The age of CYBERSECURITY is here and WE HAVE ARRIVED

Elemental GROWTH
Business Development

VIRTUAL Mentoring
Advice you can use, from the ESLT

Cruising ALTITUDE
Success is 30,000 feet
The Beacon

Rapid Acquisition today

Be the Spark. Stoke the Fire. Create the HEAT.

Our business is of most service to our military customers around the world when they Left Shift accelerate and have an urgent operational need that we can meet. These warfighting gaps are the spark. It’s up to our Business Development team to monitor these sparks and see if they turn into fire, when the combatant command validates them as operational needs.

When the branches’ Rapid Capability Offices come looking for solutions for these needs, that’s our chance to create the HEAT.

Sometimes an operational need is written with the awareness of a material solution. Sometimes the combatant commanders learn about solutions from interacting with contractors. Often these material solutions are NOT the Programs of Record (PoR) being “worked” by the traditional acquisition community.

This idea of rapid acquisition isn’t new—it’s been around for centuries. The current wave is a renaissance from the last decade, when threats like IEDs in Iraq and Afghanistan led to many UONs and Quick Reaction Capability material solutions being fielded outside the traditional PoR acquisition system. Fortunately, BAE Systems successfully supported the rapid acquisition system in the last decade and is doing so again now.

- **Left Shift:** to concentrate or focus to accelerate value stream
- **UON:** Urgent Operational Need
- **PoR:** Program of Record
- **COCOM:** Combatant Command
- **QRC:** Quick Reaction Capability

The rapid acquisition renaissance we are seeing now differs from past efforts in two significant ways:

1. **The will.** The overt will of senior DoD leadership and COCOM staffs to make industry a partner in closing warfighting gaps is now evident.

2. **The scope and scale.** Our customers are taking action to close warfighting gaps across the full spectrum of warfare, from peacekeeping to nuclear war, in all warfighting domains— with cyber a likely fifth domain — against an expanded threat set.

Do you have what it takes to be a spark in rapid acquisition? Success in the rapid acquisition value stream will require an emphasis on three fundamentals. We must:

- Increase our awareness of dynamic user threats, missions, tactics, techniques and procedures and potential gaps across the scope and scale of warfighting
- Increase our relationships with the user communities and COCOMs that have the will to share potential gaps and discuss potential solutions with contractors
- Provide material solutions that can be used to close the gaps on time, with manageable risk

We are well poised to create the HEAT needed to capitalize on this rapid acquisition phase within the DoD. However, we must create and maintain customer relationships and keep the External Focus arm of Electronic Systems’ HEAT strategy at the forefront of our efforts. I encourage all employees to work with my team to stoke the fire in order to ensure our success in this environment.

John Watkins
Vice President,
ES Business Development

Electronic Systems Pulse

Inside this Edition: Electronic Systems Pulse highlights the innovation of BAE Systems Electronic Systems sector’s employees across the globe, the company’s initiatives to make ES a great workplace and its employees’ dedication to their local communities.

On the cover: We are adapting to meet growing industry demands, while ensuring the safety of our technologies through our cybersecurity expertise.

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As our company continuously improves, our intention is that this newsletter will as well. If you have a story idea or suggestion for the newsletter, please contact an ES Communications representative or Pulse’s editor, Shelby Cohen, at shelby.cohen@baesystems.com.
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The age of cybersecurity

Cybersecurity has become a top priority for organizations across the globe, and BAE Systems is no exception to the trend. We are adapting to meet growing industry demands, while ensuring the safety of our technologies.

As one of the world’s largest aerospace and defense companies, BAE Systems has a longstanding reputation of delivering results to its customers. Our innovative nature – and ability to adapt when needs arise – positions us for success as we navigate the ever-changing technology landscape.

The risk of internal and external threats, particularly for engineering companies, is evolving. We have made strides to establish a culture inclusive of cybersecurity in response. By working diligently to weave the practice into day-to-day operations, we continue to build a collective sense of responsibility among our employees.

A newfound Cyber Resilience Capability Group (CRCG) within the business brings together a diverse set of employees, spanning a broad spectrum of capabilities, knowledge, and experience. The group leads and educates our workforce, and focuses on enhancing the design processes to incorporate cybersecurity in each phase of our work. The CRCG brought cybersecurity measures to 50 programs in 2017, and plans to grow that number this year.

