

CENTER
FOR LEADERSHIP
FORMATION

Connections

New Roles, Timeless Wisdom

The Executive Leadership Program is a powerful thing. “Transformative” and “life-changing” are words commonly used to describe it by alumni of the program. For many, it can downright turn their world view on its head as they emerge from the program with new ways of looking at just about everything. For some, it provides the catalyst for a dynamic and significant role change within their organization. Mike Denton (ELP '05), Jill Hart (ELP '09) and Guy Silver (ELP '08) are examples of the propitious outcome that can occur when a student's preparation and initiative meets opportunity.

Denton exercises his leadership skills daily since accepting the role of company president of Boeing Japan, no small order.

“Several of my peers and leaders at Boeing have told me that my demeanor and ‘natural’ relationship skills make me well-suited for working with our many partners and customers in Japan,” he says, “The ELP experience refined and improved my relationship skills.”

He previously served as vice president of engineering for Boeing



ELP ALUM MIKE DENTON, PRESIDENT OF BOEING JAPAN, MEETS WITH LEADERS FROM JAPANESE AERO ENGINE MANUFACTURER IHI.

Commercial Airplanes and was involved with leading engineering in support of airplane programs and services business, as well as leadership of the enterprise engineering function. Much of the work was more internally focused with the company's various engineering teams.

Denton's new duties in Japan,

however, are more outwardly focused and include developing and strengthening the company's presence, managing business partnerships and pursuing new growth and productivity initiatives in Japan. He plans to further integrate the disparate arms of the company functionally and

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SEATTLE UNIVERSITY

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A LETTER FROM THE CENTER FOR LEADERSHIP FORMATION

Working for the Weekend or Heeding a Higher Call?



HANNAH HEPFER

“Do what you love and the money will follow.” “Be sensible.” “Find your passion.” “Be realistic.” To begin a conversation about vocation is to receive an avalanche of conflicting messages. Whether we come from the most pragmatic end of the spectrum (the only purpose of a job is to earn money) or from the idealistic (jobs should be meaningful reflections of who we are and what we value, so much so that we are willing to work for close to nothing), our attitudes towards vocation influence our daily decisions more than we realize.

Ultimately, it’s the accumulation of these decisions that form the tapestry of our lives, including our capacity for joy and self-awareness.

Like seeing a child for the first time as a tiny, dependent newborn and then for the second time as a running, talking 2-year-old, we are struck by how our time here on earth really is but a season. So how far are we willing to chase our vocational dream, if at all? And furthermore, how do we articulate what that dream is, even to ourselves?

Our feature story highlights ELP alumni Mike Denton ('05), Jill Hart ('09) and Guy Silver ('08), who are currently living their vocation in a vital and authentic way. All recently received significant promotions within their organization and they give much of the credit to the finely tuned leadership skills acquired in ELP, including increased confidence and clarity of vision.

On page 3, Stephen Taylor (ELP '08) shares how he came to live his childhood dream of working with airplanes and is now the President of Boeing Business Jets. Taylor is an example of the direct correlation between enthusiasm for one’s work and level of success.

On page 6, current L-EMBA student Susan Kraemer, Ph.D., answers the CLF’s questions about her passion for higher education and her plan to wed her newly acquired business acumen with her biology background for a greater good.

Clearly, vocation is not one size fits all and we can each find where we fit. Be it as an executive working amidst the negotiation of business, as a stay-at-home parent raising children purposefully so they are kind, altruistic, and inclusive or as a musician who practices constantly so we can enjoy the gift of entertainment, we must recognize that our life’s callings are as different and nuanced as each of us.

The understanding of one’s vocation evolves with time and often requires deep self reflection. In the meantime, we can look to novelist Curtis Sittenfeld for insight, who writes, “Perhaps this is how you know you’re doing the thing you’re intended to: No matter how slow or how slight your progress, you never feel that it’s a waste of time.” Please enjoy this edition of *Connections*.

Hannah Hepfer
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Living the Dream (Job)

BY STEPHEN TAYLOR, ELP '08



STEPHEN TAYLOR,
ELP '08

I'm lucky enough to live out my childhood dream everyday — play with really cool airplanes. I've worked for Boeing for almost 20 years in various assign-

ments as an engineer, manager, sales director, executive pilot and test pilot and now I lead an organization called Boeing Business Jets. We provide the ultimate in luxury travel, private airliners for heads of state and those referred to as “ultra-high net worth individuals.”

