

**SPOTLIGHT ON CONFERENCE DIAMOND SPONSORS**

*(Continuing our series highlighting Boeing and FedEx Express, Diamond Sponsors for IAWA's 19<sup>th</sup> Annual Conference, November 7-9 in Buenos Aires, Argentina, we are proud to include the following articles.*

**Aerospace Leaders on Gaining Altitude**

**W**hat are some of the unique challenges of being a woman in aviation? What are the keys to success? Lessons learned? Several well-regarded Boeing women executives recently considered these issues—here are their insights in this Spotlight on Diamond Sponsor, Boeing.

**Mary Armstrong**  
**Vice President of Environment, Health and Safety,**  
**The Boeing Company**

**Spotlight On Boeing**

“To succeed in this industry, it’s important to prepare and position yourself for advancement. Use education as a career enhancer. It’s also important to remember that the person who has the most interest in your career is you. Take the initiative, and always be open to new opportunities to take on challenges that others might avoid. Finally, figure out what truly makes you happy and fulfilled in your career. Then follow your heart.”

**Sherry Carbary**  
**President, Alteon**

“Without a doubt what has helped me grow personally and succeed as a leader are two awesome mentors who are always there for me in good times and bad, selflessly pushing me and believing in me. I now enjoy the journey and invest a lot of my time in mentoring other women. It is the most rewarding experience you can have.”

**Fariba Alamdari**  
**Vice President, Market and Value Analysis, Boeing Commercial Airplanes**

“Probably the most important thing I’ve learned in my career is to be true to myself. We often work in male-dominated environments and are surrounded by predominately male role models. There is sometimes an inclination to change and conform rather than understanding how our differences and contrasting personal styles are among our greatest strengths. If you try to be someone or something you aren’t, you will disadvantage yourself. Be yourself and trust the personal qualities that have brought you to each new opportunity. You are an important part of a large and diverse community, so be persistent and do your best. Attitude and patience make all the difference.”

**Sheila Remes**  
**Managing Director Marketing, Americas and Leasing, Boeing Commercial Airplanes**

“I have been fortunate to be in a generation of women who don’t have any limits on what they can do. Nevertheless, being in a technical field still brings some degree of skepticism for women and it could be seen as intimidating or challenging. I have found it to be a fun challenge. Establishing credibility and capability is perhaps the most critical part of this challenge. But once you achieve that, I think people who work in aviation enjoy having diversity of opinion and gender.”

**Nicole Piasecki**  
**President, Boeing Japan**

“Women are an important part of the aviation industry, and it is a better industry for our contributions. Our strong  
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nurturing, communication and networking skills help enterprises join up and compete more effectively. We also tend to see beyond the immediate focus and recognize systems and inter-relationships more easily—an indispensable quality in such a complex business. And we have generally been tested by more adversity. The key is to adapt to the unique challenges we face as women. Know yourself, recognize your strengths and weaknesses, understand your goals—and be prepared to succeed. Figure out where you want to go, what it will take over the years to get you there, and forge ahead.”

### **Dara Schmidt**

#### **Sales Director—Americas, Boeing Commercial Airplanes**

“I’ve found that the key to being effective is to set high standards for myself and focus on providing outstanding support to both internal and external customers. I also work very hard to follow through on every single commitment. If you can do those things, you will be successful.”

### **Jan Fisher**

#### **Vice President, International Relations, The Boeing Company**

“This is a great time to be in the aviation industry, arguably offering more opportunity than at any time since deregulation. It’s a global business, very dynamic and complex, with substantial room for bright, energetic, agile thinkers. It’s essential to commit to some specific aspect of your professional field that you genuinely enjoy. This enables you to engage in it long enough to become good at it and build a knowledge base, and ultimately acquire a degree of wisdom—the wisdom to understand and articulate broader implications and to help develop and guide strategy. At that point you become uniquely valuable to the enterprise.”