We’ve also partnered with Department of Defense and Intelligence Community customers to design, implement, and authorize systems that are cloud based, embedded in platforms, or those that perform operations center functions. This practice allows our products to be more cyber-resilient, a discriminator in our highly competitive marketplace.

By coupling an offensive and defensive approach, we are able to think like an adversary to identify and understand security issues, and then apply that knowledge to help solve problems.

The group has been working on several game-changing projects, including the accreditation of complex cybersecurity systems, which complete simultaneous mission tasks while also communicating with electronic warfare subsystems and external networks. This new engineering technique improves our resiliency in cyber-contested environments.

The age of cybersecurity is here, and BAE Systems has arrived.
cybersecurity

noun  The state of being protected against the criminal or unauthorized use of electronic data, or the measures taken to achieve this.
Cruising Altitude

By Rebecca Miller-Baum, Communications, Endicott, New York

Solutions for commercial aircraft

Every second a plane takes off somewhere in the world enabled by BAE Systems’ flight-critical products

More than 35 years experience designing fly-by-wire flight controls

More than 2 million passengers a day rely on our products

More than 60,000 electronics products are manufactured annually

Our flight deck systems are on more than 12,000 Boeing aircraft

We provide world-class support to 600+ airlines globally

We’re the industry leader in active inceptors
Then and now
When the Controls & Avionics Solutions business area purchased Boeing Commercial Electronics (BCE) in 2004, it was viewed as a move that would solidify BAE Systems’ place in the commercial aviation market. Before the purchase, the company already had a stellar reputation producing and developing flight and engine controls. As we approach 15 years since that pivotal buy, we look back on the core competencies and milestones that have made us a powerhouse in high integrity controls and electronics in the commercial and military aircraft industries.

We were the first to certify fly-by-wire (FBW) technology on both commercial and military aircraft with the A310 and the F-16 and F-18, respectively. FBW technology replaces the heavy mechanical control cables with electrical signals generated by a computer and then transmitted through wires to the surface control actuators. Our engine controls program continued to see steady growth both before and after the acquisition, and now has an installed base of more than 30,000 aircraft.

As the commercial aviation market has changed, and the original manufacturers of aircraft equipment, known as OEMs, have vertically integrated, we have leveraged and diversified our capabilities. The aerospace industry is looking for new technologies – both leaner and greener – to help reduce OEM costs by reducing weight, optimizing fuel efficiency, and lowering carbon emissions.

Transitioning to new technologies
One of the new technologies being embraced by the industry is electrification. Electrification can be understood in simpler terms when compared to FBW technology, which is a system that replaces the conventional flight controls of an aircraft with an electronic interface. The movements of flight controls are converted to electronic signals transmitted by wires, hence the fly-by-wire term. Electrification, just like its predecessor FBW, is a lighter and more efficient system because it too replaces most of the bulky, heavy cabling and components. OEMs are eyeing this technology as a viable way to reduce operational costs; in turn, these realized cost savings can be passed on to airline passengers via reduced fares.

Today’s emphasis on electrification encompasses many things, such as electric actuation to control the flight surfaces. A transition to electric actuation means the heavy components of a typical hydraulic system are replaced with lighter, more efficient electric systems.

CAS Engine Controls
- 30+ years of experience designing and certifying FADEC for commercial and military aircraft
- In production: FADECs for Boeing 737, 737 MAX, 747, 767, 777, 787; Airbus A310, A320, A320neo, A330, A340, A380; Embraer 170/190; and military platforms F-16, AH-64, B-2, UH/MH-60, FA-18E/F, CH-53
- In development: FADECs for Comac C919, Bombardier Global 7000/8000, Boeing 777X, Cessna Denali, Bell 525

This is still a burgeoning technology, just beginning implementation in the industry. The largest aircraft manufacturers in the world are starting to use electrification on their newest platforms, and we have instituted specific growth teams to incubate ideas into realities.

Electrification isn’t just about the flight surfaces though. New hybrid-to-electric regional aircraft will eventually be powered by fully electric engines. These aircrafts of the future will boast lower noise and emissions, faster regional transit, and reduced fares. Moreover, the biggest engine manufacturers in the world are already at work developing this technology for larger platforms.

