

What does it take to win?

In a business environment where it's critical to achieve market leadership and manage change, we could all benefit from sound leadership advice. So we asked leaders throughout the enterprise how the Rockwell Collins leadership model helps them achieve success.

Execute Flawlessly



Darrell Chiavetta

Director of Capture Excellence
Government Systems
Richardson, Texas
Joined Rockwell Collins in 1996

Executing flawlessly is about breaking down barriers to meet commitments we've made. We each earn a reputation of excellence based on a pattern of satisfying our obligations for quality and on-time delivery. From this pattern, customers can gain confidence in us. If one of us fails to meet our commitments, we all fail.

In my role, the pursuit of execution perfection is important in every action every day. It starts in ensuring the commitments we make are reasonable. Once that promise is made, we must be relentless, meticulous and systematic in our quest to meet the customer's goals.

Push Frontiers



Heidi Kiser

Principal Program Manager
Commercial Systems
Cedar Rapids, Iowa
Joined Rockwell Collins in 2004

To push frontiers, you must be passionate about welcoming and leading change. Our business is ever changing, so you can't be afraid to "stir the pot" and respond with new approaches if it's best for our customers and company.

I encourage others to embrace change for the opportunities it creates. Many times you can increase efficiency and revenue by correlating successful lessons, strategies and solutions across our business. I strive to solicit input from my network on methods and approaches to solve problems while also providing insight to others.

Exercise Insightful Judgment

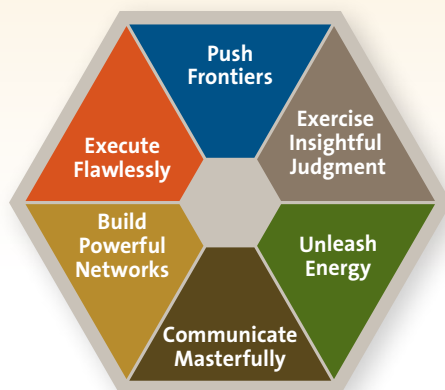


Ken Barker

Director of Manufacturing Operations
Operations
Sterling, Va.
Joined Rockwell Collins in 2009

Exercising insightful judgment is all about making timely ethical decisions based on an analysis of available data and processes, your past experiences and the current situation. Rarely do you have 100 percent of the information required to make a perfect decision at the time needed. That means you need to be able to evaluate what you do have, make the best decision you can, and be accountable for that decision.

We owe it to all our stakeholders, both internal and external, to make the right decisions when they need to be made.



Rockwell Collins Leadership Model

What is leadership?

Leadership at Rockwell Collins often is described as the ability to take someone to a place they might not otherwise go. This characterization of leadership implies that a leader is someone who communicates a vision, sets challenging goals, and inspires others to help achieve those goals. You will find leaders at all levels and every part of our organization.

Resources for employees

To help Rockwell Collins develop more — and more capable — leaders, the Rockwell Collins Leadership Model was recently updated. The model now consists of six attributes. Employees will find more information about the attributes and the corresponding behaviors in the School of Leadership in the Rockwell Collins University.

Unleash Energy



Erin McGrew

Manager of Business Area Finance
Intertrade Finance
Cedar Rapids, Iowa
Joined Rockwell Collins in 2005

Unleashing energy means having a passion, enthusiasm and excitement toward your task, which allows you to perform at a higher level and reach your full potential.

I try to unleash energy in my team members so individually and as a team we achieve our goals. To do so, I find out what motivates and inspires them, and then use that information to drive higher results.

It's important to be passionate about your job and continually push yourself to do more challenging tasks. Unleashing energy helps me do my best, combat complacency, and sustain higher performance.

Communicate Masterfully



Suneeta Nallakatla

Manager of Manufacturing Engineering Operations
Wilsonville, Ore.
Joined Rockwell Collins in 2005

To communicate masterfully, you need to understand what motivates different people, and then tailor the delivery and content of your message accordingly. People are more willing to rally around a common goal and be invested when they know how they contribute to the solution. In my role, I need to make sure everything works according to plan. That doesn't happen without effective communication.

Also, for me, mastering anything means that I have more to learn than I have to teach. I believe I am far more effective at communicating a message when I am prepared to listen to outside perspectives.

Build Powerful Networks



Ron Ho

Managing Director, China
International and Service Solutions
Shanghai, China
Joined Rockwell Collins in 1993

Building networks helps me see things from a different angle and think differently to address issues. The best way to build your network is to be open and honest, willing to learn from others, work as a team, embrace different cultures and viewpoints, and consider situations from others' points of view.

In my role, it is very important for me to expand my network and relationships with customers, partners and government bodies to help Rockwell Collins build our business in China. I also need to work together with employees to deliver our promises to customers and create a harmonious working environment for our team.