

A Conversation with Alan Mulally about Our “Working Together”[©] Strategic, Operational, and Stakeholder-Centered Leadership, Coaching, and Management System



07-20-23

ALAN'S LEADERSHIP AND SERVICE BIO



Alan Mulally served as president and chief executive officer of the Ford Motor Company and as a member of Ford's board of directors from 2006 - 2014.

Mulally led Ford's transformation into one of the world's leading automobile companies and the #1 automobile brand in the United States. He guided Ford in working together on a compelling vision, comprehensive strategy, and implementation of the One Ford plan to deliver profitable growth for all of the company's stakeholders.

Prior to joining Ford, Mulally served as executive vice president of the Boeing Company, president and CEO of Boeing Commercial Airplanes, and president of Boeing Information, Space and Defense Systems from 1969 - 2006.

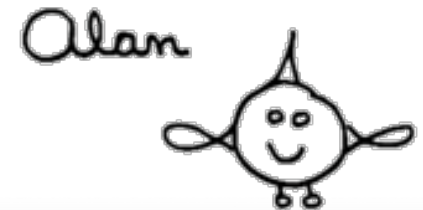
Throughout his career, Mulally has been recognized for his contributions, industry leadership, and service, including being named #3 on *Fortune's* "World's Greatest Leaders," one of the 30 "World's Best CEO's" by *Barrons'* magazine, one of "The World's Most influential People" by *Time* magazine, "Chief Executive of the Year" by *Chief Executive* magazine, and the Leader of the Future by the Frances Hesselbein Leadership Institute in 2006.

He was also honored with the American Society for Quality's medal for excellence in executive leadership, the Automotive Executive of the Year, and the Thomas Edison Achievement Award. Mulally is a Museum of Flight Pathfinder and a member of the Automobile Hall of Fame.

Mulally previously served on President Obama's United States Export Council. He served as co-chairman of the Washington Competitiveness Council and has served on the advisory boards of the National Aeronautics and Space Administration, the University of Washington, the University of Kansas, the Massachusetts Institute of Technology, and the United States Air Force Scientific Advisory Board. Mulally has also served as President of the American Institute of Aeronautics and Astronautics and as Chairman of the Board of Governors of the Aerospace Industries Association. Mulally is a member of the United States National Academy of Engineering and a fellow of England's Royal Academy of Engineering.

Mulally currently serves on the board of directors of Google, Carbon 3D, and the Mayo Clinic.

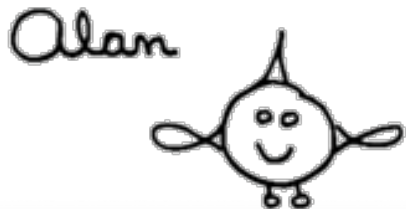
Mulally holds Bachelor and Master of Science degrees in Aeronautical and Astronautical Engineering from the University of Kansas, and a Masters in Management from the Massachusetts Institute of Technology as an Alfred P. Sloan Fellow.



ALAN'S "WORKING TOGETHER" LEADERSHIP FORMATION, DEVELOPMENT, AND SERVICE JOURNEY




- **Early parents' and Reverend Turner's education and service.**
 - The purpose of life is to love and be loved... in that order.
 - To serve is to live.
 - Seek to understand before seeking to be understood.
 - By working together with others, you can make the most positive contribution to the most people.
 - Expect the unexpected and expect to deal with it... positively.
 - Lifelong learning and continuous improvement
 - Respect everyone, we are all creatures of God and worthy to be loved.
 - Develop one integrated life that is your life's work of service.
 - It's nice to be important, but it's more important to be nice.
- **Continuing Teenage education and service.**
- **Continuing KU and MIT education and service.**
- **Continuing Family education and service.**
- **Continuing Boeing project, program, business, leadership and management education and service.**
- **Continuing Ford business leadership and management education and service.**
- **Sharing our "Working Together" Leadership and Management System with others.**



HUMILITY, LOVE, AND SERVICE LEADERSHIP



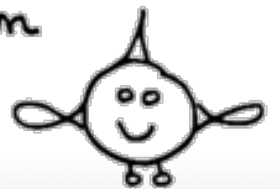
OUR OPERATING PROCESSES AND EXPECTED BEHAVIORS SKILLED, HEALTHY, AND MOTIVATED TEAMS