Leveraging for the future
In addition to the focus on electrification technologies, we are also looking to leverage our legacy products and capabilities. The team is engaging across the enterprise to integrate flight control actuation into submarines and precision-guided munitions.

Our reputation as a world leader in active inceptor systems has helped us capture content on both commercial and military platforms with the F-35, Typhoon, F-16, Gulfstream G500/600, KC-390, CH-47, and CH-53. We are working to expand our flight control and inceptor systems footprint to the next generation of aircraft that will soon be in development. Just recently the team achieved a major milestone when a Final Declaration of Design Performance was completed, officially making our active sticks the first ever to be certified on a civil aircraft.

Our engine controls group – along with joint venture partners GE and Safran – are providing full authority digital engine controls for the next generation of engines that will power the 777X, Bombardier Global 7000/8000, and Cessna Denali platforms. We are also ready to respond to increasing demands regarding hybrid-electric engines.

We are poised for the future and taking action now by embracing new technologies and leveraging current ones for future growth; and with this strategic shift being embraced by our employees and customers, the sky’s the limit.

CAS Flight Controls
- 35+ years of experience designing and certifying fly-by-wire (FBW) systems
- First to introduce FBW in military (F-16 and F-18) and in civil (Airbus A310) aircraft
- In production: Boeing 737, 767, 777, 747; Embraer Legacy 450/500; and military platforms F-35, F-15, F-18, JAS-39, LCA, T-50, CH-47
- In development: Boeing 777X, Bombardier CSeries, Gulfstream G500/600, Mitsubishi MRJ, Bell 525, Embraer KC-390
- World leader in passive/active inceptor systems
- In production: F-35, Typhoon, F-16
- In development: Gulfstream G500/600, Embraer KC-390; military platforms CH-47, CH-53

www.baesystems.com/pulse
Global conflicts, national politics, and geopolitical climates all contribute to the environment in which BAE Systems does business. As these elements shift, our Strategy and Planning team manages our strategy to weather those ups and downs. Winning international business and keeping it sold are critical for Electronic Systems (ES) and BAE Systems because it helps us balance spending fluctuations in the U.S. defense budget.

John Watkins leads the Business Development organization, working with the Electronic Systems Leadership Team to set priorities for our international strategy.

“International Business is a big part of the External Focus portion of ES’ HEAT strategy,” he says. “Our international Business Development team is deployed around the world to stimulate foreign military sales and direct commercial sales of our products and capabilities.”

Electronic Systems has a market facing model for international business to help tailor our approach to specific countries in this important area for growth. It is expanding the Global Integrated Solutions line of business – based in Los Angeles, and reporting to the Survivability, Targeting, and Sensing Solutions business area – to build an eco-system for ES businesses to tap into in order to win new businesses in international marketplaces.

“Global Integrated Solutions is sending employees all over the world to get to know the defense acquisitions organizations in other countries,” said Mike Reader, director of Global Integrated Solutions. “We are investing these resources to better understand the marketplaces in these countries, successful in their The line of an Offset to capitalize on required in contracts. An is a provision contract that perform an additional effort for the benefit of the procuring country without demonstrating an increase in price.

“The Center of Excellence will focus on the most challenging, complex offset requirements faced by the business,” said Reader. “The team will concentrate on how to make the most out of offset agreements in order to enhance the capabilities of our own products and other areas of the business.”

The Offset Center of Excellence is focusing first on the United Arab Emirates, setting up an in-country team there to unravel the complex intricacies of working with this foreign market. Sometimes, the path to market may be through another company building our product to use in-country, which is called localization.

“Taking a fresh look at how we execute offset agreements, such
as through localization paths, can substantially effect positive outcomes for BAE Systems,” Supko said.

The Global Integrated Solutions team also stood up a satellite office in South Korea last year to further embed the company in that marketplace. It’s staffed with in-country personnel, who can even better understand the unique complexities of working there. The office concentrates on our already delivered systems for South Korea, to build indigenous presence for long-term success.

In addition to the UAE and South Korea, other countries in the international strategy include Saudi Arabia, Japan and Taiwan, as well as Turkey and Australia.

“We follow the guidance of U.S. government on how to engage with these nations,” said Supko. “Each one is a large buyer within the Foreign Military Sale system through the Department of Defense.”