Boeing Business Jets (BBJ) was formed almost 15 years ago when we recognized that traditional business jets had grown to be so large and expensive that that we could offer a specialized version of the 737 that could be competitive. Since entering the market, we've sold over 150 of the 737 based BBJs of various sizes. A BBJ is about the size of a typical Manhattan apartment and has everything you would expect to find in that apartment including a kitchen, living room, dining room, office, bedrooms and bathrooms with showers. Each interior is a completely custom project reflecting the tastes of the buyer, much like a yacht. In fact, many of our customers use their yacht designers to help them design the interiors of their airplanes.

While most of the airplanes we sell are based on the 737, we've also sold about 25 of our larger “twin-aisle” VIP airplanes based on 767s, 777s, our new 787s and even 747s. The twin aisle IP airplanes have a lot more space, even greater range and are capable of non-stop connections between almost any pair of cities. The 747-8 VIP, for example, offers about 5,500 square feet of floor

space and will easily fly non-stop from New York to Tokyo or from the Middle East to virtually any destination. All of our airplanes these days include satellite TV, high speed Internet and high-definition, surround sound, Blu-ray,™ large screen entertainment systems.

Our 737 based BBJ is able to fly about 6,000 nautical miles, connecting Europe to the West Coast of the U.S. or London to Tokyo. With the customized interior included, a new BBJ typically costs somewhere between \$70 and \$100 million. Somebody once commented to me that our airplane was a nice as their home. My response was that I wish my home was as nice as the airplane!

One of the most transformational moments for me in ELP came as a result of the “Personal Carbon Footprint” paper that Greg Magnan assigned. I dutifully completed the paper, rather proud of the 35 mpg Volkswagen that I was driving at the time, when the thought occurred to me to consider the carbon footprint of my work as a test pilot at Boeing. Needless to say, none of my classmates could claim even a fraction of my fossil fuel consumption.

The assignment put me on a personal quest to reconsider how we do our flight testing at Boeing. I'm proud to say that through some pretty minor changes in how we fly our tests, the



STEPHEN TAYLOR, PRESIDENT OF BOEING BUSINESS JETS, WITH HIS SON FIN IN THEIR PIPER CUB.

group now saves almost a half a million dollars in fuel each year and carbon emissions are reduced by a lot more than the old VW will ever produce. Perhaps more importantly, other pilots in the group are now thinking about how to reduce their fuel consumption just a bit. And just a bit adds up fast in our business.

Even though I'm in management now, Boeing still lets me fly. I'm looking forward to flying the 787 soon and hope to do that within the next couple months. Not surprisingly, I like to fly small airplanes in my free time. My family owns a two seat Piper Cub that you'll find me taking my kids for a ride in on any given Saturday.



LEFT: A TYPICAL “SALON” IN THE BOEING BUSINESS JET OF A MIDDLE EASTERN CUSTOMER. RIGHT: AN OUTSIDE VIEW OF A BOEING JET OF A RUSSIAN CUSTOMER, BASED ON A 737.

New Roles, Timeless Wisdom CONTINUED FROM PAGE 1



JILL HART (ELP '09) IS NOW DIRECTOR OF THE ENTERPRISE PROGRAM MANAGEMENT OFFICE AT RUSSELL INVESTMENTS.

operationally, and leverage that to find and create new opportunities for Boeing in Japan.

“Sometimes the assignments we are asked to accept are ones that feel like a tremendous stretch, and we might not even feel qualified for them,” Denton says, “But these assignments bring the greatest growth.”

The ELP leadership failure assignment was particularly influential. “I came to understand that to be successful you may have to influence

“YOUR PATH SHOULD BE INTENTIONAL, DELIBERATE AND PUBLIC.” – GUY SILVER

many stakeholders in order to ensure a favorable outcome and sometimes even those that seem to have only a minimal voice in the decision.”

Jill Hart’s role change was similarly accelerated by the ELP experience. She joined Russell Investments in 2006 to manage the IT PMO. After 20 years in IT Project Management at other large companies in the Northwest, she was excited by Russell’s global reach and its goal to improve financial security for people. As Russell grew globally, it placed a great emphasis on integrating the company’s goals, teams, processes

and technologies.