### **Debra Santos**

#### **Director -International Sales, Boeing United Kingdom Limited**

“This is not a business for the faint-hearted. But it is an exciting, globally significant business, and it benefits from diversity. Our entire industry, and Boeing in particular, are heavily reliant on good relationships—an area in which most women are especially savvy and probably have an advantage. One of the mistakes I see some women make is to try to work the way men do. But my experience has been that women don’t have to conform or change who they are to succeed—we should play to our natural strengths.”

### **Jenny Payne**

#### **Managing Director, Product Marketing & Product Analysis, Boeing Commercial Airplanes**

“Things are improving for women in our industry—it was harder twenty years ago to become accepted in the technical community than it is today. But proving that we’re capable and competent is still a critical prerequisite for acceptance and advancement. Ironically, while the standard of proof is arguably higher for women, sometimes the expectations are lower. So when we do demonstrate technical expertise, the impression can be that much more powerful. It can be somewhat isolating for women to advance in a corporate culture that has historically been predominately male. That’s why networking with a diverse group of peers and mentors from across the organization is important—and also having a support framework of women from outside of the organization who face common challenges as well—like IAWA.”

### **Sandy Postel**

#### **Vice President/General Manager Propulsion Systems, Boeing Commercial Airplanes**

“There is a greater consciousness on the part of companies that women and minorities bring something different to the table, different learning styles, management styles, and perspectives. The environment has become much more open, and there is much leading, influencing, and inspiring that you can do in whatever role you currently have. Practice being a leader, set a vision, mentor and support talented people, plow new ground, build new teams, honor different perspectives and walk in the other person’s shoes, take your business and your colleagues on new journeys—take the world to new places. Always be asking yourself: what would you like to do to self actualize?”

## Together We Stand Apart

It just makes sense for FedEx Express to look like the world we serve. The different cultures we represent, our different faces, the different perspectives each of us brings all come together to make us stronger and more flexible in the global marketplace. We make an ongoing effort to celebrate the unique nature of each person while recognizing the commitment to outstanding service we all share. In our workplace and with our suppliers and customers, we strive to be a true representation of the cities, communities and countries in which we operate.

### Spotlight On FedEx Express

FedEx Express's commitment to diversity is shown through its dedication of financial and human resources to support a wide variety of community relations activities and organizations that enhance opportunities for the development of a diverse workforce and community. FedEx Express is again this year a diamond sponsor of IAWA's annual conference and has also sponsored the International Women's Forum, the National Council of LaRaza's annual conference, the Hispanic Scholarship Fund, the NAACP Image Awards, the American Red Cross Disaster Preparedness Outreach Program, and many other worthy conferences, organizations, recognition and relief programs.

In addition, our goods and services purchases with diverse suppliers contribute to the economic well-being of communities where our employees live and work. We contract directly with minority and women owned businesses that are competitive in quality, service, and cost; and we encourage the inclusion of minority and women owned businesses within the subcontracting plans of our entire supplier base. To provide avenues for underutilized suppliers to access the FedEx supply chain, we developed the FedEx Diverse Supplier Development program. As part of this program, FedEx provides a dedicated staff to help diverse suppliers compete fairly and equally with all suppliers for FedEx business.



Under the leadership of the FedEx Express Vice President Diversity Council, the Corporate Culture and Awareness Department internally promotes our culture of inclusion by providing managers and employees educational tools and resources such as Diversity Training, the Mentoring Guidebook for Mentors and Mentorees, and the Diversity Appeal Newsletter; sponsoring events such as Diversity Forums and Dialogues in Diversity; supporting Network Groups that put on their own events to increase the understanding and awareness of their group's unique issues and perspectives; and creating special recognition programs such as the Diversity Champion Awards.



*Connie Lewis Lensing*

Among the current members of the FedEx Express Diversity Council are IAWA Members, Mary McDaniel and Connie Lewis Lensing. A 28-year veteran of FedEx, Mary has held a number of significant management positions and is currently the Vice President of Materiel & Corporate Sourcing for the Air Operations Division, responsible for the overall management of aircraft parts inventory and technical support of the FedEx global fleet. In addition to serving on the IAWA Board and the FedEx Express VP Diversity Council, Mary serves on the CAPS Research Board of Trustees, working in partnership with a global network of executives and academics dedicated to the discovery and dissemination of strategic supply management knowledge and best practices. Mary has been featured in several national magazines and has been honored with prestigious awards including the President's Award by the National Women of Color in Technology.