Most of these countries have programs for indigenous fighter or trainer aircraft. Strong relationships with aircraft manufacturers in each nation enable us to provide aircraft controls and other products that make their aircraft fly, but also other equipment like combined interrogators and transponders from our C4I5RS business, Advanced Precision Kill Weapon Systems, and Link 16 technology out of Wayne, New Jersey.

The strategy is working. ES was recently selected by the Aerospace Industrial Development Corporation to provide avionics equipment for Taiwan’s new training aircraft. We will develop and produce a complete suite of avionics for the new aircraft, which will include a cockpit display system, digital flight control computer, active control stick, and flight control system.

“The Global Integrated Solutions team worked across ES’ lines of business, in both the U.S. and UK, to offer this breadth of solutions for Taiwan,” Reader said. “The win is a testament to the fact that our international strategy is paying off in tangible growth for the business.”

What’s next for the International team? As the Offset Center of Excellence tackles the complex contractual provisions we accept with every new business win in the UAE, we are looking ahead to mobilize that team to undertake these challenges in the other countries identified in our international strategy.

“The international team will create, shape, bid and win opportunities for growth in targeted countries around the globe,” said Watkins. “Over time I expect to see Electronic Systems’ international strategy evolve from being an exporter of products to the world into a provider of products from the world.”
Every day, BAE Systems’ space products are on the job performing national security, civil, and commercial missions.

Whether it is helping to monitor the proliferation of weapons of mass destruction, tracking international terrorists and drug traffickers, supporting international peacekeeping and humanitarian relief operations, enabling deep space exploration, or assessing the impact of natural disasters, our space products have been reliably processing data on the ground and in all satellite domains for more than 25 years.

“In addition to developing the processors that have powered nearly every NASA Mars Rover, our space products and processing play an integral role in assisting many of the products and services most Americans enjoy every day, including satellite TV and radio, secure banking, and GPS,” said Ricardo Gonzalez, Space Systems product line director. “We support missions like the Commercial Resupply Service, which provides cargo resupply and waste disposal for the International Space Station. And our systems are used by U.S. armed forces every single day to help keep our nation safe.”

BAE Systems has more than 900 computers on over 300 satellites. In 2019, our space computers will log their 10,000th year of cumulative flight time in Earth orbit and deep space.

But as more nations leverage the benefits of space missions, the space domain has become increasingly more congested, contested, and competitive — all while it remains operationally challenging due to radiation and extreme temperature cycles.

In this evolving environment, the ability to adapt, maneuver, defend, and protect assets is essential and requires systems that can detect threats and then quickly do something about them. Leveraging our expertise in areas such as radio frequency systems, radiation-hardened electronics, secure communications, and activity mapping software, our company has developed a large portfolio of trusted, high-reliability, radiation-hardened products designed to operate successfully in these harsh environments and enable our customers to command, control, and communicate with spacecraft.

In fact, our space single board computer products essentially act as the main motherboard in PC or Apple computers, providing the intelligent connection between the operator on Earth and the satellite in orbit, processing and interpreting all commands and communications and ultimately converting the operator’s intent into action.

“You can see the type of computer we produce in the movie ‘The Martian.’ When Matt Damon’s character retrieves the Pathfinder Rover and opens the side, you see a computer,” said Gonzalez. “On the real platform, that’s our RAD6000® computer. While Hollywood took a few liberties, the likeness is very close to the real thing. Between the RAD6000 and the follow-
on RAD750® computer, we have provided the space industry’s general-purpose computing workhorses. We are also developing the next generation of processing, the RAD5545STM computer, which is the most advanced, space-qualified technology available today.

On the ground processing side, we focus on resiliency and analytics. Our team is migrating techniques that we created for the geospatial-intelligence market to enable multi-intelligence data fusion and battle management command and control. We also provide leading-edge software frameworks and applications that produce the necessary courses of action to allow decision makers to act in mission time.

Ground processing continues to be a critical component of the overall space landscape, and combined with on-board processing capabilities, we make missions more effective. Our products increase the ability for on-orbit, real-time interaction and decision making.

The future of space
Recently, the government authorized a significant increase in funding for further development of resilient space systems.