It soon became clear to Hart that to achieve their aggressive goals and collaborate effectively, they would need to evolve how they managed their projects and make decisions in a holistic, integrated way. Eager to be a part of building that capability, Hart volunteered to help develop an Enterprise PMO.

“One of the most impactful moments of ELP was drafting a personal mission statement and defining my ‘dream job’ that leveraged my unique talents and passions,” Hart said. “For me, it resulted in a description titled, ‘Director, Enterprise Program Management Office.’”

Writing down those words caused some anxiety for Hart because it “so reflected who I was and what I wanted to do.” But when the opportunity to form an Enterprise PMO opened up, Hart didn’t waste any time doubting her ability.

She approached the Chief of Staff and laid out her thoughts on vision, implementation approach, benefits and why she felt she was the right person for the role.

In January of 2010, Russell launched the function and Hart is now the Director of the Enterprise Program Management Office, the exact title of her dream job laid out in ELP. Not a result of happenstance, according to Hart.

“I had done the work in ELP to clarify my priorities,” she says, “And I didn’t assume it was obvious that I wanted the job. I asked for it.” Hart says ELP gave her clarity into her priorities and talents which has proved invaluable. “When we are focused on how we can serve, the opportunities just seem to show up.”

By also keeping his focus on service, Guy Silver is now enjoying a new role at Costco Wholesale. In December 2009, he was promoted to Employee

Communications Director. He worked for the company in various training and writing capacities since 1992. His writing and teaching skills, messaging talents and vision for the future of communications secured his candidacy for the job.

Silver says his ELP experience and the mentorship he received at Costco were key. “They taught me the language of leadership and helped me develop the confidence to lead,” he says. Prior to his promotion, he managed a team that designs, develops, and implements

Continued on next page



IN HIS ROLE AS EMPLOYEE COMMUNICATIONS DIRECTOR, GUY SILVER (ELP '08) OVERSEES THE PRODUCTION OF “COSTCO TODAY” (BELOW).



"ASK, 'HOW DO I SERVE A GREATER GOOD?'"

- JILL HART

Employee Development and Human Resources-related training topics using a variety of media.

In his new role, Guy Silver delivers the company message around the world as he oversees the publishing of *Costco Today*, a magazine that reaches 142,000 employees, the *HR News You Can Use*, a newsletter delivered to 18,000 leaders at supervisor level and above, and the company intranets. His department also writes memos, speeches, and other communication for the executives of the company.

"The team has written award-winning publications for many years now," Silver says, "and it's that ongoing stretch for excellence that will propel us forward." He is especially interested in the future of communications and the opportunity to utilize all types of media.

"Our role is to speak the language now that the company wants us speaking five years from now. Because our cashiers and stockers today will become our leaders tomorrow, we must communicate the message in ways that they embrace and meet them on their turf," Silver says. "It's an exciting time for the corporate communicator."

Silver is now the President of the ELP/L-EMBA Alumni Council. "Serving the alumni community keeps the lessons of ELP in focus and the events help me network with area leaders, other alumni and new cohorts."

So what advice do Denton, Hart and Silver have for those hoping to step into a promotion? Hart warns against

taking a tunnel vision approach. "Don't think about advancing your career. That is a risky path that focuses too much on one's own ego and interests," she says. Instead she advises taking the time to understand what drives and inspires you as well as identifying your special skills.

"Know where you're weak and when you will need to force yourself to rely on others, even if it's uncomfortable. Find your edge of discomfort and sit with that for awhile. Then ask, 'How do I serve a



MIKE DENTON SPEAKS AT A MARCH 3RD PRESS CONFERENCE WHERE BOEING AND IHI ANNOUNCED AN AGREEMENT TO DO JOINT RESEARCH INTO FUEL CELL TECHNOLOGY FOR POTENTIAL AVIATION APPLICATIONS.

greater good?' And let the answer show up," she says. "It will."

Silver similarly advises, "Your path should be intentional, deliberate and public. Find a great mentor and be honest with them. Also, be patient, patient, patient. This is a lifelong journey and not a singular event."

Denton goes on to remind us that "Rewarding career experiences can come from unexpected opportunities and the growth that's almost always required of these situations undoubtedly keeps us young."