- People first...Love ‘em up 
- Everyone is included
- Compelling vision, comprehensive strategy, and relentless implementation
- Clear performance goals
- One plan
- Facts and data
- Expect the unexpected and expect to deal with it
- Everyone knows the plan, the status, and areas that need special attention
- Propose a plan, positive, “find-a-way” attitude
- Respect, listen, help, and appreciate each other
- Emotional resilience — trust the process
- Have fun — enjoy the journey and each other

PGA 

CREATING VALUE FOR ALL THE STAKEHOLDERS AND THE GREATER GOOD

Alan

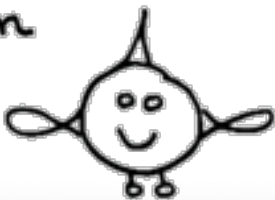


Working Together The First 777 Unveiled at a Ceremony in Everett on 9 April 1994



Working Together 777 First Flight Pilots John Cashman and Kenny Higgins



Alan 



OPENING THE HIGHWAYS TO ALL MANKIND

Back of all the activities of the Ford Motor Company is this Universal idea — a whole-hearted belief that riding on the people's highway should be within easy reach of all the people.

An organization, to render any service so widely useful, must be large in scope as well as great in purpose. To conquer the high cost of motoring and to stabilize the factors of production — this is a great purpose. Naturally it requires a large program to carry it out.

It is this thought that has been the stimulus and inspiration to the Ford organization's growth, that has been the incentive in developing inexhaustible resources, boundless facilities and an industrial organization which is the greatest the world has ever known.

In accomplishing its aims the Ford institution has never been daunted by the size or difficulty of any task. It has spared no toil in finding the way of doing each task best. It has dared to try out the untried with conspicuous success.

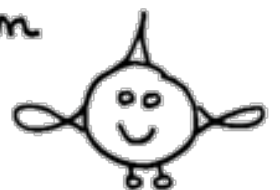
Such effort has been amply rewarded. For through this organization, the motor car which is contributing in so large a measure toward making life easier, pleasanter and more worth while has been made available to millions.

The Ford Motor Company views its situation today less with pride in great achievement than with the sincere and sober realization of new and larger opportunities for service to mankind.