“Now we have to think in terms of greater intelligence on the satellite for autonomous and resilient operation, so the on-board electronics have to be even more capable than what we developed a decade ago,” said David Rea, Space Systems program director. “Our computers and payloads can now make decisions faster and with more autonomy. In addition to performing their primary mission, they are more aware of the dangers in their domain.”

We provide the most technologically advanced radiation-hardened microprocessors and general-purpose space computers ever offered to the space community.

“Threats are evolving rapidly,” said Gonzalez. “The old ways of doing things are no longer good enough—where in the past it took five to ten years to develop an architecture and put it into orbit, the government is now looking for more rapid ways to develop and deploy capabilities. Smaller platforms are in higher demand. Reconfigurability and reprogrammability are necessities. Higher level of integration is key. This is where our 45nm technology comes in — it’s lower in size, weight, and power so it supports a bigger mission with a smaller footprint.”

“Sensors on the platform are collecting a lot more data and at times, the satellite may have to take immediate action,” said Rea. “Some of that data has to be processed at the source instead of coming back to the ground. Our products do more of that data processing, sending both processed information and raw data back to the ground. Our RAD5545 computer is ideal for that mission as it provides ten times the performance of prior-generation processors for the missions that demand higher levels of processing.”

Gonzalez emphasizes that high-reliability space systems development and delivery is not easy. It takes a long-term perspective, relentless attention to detail, and willfulness about doing things the right way, rather than the easy way.

“The biggest reward is the sense of achievement that everyone shares when one of our systems begins its journey of discovery on a planet nearly two billion miles away,” he concludes, “Or provides a critical capability supporting our national security.”
Electronic Warfare (EW) has played a critical role in protecting our armed forces since the beginning of World War II. The technology made history when the United States used the U-2 to breach the U.S.S.R.’s “Iron Curtain,” providing intelligence on the Soviet Union. The U-2’s missions had become threatened by surface-to-air missiles, and BAE Systems in New Hampshire, then known as Sanders Associates, designed and fielded an electronic countermeasure system to protect the platform from this emerging threat.

From then to now, our company has demonstrated more than 60 years of experience in EW, becoming the world leader in this capability. Our engineers have developed, produced, and sustained a wide range of EW systems and supporting technologies, with continued focus on mission critical systems for the world’s most advanced military platforms – from the F-35 Lightning II stealth fighter and the B-2 Spirit stealth bomber to the EC-130H Compass Call and the Long Range Anti-Ship Missile (LRASM).

Our work has even been recognized in The Smithsonian National Air and Space Museum’s Steven F. Udvar-Hazy Center, as part of its defense-military avionics collection. With several major EW program wins over the past few years, on the scale of development to fielded systems – where are they now?

- Following our selection by Boeing in 2015 to develop and manufacture the next-generation digital electronic warfare system for the U.S. Air Force’s fleet of F-15 fighter aircraft, called the Eagle Passive Active Warning Survivability System (EPAWSS), we are executing the $161m engineering and manufacturing development contract. Last year, the program conducted a successful critical design review. It was an important step forward in providing advanced aircraft protection and significantly improved situational awareness for the U.S. fleet of F-15 C/E fighters. We’ll deliver the first system to Boeing this year.

- The U.S. Air Force Special Operations Command selected us to provide new EW systems for its C-130J aircraft. We’ll upgrade the fleet’s survivability equipment with the capability to detect, identify, locate, and defeat various threats. This program extends our platform position to include our capabilities on large, fixed-wing aircraft.

- In 2017, we started delivering Digital Electronic Warfare System (DEWS) technology to our first international customer, helping them modernize their F-15 fighter fleets and operate in contested environments. At the end of the year, we also received a $311m contract to provide DEWS to support the sale of a new aircraft for another international customer.

- We continue to deliver our advanced AN/ASQ-239 system for F-35 customers including the U.S. Air Force, U.S. Marine Corps, U.S. Navy, and several international...
countries. Low-Rate Initial Production hardware deliveries for the program have begun for lots 10 and 11 and we have received initial lot 12 funding. The program has delivered almost 350 EW suites to date. In addition to production milestones, the company is working with Lockheed Martin on a Performance Based Logistics contract, which will improve EW fielded availability and material availability.