Connie Lewis Lensing is the Vice President of Litigation in the Legal Department at FedEx Express, leading a department of more than 90 professionals with litigation prevention and defense responsibility. Connie currently serves on the Board of Directors of the U.S. Chamber of Commerce Institute for Legal Reform and the Board of Directors for Lawyers for Civil Justice, and on the Advisory Board for the Corporate Counsel College of the International Association of Defense Counsel. She is a past recipient of the Minority Counsel Association's Employee of Choice Award given to spotlight leaders who commit to and succeed at creating and maintaining an inclusive corporate legal department. Connie provides tireless support for diversity initiatives at FedEx Express and

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has devoted countless hours particularly to mentoring both through one-on-one relationships and in small groups.

Because of the efforts of leaders like Connie and Mary, FedEx is consistently recognized as one of the World's Most Admired Companies and Employer of Choice for progressive and innovative policies, programs and benefits, as well as a stimulating work environment.

## **Outstanding Speakers, Exceptional Panels, Mark IAWA's Annual Conference**

The kickoff of IAWA's 19<sup>th</sup> Annual Conference in Buenos Aires is only days away as this issue of News and Views goes to press. For those of you unable to join us in Buenos Aires, here is a rundown of the program and speakers. News and Views will have more about the Conference after it concludes.

The three-day Conference, the first for IAWA in South America, has a program of exceptional keynote speakers – Terena Rodrigues, Associate General Counsel, Embraer, Sao José and Wrenelle Stander, Chief Executive Officer, Air Traffic Navigation, and special remarks by several other senior women. Included in these is Senator Sonia Escudero of Buenos Aires.

### **Buenos Aires Conference Update**

They are joined on the program as speakers by: Tulinda Larsen, Managing Director of BACK Aviation Analytical Services, Washington, D. C., providing insight on “The Outlook for Latin American Airlines: Expansion to Europe and Asia;” Nancy Iacobucci, Boca Raton, Florida, Co-Founder and Director of DayJet, speaking on “VLJ's and Their Effect on the Future of Aviation;” and Kris Fellrath, Vice President - Program Management Airplane Programs Boeing Commercial Airplanes, Renton, Washington.

The outstanding lineup of speakers is matched by equally outstanding panel presentations on a variety of issues pertinent to today's complex aviation industry. On the agenda for the morning of the first day are panels on “Aircraft Acquisition and Financing,” and “Challenges of Cargo Transport on a Global Basis.” The former will be moderated by Mylene Scholnick, Senior Vice President, Skyworks Capital, of Greenwich, Connecticut, and the latter by a representative of Diamond Sponsor FedEx, Suzanne Garber, Managing Director, South America Sales, Miami, Florida.

The afternoon's two panels are on “Restructuring, Bankruptcies, Consolidations, Privatizations: What Happens Next?” moderated by Lynne Gochanour, Esq., Partner, Chapman & Cutler, LLP, Chicago, Illinois, and concludes before the general membership meeting with a panel in “International Aviation Through the Eyes of ICAO, ” with Diana Wall, ICAO Focal Point for Women, as moderator. This panel will bring to the dais women who are or who have been directors of various ICAO bureaus.

The program for the first day concludes with a Reception and Dinner hosted by Diamond Sponsor The Boeing Company.

Day two is similarly filled with insightful programs, beginning a roundtable discussion about Latin American Airlines, led by IAWA Board Member Elizabeth Freidenberg of Buenos Aires, who helped organize the Conference, followed by a panel on “Insurance Issues in the South American Market,” moderated by IAWA Board Member Zoe Layden.

In the afternoon, attendees will have an opportunity to participate in breakout groups before the Conference ends with a reception and gala hosted by FedEx Express.