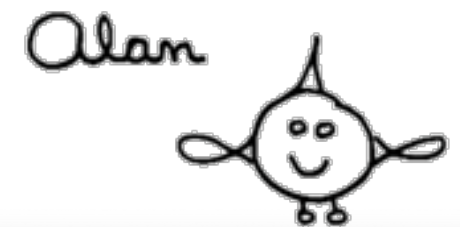
Ford Motor Company

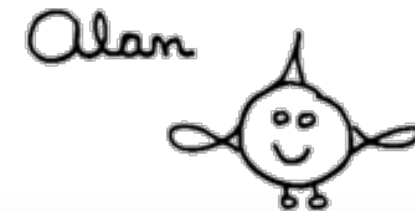
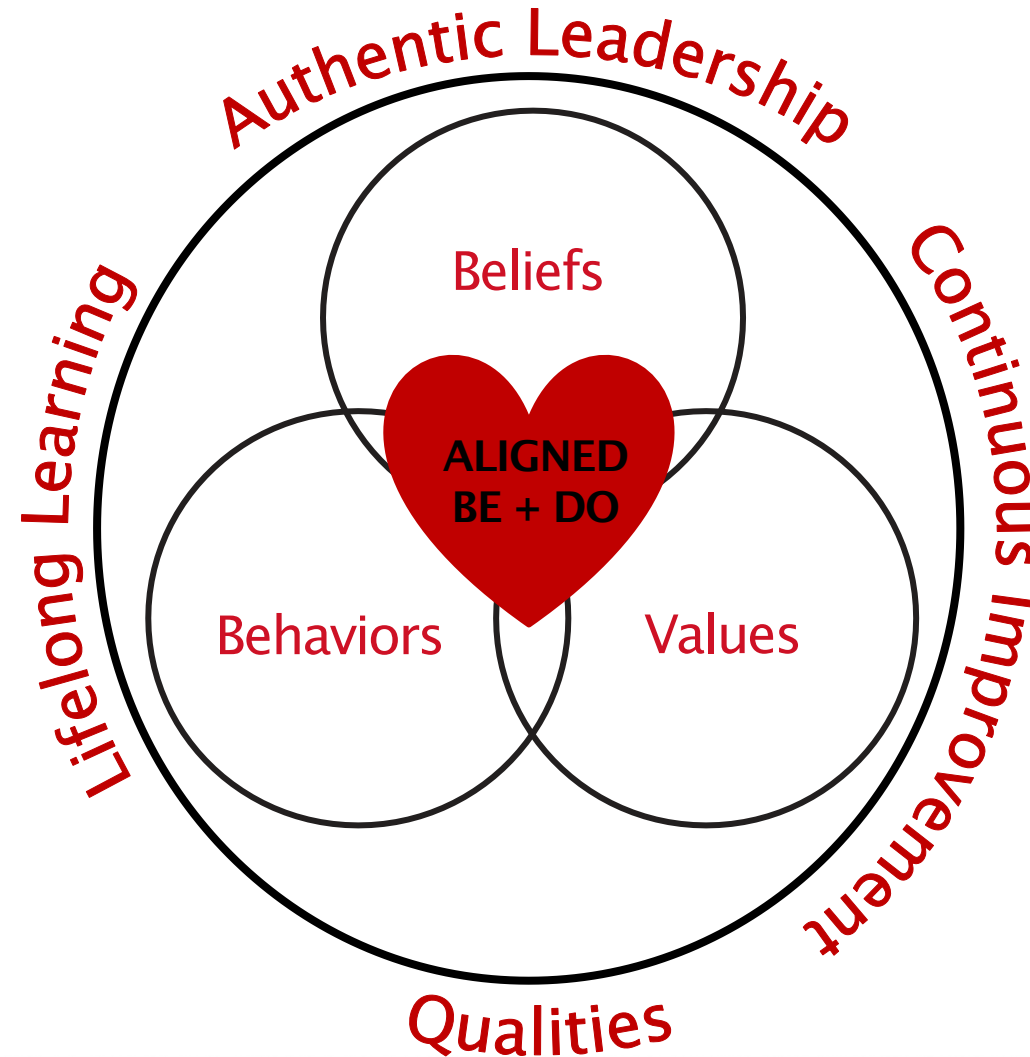
Owning and operating coal and iron mines, timber lands, sawmills, coke ovens, foundries, power plants, blast furnaces, manufacturing industries, lake transportation, garnet mines, glass plants, wood distillation plants and silica beds.