• Production of our sensor technology for the Long Range Anti-Ship Missile has commenced following a $40m order from Lockheed Martin. We provide the critical sensor technology which enables the missile to seek and attack specific high-threat maritime targets within groups of ships, including those protected by sophisticated anti-aircraft systems. LRASM is a next-generation, precision-guided stealth missile capable of semi-autonomously detection and identification. As part of BAE Systems’ work with LRASM prime contractor Lockheed Martin, the company has supported successful demonstrations of the anti-ship missile.

• For more than a decade, we’ve provided full lifecycle support as the prime mission system integrator for the U.S. Air Force’s EC-130H Compass Call stand-off electronic attack platform. We are executing to cross-deck the mission electronics onto a new Gulfstream G550 business jet for the Air Force, with the first aircraft completion in 2022. BAE Systems will continue to sustain the existing EC-130H electronics as we develop, manufacture, procure, integrate, and sustain the electronics.

• In 2017, we increased production capacity to ramp up deliveries, including the addition of 80,000 square feet of state-of-the-art manufacturing space as part of a $100m renovation investment. Over the next five years, the company will also be hiring 300 to 500 full-time manufacturing employees.

As new threats quickly evolve and our customers face increasingly contested environments, it is our mission to deliver advanced EW solutions to our nation’s most critical platforms. The above programs continue our legacy as the sole provider for fifth generation aircraft and emphasize our commitment to integrated systems for fourth generation aircraft that extend platform purpose, enhance aircraft survivability, and improve mission capability.

Looking forward, our research and development business is solving future EW problems in the areas of distributed EW, anti-jam/electronic protection, multispectral EW, cognitive EW, and EW demonstration systems to meet our warfighter’s most urgent operational needs.

If that’s not a picture perfect Hollywood storyline, we’re not sure what is.
What’s it like to be mentored by our leaders? It’s impossible for every one of us to have face time with the Electronic Systems Leadership Team, so we’re conducting virtual mentoring sessions with them, to pass along wisdom and lessons the people who have ascended to our highest level positions have gained over their careers.

In this virtual mentoring session, we talk to John Watkins, vice president of Business Development for BAE Systems’ Electronic Systems sector. Learn more about his career journey and his perspective on what it takes to be a good leader.

**What is the most important skill to be successful in Business Development?**

You need to understand how your offer adds value in a customer’s world. If you do, the true test all comes down to that first face-to-face meeting with the customer. If you are able to engage that customer effectively and they agree to a follow-up meeting, or they refer you to another customer whose needs more closely align with the value you offer, that is a fundamental indicator of success. We teach it and we measure it. Without value creation and the skill to engage at first customer contact, you are not able to secure the series of subsequent meetings and relationship building that leads to a win for the company and the customer.

**What do you recommend for personal development?**

People should have a few hobbies that completely disconnect them from thinking about work all the time. I play hockey, race motocross, ride snowmobiles, work on vehicles; things that make you use other parts of your brain, which keeps you fresh at work.

I am also a fan of 360-degree feedback surveys and have done more than a dozen during my career. I have some from 20 years ago that show signs of feedback from two years ago.

**What is one piece of advice you share with those you mentor?**

I believe it is extremely important to get as many diverse experiences as you can as early as you can in your career. After college, I had early career roles in road construction, as a switchboard operator, in shipping and accounts payable. When I joined BAE Systems, I started working in systems engineering, then I moved into Strategy, Business Development and then through each level of program management, and product line leadership.

For me, early on, it was not about moving up the ladder but rather moving laterally to gain experiences. I turned down promotions to get experience. Then, later on, it was about staying long enough in a leadership role to live with the strategies I created and take the time to realize organizational capability. I stayed eight years in one job and six years in another. I did that to gain the experience needed to be a successful leader independent of the economic cycle running in the foreground.

**Why do you believe it is important to make early lateral moves in the organization?**

Don’t assume that your education or training in a particular area means you can’t move to another function or program in another part of the business. My first undergraduate degree was in business and accounting, and some might wonder why I enjoyed leading complex technical defense industry programs. The truth is that it is okay if you are not always the smartest person in every room. When you don’t already have all the answers in your head, you learn to slow down and listen to your customers and your team to gain more alignment, move faster and get more done together. This builds trust and mutual dependency and creates space for a team to thrive. If you are considering an early lateral opportunity outside of your function or business, my advice is to take the job. Ignore the potential trappings of chasing title and money and instead focus on the experience you will gain. Later on in your career, the experience will make the difference for you as a leader. Exposure creates awareness that fades over time, but the experiences last and make the difference. If you do not have those early lateral experiences, you may be too quick to judge and too impatient to take the time needed to build organizational capability that lasts later in your career.

