

## 5 Levers For Change in Turbulent Times.

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EVA27



## To Prompt Discussion.....

- Background and context to analysis undertaken
- Key findings
- The response - “5 Levers For Change”
- COVID19 – Adding to the turbulence?
- General discussion

I remember reading.....



**SUMMARY:** Our latest *Pulse of the Profession*<sup>®</sup> research reinforces that when proven project management practices are employed, organizations experience greater success. In fact, these high-performing companies, those we call “champions.” waste 21 times less money than underperforming counterparts. These champions are mastering project management practices by investing in actively engaged executive sponsors, controlling project scope and growing their value delivery capabilities.

Messages that resonate strongly with any project based organisation with an interest in its competitiveness!

## For Thales.....

■ Project execution is fundamental to our success and overruns of course impact our ability to invest in our future

■ And so.....

“ .....we need to become best in class in project execution, if we want to be a best in class company”

Patrice Caine  
Chairman and CEO

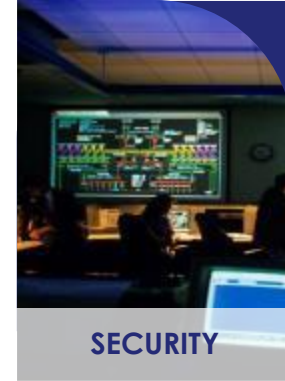
■ A Company-wide competitiveness project was initiated in 2018 – “Product & Project Efficiency” (1 of 4 Transformation Work Streams)

Pre-pandemic! More on that later....

# Our Challenge - Large, complex projects in Thales –.....

## DUAL MARKETS

Military & Civil



Global Business Units (GBUs) for Each Sector - & Major Countries (Business Units/Domains)

