



Emerging from Turbulence: Boeing and Stories of the American Workplace Today

Leon Grunberg, Sarah Moore

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The book looks at workers in three stages of their careers—early career, midcareer, and retirement—sheds light on generational differences in the workplace, and addresses issues such as job training and work moving overseas. Long-time employees reminisce fondly about the family and engineering culture of Heritage Boeing and many are sad and angry about the new, financially driven ethos brought in by the McDonnell Douglas executives after the merger. Newer, younger employees, with no direct memory of Heritage Boeing and more individualistic attitudes, accommodate themselves more easily to the new Boeing.

Employees past and present talk about the exciting challenges of launching new, breakthrough airplanes such as the 777, the thrill they feel when the airplanes they produced take to the skies, and the wrong-headed decisions that plagued the disastrous early development of the 787. The narratives also reveal how workers balance work and home life, navigate changing gender relations, and strive to find meaning in this transformed workplace culture.

Emerging from Turbulence takes readers inside these profound workplace changes and shows both the personal and the national impact of today's realities.

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