- Hannah Hepfer

Kudos

Do you have good news to share? Have you accepted a new position recently? Received a promotion? Please contact us and let us know! Email hepferh@seattleu.edu or call 206-296-2575.

PROMOTIONS/MOVES

Greg Magnan - ELP/L-EMBA faculty
Professor Operations Management
Seattle University

Mike Denton - ELP '05
President
Boeing Japan

Karen Johnson - ELP '08
Deputy Director, Grants Management in Global Development
Bill & Melinda Gates Foundation

Tracy Warner, ELP '06, L-EMBA '08
Executive Vice President/Chief Operating and Financial Officer
Washington Dental Service



KAREN JOHNSON,
ELP '08



TOM GATES, ELP '07



HEIDI
DE LAUBENFELS,
ELP '08, L-EMBA '09



KEN PEASLEY,
ELP '05

NEWLY ELECTED CLF ALUMNI COUNCIL OFFICERS, 2010-2011

Guy Silver, ELP '08
President

Heidi de Laubenfels, ELP '08, L-EMBA '09
Vice President

Ken Peasley, ELP '05
Secretary

Tom Gates, ELP '07
Treasurer

Steadfast Scholar: A Life in Academe

AN INTERVIEW WITH SUSAN KRAEMER, L-EMBA '10



SUSAN KRAEMER,
L-EMBA '10

CLF: You are not our typical L-EMBA student. Tell us about your educational background.

I have over fifteen years experience as a research scientist in life science

disciplines, including bioinformatics, biochemistry, genetics, and molecular biology. I received a BA in Chemistry and Biology from Saint Mary's University in Winona, MN and a PhD in Radiation Biology and Molecular Cellular Biology from Colorado State University. Most recently, I have been focusing my research on malaria.

CLF: Why malaria?

During my postdoctoral training, I became involved in a community project to start a non-profit, West African Development Support Organization (WADSO) to aid sustainable development in West Africa. My involvement with that sparked an interest in researching malaria, which led me to Seattle Biomedical Research Institute (SBRI) in 2002. As a senior scientist at SBRI and later as a faculty member at the Johns Hopkins Malaria Research Institute, I led research projects investigating the genetics of malaria. I currently have a visiting appointment in the Vaccine and Infectious Disease Institute at the Fred Hutchinson Cancer Research Center (FHCRC).

CLF: You already have a Ph.D. so what motivated you to return to business school?

Having been actively involved in volunteering, I enjoyed the process of being part of a group to start the small non-profit and want to expand my career

beyond doing research and have more direct involvement with the community. Also, I've recently noticed the importance of academic institutions and non-profits partnering with businesses and governments to solve global health problems, such as malaria. The L-EMBA will give me the skills needed to work within these partnerships. I chose Seattle University because of the focus on personal core values, social justice, and leadership. Additionally, I went to undergrad at a small liberal arts college and loved it. I am enjoying being back in that type of environment.

CLF: How do you see yourself using your newly acquired business acumen with your desire to serve less fortunate populations?

I'm not sure I like the wording "less fortunate" because I think that those we label that way often times have so much more in terms of courage, strength, and love. As came out in ELP, my core energy is justice. I care deeply that my work has

an impact on my community and am attracted to projects that serve those who might otherwise be left out. Going through ELP and now the L-EMBA program has spawned an interest in developing a leadership program to foster better collaboration and teamwork among scientists. I have taken on a volunteer appointment at FHCRC to do my Capstone to work on planning a program. I'm also on the grants committee for Sustainable Path Foundation.

CLF: What do you do to relieve stress/pressure?

I love hiking in the mountains, photography, singing and playing the saxophone. I've recently become involved in music ministry in the Chapel of St. Ignatius here at SU.

CLF: You've almost completed your L-EMBA. Do you see yourself returning to higher education?