### Some Complexity Drivers:-

Multiple sectors

System Integration

Transnational project structures

Technology Readiness

### **And....the evolution of the group!**

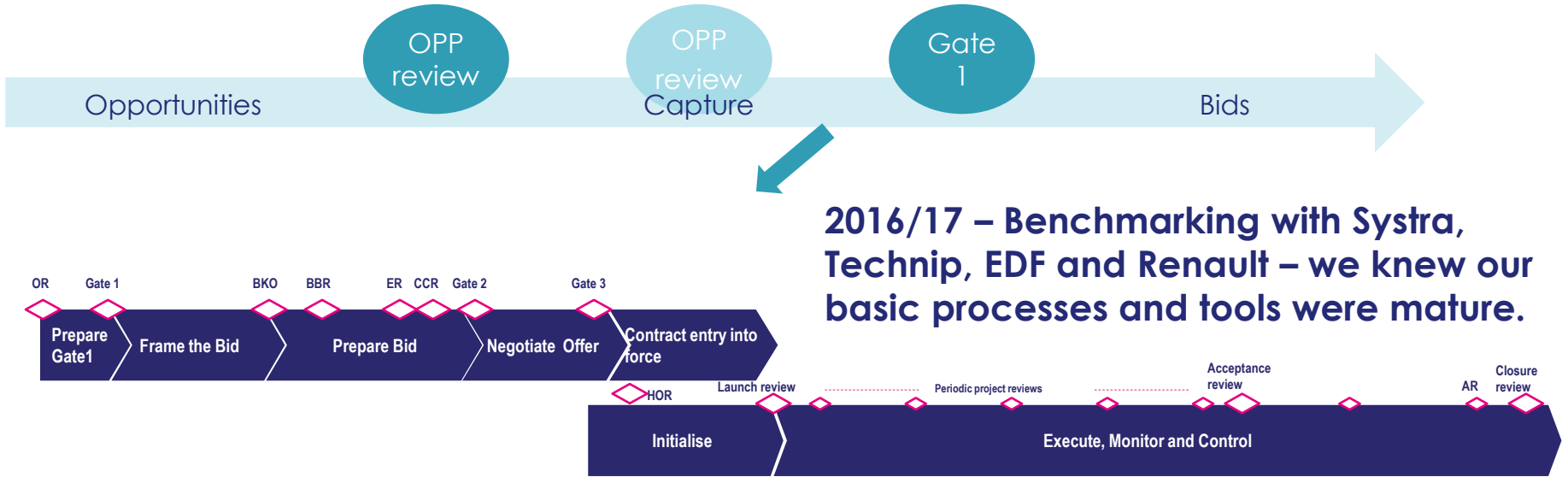
Joint ventures & consortiums

Contract structures & behaviours

Multi culture environments

Mix of R&D & Customer Funding

# Competitiveness Project - Taking A Full Lifecycle View.....

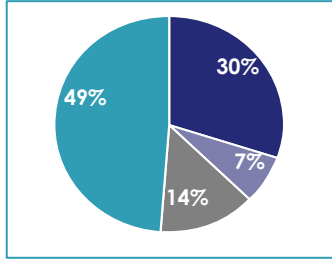


**We knew it was not just about the Execution Phase!!**

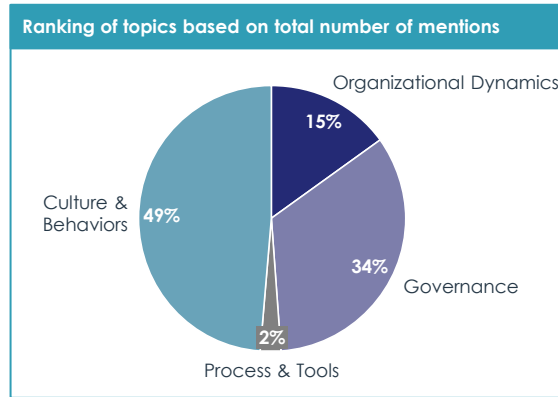
# Building A Broader View of Areas For Competitiveness Improvement



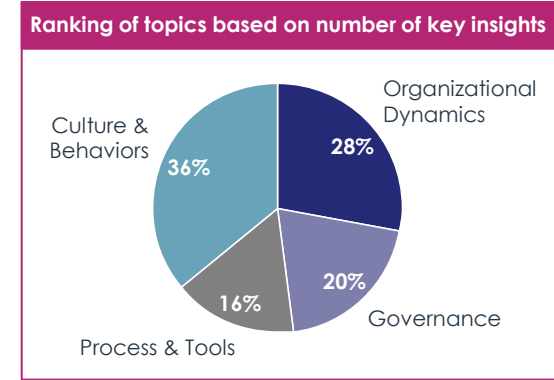
# Top Level Insights From the Analysis



Tech / Eng – Root cause analysis on late projects



Voice of the 'PMs' – 'mentions' in interviews



Voice of the Global Business units- common 'key insights'

- Organizational Dynamics
  - Governance
  - Process & Tools
  - Culture & Behaviors
- Four teal arrows point from the legend items to the right, converging towards the text 'Greater than 80%'.

**Greater than 80%**

Not a process and tools issue  
- Verified through an external benchmarking







Some 'genetic therapy'

# 5 levers for change



## ANTICIPATION & CONTINUITY

- Strengthen the end to end management
- Focus and invest more in the upstream phases
- Ensure continuity along the lifecycle
- Improve the quality of baseline deliverables and risk management

# 5 levers for change



## EMPOWER TO DELIVER

- Empower the Bid & Project Managers
- Provide them with all the necessary levers
- Position them in the organisation where they can truly have an impact

# 5 levers for change



## SUPPORT

- Emphasize Senior Management focus on supporting bid and project teams in delivery rather than controlling and monitoring

# 5 levers for change



## TRANSVERSAL LEARNING

- Develop transversal sharing
- Learning and coaching across the organisation

# 5 levers for change



## ATTRACT AND RECOGNISE

- Attract and recognise talents in the job family
- Reward core teams engaged in major projects