Alan

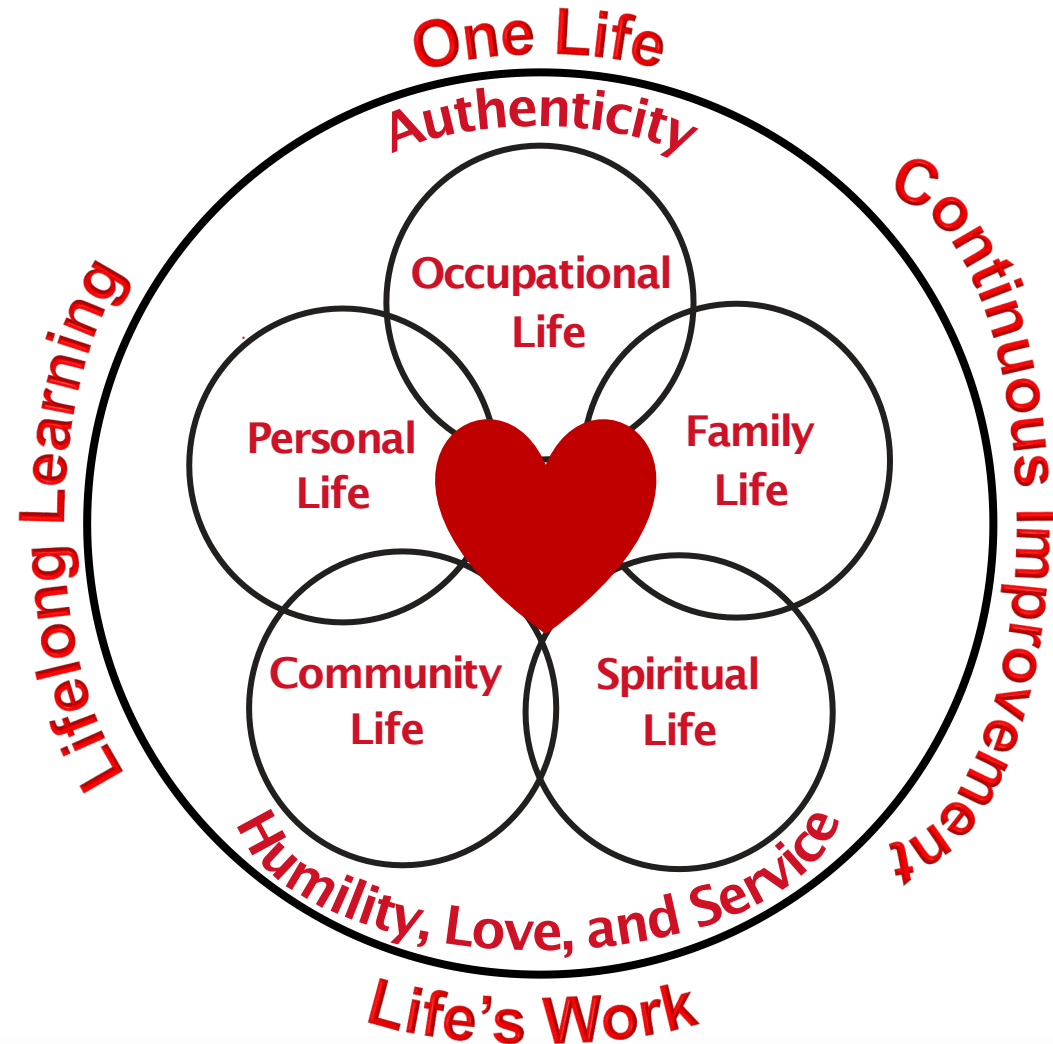


Alan Mulally and Bill Ford Leading “Working Together”



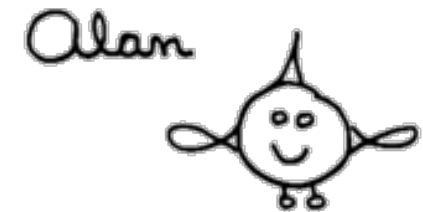


OUR “WORKING TOGETHER” AUTHENTIC INTEGRATED ONE LIFE AND LIFE’S WORK OF SERVICE IS OUR LOVE MADE VISIBLE



Our Love Made Visible

- “Working Together”
- Business Plan Review
- Family Plan Review
- Life Plan Review





- [Alan Mulally Bio](#)
- [Work Is Love Made Visible: A Collection of Essays About the Power of Finding Your Purpose from the World's Greatest Thought Leaders](#), Frances Hesselbein, Marshall Goldsmith, Sarah McArthur, foreword Alan Mulally. [Amazon](#).
- [“Alan Mulally’s Engine”](#), Eric Lindner, *The Engine Under the Hood*. December 2022.
- [“A Conversation with Alan Mulally about His “Working Together” © Strategic, Operational, and Stakeholder-Centered Management System”](#), Alan Mulally and Sarah McArthur, *Leader to Leader*, Volume 104.
- [The Extraordinary Power of Leader Humility: Thriving Organizations - Great Results](#), foreword and chapter by Alan Mulally about how leader humility enables and nurtures effective working together by great teams, Marilyn Gist, PhD. [Amazon](#).
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- [“Engineer of the Year Alan Mulally”](#) Lawrence D. Maloney, *Design News*, March 4, 1996.
- *Twenty-First Century Jet: The Making and Marketing of the Boeing 777*, [Book](#) and [Video](#), Karl Sabbagh.
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- [“American Icon: Alan Mulally and the Fight to Save Ford Motor Company” Summary](#), Brady Pyle, *Out of This World Leadership*.
- [Working Together Webinar](#), Alan Mulally Interview with Marshall Goldsmith, December 7, 2020
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- [““Working Together” to Create Value for All the Stakeholders and the Greater Good,”](#) Interview with Alan Mulally, APAC2022 International Coaching Conference, December 10, 2022.
- “Former CEO Alan Mulally Is Who CEOs Need to Be Today,” [Article + Video](#), Dan Pontefract, *Forbes*, July 2022
- [“Ford’s Comeback Kid,”](#) Alex Taylor III, *Fortune*, Vol 159, No 11, May 25, 2009
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