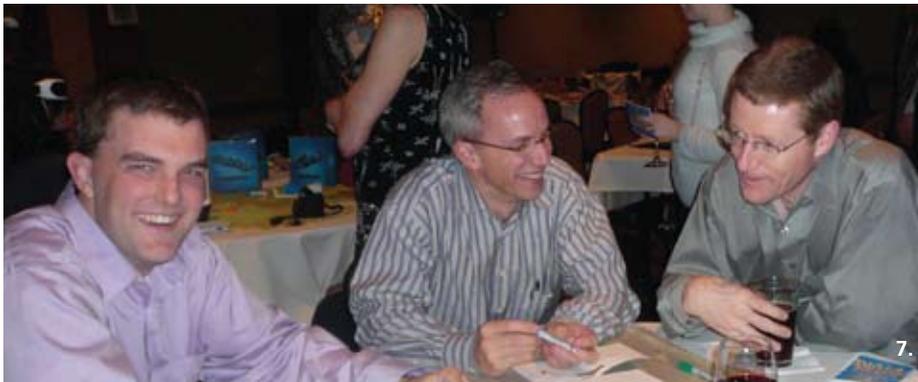
I will always be a student! Maybe I will end up with a Divinity degree when I retire...



SUSAN KRAEMER TAKES IN THE BEAUTY OF MOUNT RAINIER NATIONAL PARK.

Catching up with the CLF

2010 has been a busy, productive and fun year so far in the Center for Leadership Formation! Check out what we've been up to the last couple of months.



CLOCKWISE FROM ABOVE LEFT:

(1) ED HIAR, MICHELLE WEAVER, KARLA JONES AND TINA HAGEDORN PREPARE TO PRESENT AT LEADERSHIP IMPACT DAY ON MARCH 5, 2010.

(2) THE CLF HOSTED THE EXECUTIVE MBA COUNCIL WESTERN REGIONAL CONFERENCE IN MARCH. PARTICIPANTS ENJOYED AN EVENING AT MATT'S IN THE MARKET.

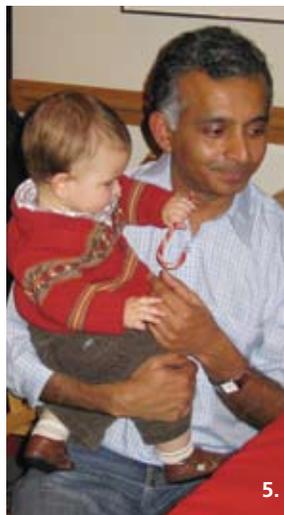
(3) CLF STUDENT ASSISTANTS AND FRIENDS, SARAH LENNOX AND KAILY SERRALTA VISITED CANNON BEACH IN FEBRUARY.

(4) ELP CLOSING DINNER AT SALISH LODGE.

(5) MADHU RAO, L-EMBA FACULTY, HOLDS FUTURE CLF ALUM HENRY PATTERSON, SON OF ASSOCIATE DIRECTOR, PENNY KOCH-PATTERSON AT THE CLF HOLIDAY PARTY.

(6) MEMBERS OF ELP'S COHORT TAKE A BREAK FROM CLASS TO LET LOOSE.

(7) ABOVE: ELP '10 GRADUATES ANDREW BARFOOT, BILL NORTHEY AND BOB DUNIWAY SHARE A LAUGH AT THE STOKING THE COMMON FIRE IMMERSION EVENT IN MARCH.





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SPRING 2010

Upcoming Events

(CONTACT STEVE SACK AT SACKS@SEATTLEU.EDU TO RSVP)

CENTER FOR LEADERSHIP FORMATION RELATED EVENTS

LEADERSHIP EMBA AND EXECUTIVE LEADERSHIP PROGRAM INFORMATION SESSIONS

Email EMBA@seattleu.edu to RSVP

- **Tuesday, May 11**
5:30 – 7:30 PM
Pigott 416, Albers Business School
Seattle University

SEATTLE UNIVERSITY COMMENCEMENT

June 13, 2010

Location: Key Arena

Join us to celebrate with L-EMBA graduates!

ALBERS SCHOOL OF BUSINESS AND ECONOMICS EXECUTIVE SPEAKER SERIES

(Free and open to the public)

Time: 5:30 to 6:30 PM

- **Mary 10 (Monday)**
Robert Cremin
Chairman, Esterline Technologies
Location: Pigott Auditorium
- **Mary 24 (Monday)**
Jeff Raikes
CEO of the Bill and Melinda Gates
Foundation
Location: Pigott Auditorium

GET CONNECTED!

Look for the SU CLF Alumni Group on
Facebook and LINKEDIN!



Please send your feedback and story ideas to
Hannah Hepfer at hepferh@seattleu.edu.

(206) 296-5374

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