Ask everybody involved what you can do to do an even better job, and the world will beat down your door trying to ask you to do more and more."

This is for people who want to get ahead, to

rise in an organization. It's what I've been preaching for the last 25 years in magazine and newspaper articles, radio commentaries like The Extra Point, and in my training. That's an easy formula to succeed.

Exceed expectations. Ask for continuous feedback on your performance. Then, get input from others on how you can a better job and make a larger contribution. If it seems like nobody is noticing, keep it up. Don't quit. The right people will notice.

Mulally believes in something all managers should take to heart: "If you get honest feedback and do nothing about it, then the feedback will stop." So many managers ask for the opinion of employees, and then don't act on it. Your actions are their payoff for giving the feedback.

Some feedback is about spending money to improve facilities and market position. Other feedback carries a low or no price tag at all. Look for "low-hanging fruit" that you can use immediately, then work on the rest as you can.

When Mulally took over as the head of Ford, he drove into the company's world headquarters, in a Toyota Camry. He says, "They asked me why I would do that. I told them, 'Because we are going to make the best cars in the world, and we need to know everything about the competitor's cars.'" Sometimes, a leader has to get everybody's attention. I'm sure he did that day.

Finally, "I taught my executive team how to argue." Think about that, high-level leaders who, in Mulally's opinion, didn't understand the art of challenging the opinions of others – and having their opinions challenged as well – in the pursuit of better outcomes.

(Con't.)

**THE POINT**  
93.3 FM / 1350 AM / 104.3 FM HD-3

GUAM  TRAINING

Listen to The Extra Point at 7:20 a.m. on The Ray Gibson Show – 93.3 fm [ThePoint.gu](http://ThePoint.gu)

We can all learn from this. When great is the goal, successfully staging those kinds of conversations is critical.

Just a few ideas from Alan Mulally, one of the speakers for the 2020 Live2Lead Guam event, coming on November 12. For details on how to get involved, plus special bonuses and offers, see our website, [live2leadguam.com](http://live2leadguam.com).

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

###

For information on training and consulting services from Jerry Roberts, please click this link: [guamtraining.com](http://guamtraining.com)

