



Forward Together

The art of the possible

The future is something none of us know but all of us imagine.

We do our best to plan for the unknown with what we have today. But no matter what our best algorithms and experience tell us, everything about tomorrow is an educated guess.

You may have heard the world described as VUCA: volatile, uncertain, complex and ambiguous. Opportunities and challenges come at a rapid-fire pace.

At Boeing, we boldly own the challenge of the unknown by, above all, staying curious. We're able to move forward together by using data, ingenuity and innovation to improve our aircraft and the structures and ways we work that support our people. We must look at what is possible in new ways — aiming to simplify the process while being mindful of the complexities and absolute quality required in our business.

I believe in the power of “and” versus the power of “or” — the ability to hold two opposing ideas by asking the right questions to find solutions. It's understanding the true job that needs to be done and figuring out how, instead of settling for what can't be done.

South Africa's first democratically elected president, Nelson Mandela, said, “It always seems impossible until it's done.” Sometimes the hardest thing to do is move forward against all odds, resistance or doubt. The key is embracing challenge and change.

Just ask our teams leveraging the power of augmented and virtual reality as they envision the future of aerospace (page 8) or a Boeing engineer who helped a world-champion drag racer set a new world record by reimagining what's possible, even if one loses the ability to see (page 61).

To play chess, you must make a move; no game is won by standing still. To move forward, we must start. And we start with dreaming big and putting one foot (or one thought) in front of the other. We move forward by designing and delivering products with the end user in mind — integrating their needs from the beginning — and working with cross-functional teams to produce what we used to only dream of, always operating with empathy for our customers and teammates.

This is how we win. The secret is thinking about not what you want to change but rather what the end result of that change will be.

The future is an incredible place that we can make better together, moving forward every day with every idea.

That is why we need you. What impossible things do you dream? What does “forward” mean to you? And how can we help get there, together? **IQ**

Susan Doniz

Chief Information Officer
Senior Vice President,
Information Technology & Data Analytics