## **For Conference Goers, It's Not All Work and No Play**

For IAWA Buenos Aires Conference goers, the 19<sup>th</sup> Annual Conference is not all work and no play. IAWA has arranged a number of excursions for those able to remain behind in this region of South America after the Conference concludes on November 9.

One such tour is of Buenos Aires, itself, with an in-depth introduction to its history, its architecture, the culture of its people, its anecdotes and secrets. An optional day tour also is available to the Pampas, the well-known Argentinean countryside, with a look at its culture, and a visit to San Antonio de Areco, 110 kilometers from the Capital city. This excursion includes a day of visits to the historic city center and to workshops of famous silversmiths. Lunch and afternoon activities, including horseback riding and bird watching are on the program.

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Also available is an exciting tour about the origin of the Tango that takes the visitor back in history to follow its development. Along the way the tour passes through important elements of Buenos Aires history, from collective houses and traces of European immigration of the San Telmo area.

Art in Buenos Aires also is on the tour agenda with visits to the National Museum of Fine Arts and the Museum Arte Latinoamericano. Conference attendees also can sign up for a visit to San Isidro on the northern outskirts of Buenos Aires, with its mansions constructed in the 18<sup>th</sup> century.

Those with the time to stay for more than a few days can avail themselves of a trip to Conference sponsor Salta Province. The tour of Salta Province will allow the visitor to experience different climates, the dryness and intense cold of the Puna, the rich vegetation of the northern rain forest; the red color of the Calchaquí Valleys hills, and the tropical heat of the Chaco Salteño. The area has created a rich cultural tradition evidenced by the colonial architecture, still preserved in houses and churches, as well as by the old pre-Hispanic customs: the cult of the pachamama, the painted caves of Guachipas and the many patron saint celebrations of Salta's inland villages, including Salta "La Linda" - the pretty one - as it is usually called.

Also available is a trip to the spectacular Iguazu Falls and excursions to view the falls from both the Argentinean and Brazilian sides. Moisture from the falls has created lush tropical forests through which visitors can walk as they enjoy a panorama view of the falls.

Still another trip available to Conference goers is to Los Glaciares National Park, which stretches parallel to the Andes for over 120 miles. On the boundary with Chile, lies the eastern side of the continental Ice Cap; a majestic glacier descends from the ice cap into Lake Argentino, forming a barrier 3 kilometers wide and 50 meters high.

## Patti Moores Selected to Chair Symposium Committee

IAWA Board member Patti Moores has been appointed to the Embry-Riddle Aeronautical University Aviation Law and Insurance Symposium Program Committee. She will be organizing, conducting and moderating the insurance session of the program. The Aviation Insurance and Law Symposium will be held at the Grand Cypress Golf Resort in Orlando, Florida on January 10-11, 2008. Patti is only the second woman to serve on the committee in the past 20 years, the other being IAWA Board member Cecile Hatfield who serves as Program Chair.

**YOUR ANNOUNCEMENTS: Please send information about your promotions, elections or other changes in your professional life to IAWA ([karengriggs@iawa.org](mailto:karengriggs@iawa.org)) for inclusion in future newsletters.**

## New Members

IAWA is pleased to introduce seven new members in this issue of New and Views.

**KARIN JEFFREY HOLDEN**, a native of Britain, has been Group Commercial Director for The Route Development Group since October 2005. She has more than 20 years of top level management experience in research and analysis and marketing of new products. Among her achievements was the launch of two companies that achieved 40% market share in two years. She is an honors graduate of the University of Ulster.

**NATALIE LÜBBEN** is a partner in the international law firm Wilmer Cutler Pickering Hale and Dorr LLP, based in the Berlin, Germany office. Her practice covers a broad range of international, EU and national regulatory law, with a special focus on aviation matters. Natalie represented national and international clients in leading cases before German and European agencies and courts, in bilateral and multilateral negotiations, and provides regulatory and strategic advice. She has acted for numerous companies in the transportation, communications, and other regulated industry sectors, including airlines, airports, telecommunications providers, traffic management companies, chemical plants and energy suppliers.