**What is one of the most important lessons you’ve learned on your leadership journey?**

As you gain those early career experiences and rise into leadership roles, make sure you stick around long enough to live out the strategy you have set for your organization and take the time to build organizational capability that lasts beyond your tenure and endures through multiple economic cycles. It’s not enough to unfurl the ‘what’ and the ‘why’, we need to change. What and why leaders only create organizational anxiety, which builds denial and resistance to change.

As a leader, you must address the ‘how’. Sometimes the ‘how’ is hidden in your team, and sometimes it is not in your possession. It requires new thoughts, skills, processes, tools, and systems. I remember one of my hockey coaches told me that it takes 10,000 repetitions to learn how to take a slap shot. You cannot watch a hockey game and learn how to shoot a slap shot like Zdeno Chara — it takes lots of practice. As our military customer often says, we need to train like we fight. Every year, I send my leadership team outside the company to shop for new skills and capabilities so our organization stays current. If we find something we like, we bring it inside and try it out. If the pilot feedback is positive, we add it to our course curriculum, teach it to the broader enterprise and measure it.
I gave at the office

Your guide to Workplace Giving

By Carrie Connors, Community Investment, Endicott, New York

Workplace giving is a program that delivers critical donations directly from our employees to charitable organizations around the world. It is one of the most cost-effective ways for charities to receive funds. The system makes it easy to couple employee donations with charitable grants to compound the positive impact BAE Systems can make on organizations that are important to the business. But workplace giving is not just about making it easy for charities to receive donations; it’s also about making it easy for our employees to give back. So, what’s in it for you?

VOLUNTEER

Many employees enjoy making a social impact by volunteering their time and talents to improve our communities, drive change, inspire others, or help the less fortunate. Did you know that you can enter those volunteer hours in the Workplace Giving Program portal and receive rewards for it? For every hour you volunteer, BAE Systems will give you $10 to donate back to any cause you choose, up to $100 every year!

Looking to get involved in your community but don’t know where to start? Head to the volunteer tab to find opportunities near you. May is National Military Appreciation Month, so check out the company-wide activities to find out how you can make a difference in the lives of military members and their families. Employees can even add opportunities themselves. Create a volunteer opportunity, and other employees can view it, sign up, or share it with others who might be interested.

DONATE TO A CAUSE

Workplace giving makes it easy to donate to any charity on a recurring basis or as a one-time donation. You can opt to process the donation through payroll deduction, credit card, or PayPal. When tax time rolls around, you’ll even receive a summary of donations for the previous year. You don’t have to remember to mail a check or call a number to cancel or change a donation. Don’t want to be added to mailing lists for similar charities, or be contacted for additional donations? You have the option to choose how much information, if any, the charity receives about you.

As a reminder, if you are already enrolled in payroll deductions and haven’t updated your contribution this year, be sure to sign in to the Workplace Giving Program portal and update it soon. Without action, your contributions will be 50 percent less than last year due to the switch to biweekly pay.

DOUBLE YOUR IMPACT WITH MATCHED DONATIONS

Need another reason to make your donations through workplace giving? BAE Systems will automatically match employee donations made to organizations that fall into the categories of military, education, and healthcare. And don’t forget that to celebrate National Military Appreciation Month, during May all donations to the six designated military partner organizations will receive a double match (up to $5,000 per employee).

Need to get started?

Just go to the OneSpace homepage and click on the Workplace Giving banner on the right sidebar. If you are logged into the network, you can simply click the single sign on button to log in.
Take your Pulse!

This new feature in Pulse is your chance to be seen!

Take the latest issue of Pulse with you on your next work trip, and snap a selfie in a famous or beautiful place with the issue of Pulse in the shot. Send it to Shelby.cohen@baesystems.com with your name, title, site, and the hashtag #PulseinXXX with the location at which you posed. We’ll feature the best selfies in each issue, so get out there and show us your Pulse!