Natalie is both a publisher and an author of a number of books, articles and studies in the aviation, telecommunications and public procurement sectors. She has been listed several times in the Expert Guide to the World's Leading Aviation Lawyers and other publications such as Chambers Global. Among other memberships, she is a member of the Lawyer Pilots Bar Association and of the Female Lawyers Bar Association.

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**JUDITH MORETON** is the Managing Director of Bombardier Skyjet International, overseeing business operations in Europe, the Middle East and Asia Pacific. Somewhat of a woman pioneer in the field of aviation, Judith's swift progression within the industry has not gone unnoticed, with extensive experience gained working in a variety of senior positions over the past twenty years for organizations such as Shell Aircraft and Virgin Express. In May 2007, Judith received the coveted European Business Aviation Convention & Exhibition (EBACE) award for her commitment to aviation and outstanding contribution to business aviation in Europe.



*Judith Moreton*

**IVANA PALMEIRI** of Palmeiri & Associates in Buenos Aires, Argentina, has been practicing in the area of aviation law since 1985. She has represented clients such as Florida West Airlines, AEROFLOT-Russian Airlines and Paraguay Airlines, among others. She has been invited to speak at conferences all over the globe, including Chile and the Dominican Republic. She has also been a member of the faculty for Social Sciences of the University of Buenos Aires as well as the University of Argentina and taught courses such as Introduction to Aviation and Judicial Regulation of Commercial Aviation.

She also has been a Consultant for Public Policy on Transportation and Telecommunications at the Foundation Novum Millennium, a Consultant to the Under Secretary of Commercial Aerial Transportation and the Secretary of the Ministry of Transportation of Federal Planning and Public Investment and Services. She evaluates plans and approves everything relative to the area of commercial aerial activities, a past member of Latin American Association of Telecommunication and Aerial Rights (ALADA), and has also published several articles regarding topics such as aerial rights and commercial aviation.

**LISA PICCIONE** is Senior Vice President, Government Affairs for the National Business Aviation Association (NBAA). She joined NBAA after holding senior government affairs posts at Delta Air Lines and the Airports Council International-North America (ACI-NA). She also has served as a top aide to several members of Congress, including Rep. Peter DeFazio (D-OR), the former ranking member on the House Subcommittee on Aviation.



*Lisa Piccone*

From January 1995 to December 2004, Lisa was first Manager and then Director of Government Affairs for Delta Air Lines, where she managed the airline's legislative priorities and contacts with members of Congress. She served as Vice President, Governmental Affairs and Facilitation for Airports Council International-North America from 1990 to 1993. She holds a B.A. in political science from the University of Missouri-Columbia.

**DOÑA SHEEHAN** is Owner/Partner in CARE Plus GLOBAL in Dallas, Texas, a company that specializes in emergency response planning. She has extensive experience in aviation information technology, and formerly worked as IT Liaison for the Department of Defense and as a Senior Systems Analyst and Director of Information Systems for American Airlines/SABRE.

**BETI WARD** is Chief Executive Officer of Pacific Air Cargo. She began her career in the air cargo business in 1981, with a company she launched in 1981, American International Cargo, providing air cargo service to Hawaii. Beti semi-retired when she sold her interest in 1998, but in May 2000 she re-established herself in the air cargo industry with the formation of Pacific Air Cargo, which today provides express air cargo service between Los Angeles and Honolulu with Boeing 747 freighter aircraft. In addition to serving the Hawaii market each day, the company now provides weekly service to Pago Pago, American Samoa, Niue Island and Guam.



*Beti Ward*

Among Beti's numerous award achievements are the Arizona Golden Heart Award; Entrepreneur of the Year Award in 1999 from Ernst & Young, Cargo Person of the Year award from the Hawaii Cargo Association in 2003, and designation from 2000-2006 as the #1 Woman Owned Business in Hawaii from Pacific Business News. She has served on the National Organization of Women and the American Red Cross as a Board Member.