# Enablers to the 'Behaviour Changes'

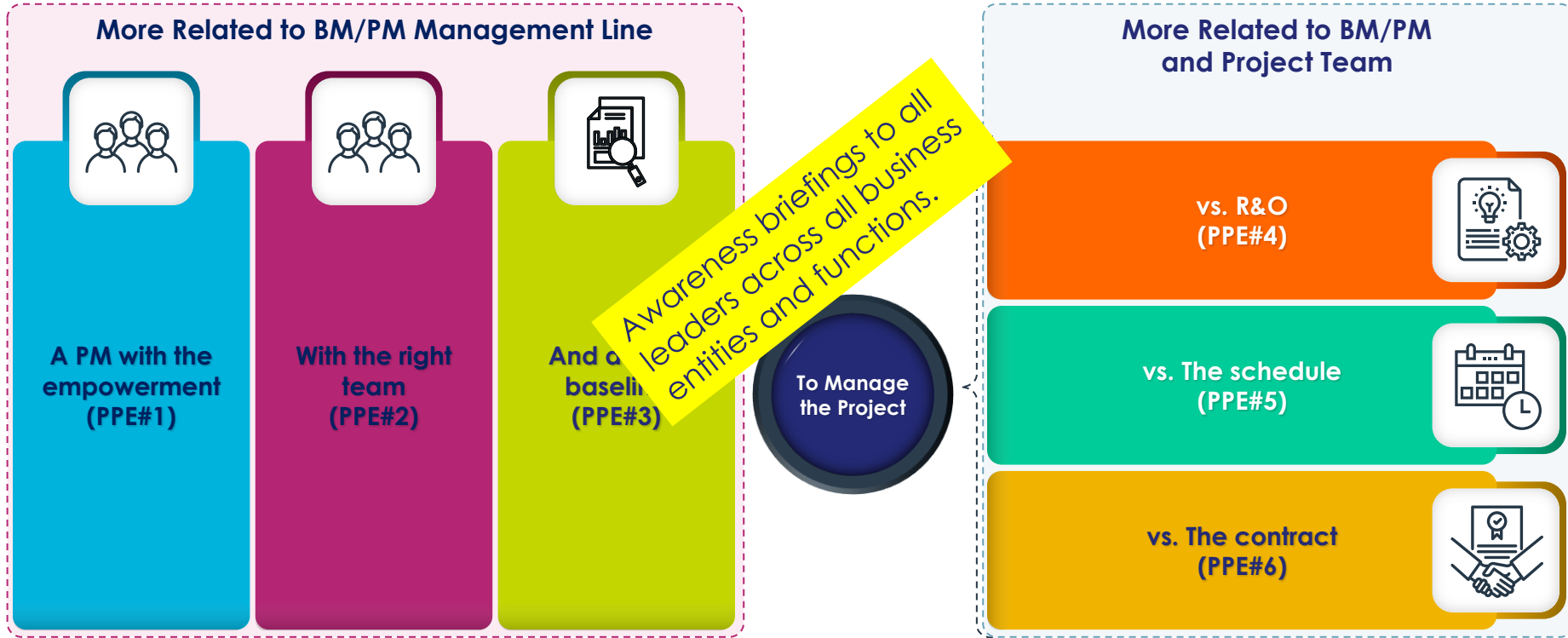
Core priority	1	Opportunity / Bid characterization & risk assessment completed - mitigation strategy/plans in place	ANTICIPATION AND CONTINUITY
	2	CL / Bid & Project Managers positioning and reporting line to relevant GBU/BL level for A2/critical B&P	EMPOWER TO DELIVER
	3	Core Team and WPM reporting lines optimised to support Project delivery - PM to set project related objectives for WPMs and Core Team members.	
	4	Ensure Bid to project continuity: PM, teams and validated baseline deliverables (including deliverable based WBS); All mandatory CCR outputs validated	TRANSVERSAL LEARNING
	5	Establish plans, metrics and milestones in a way that ensures early warning of issues	SUPPORT
	6	Appointment of B2/A2/Critical Bid & Project core team members to be formalized in Group COMEX/GBU Job Reviews. Quarterly capability reviews established	
	7	Entity and Project Team objectives and incentives aligned for Project delivery	ATTRACT AND RECOGNISE
	8	Supportive and participative stance taken by Senior management, for example through early engagement in Opportunity reviews and Gemba walks. (informed by the "Golden rules")	
	9	Use peer reviews, lessons learned and PMO support to minimize risks in Bid & Project delivery	
	10	For delivery of complex / strategic projects, appoint a chief engineer - optimizing the balance between the "what" and the "how" to meet delivery needs	
	11	Implement a specific incentive scheme for PMs and Core Teams assigned to 'difficult' projects	
	12	Additional action if needed - most relevant for GBU	

**31 Actions agreed by Group Level Exec Committee under the 5 Levers**

Initially, 11 set as priorities.....  
 'actions' and guidance that require behaviour change – doing the basics right - for key bids and projects



# Emerging From The Pandemic - Product & Project Efficiency 'Essentials' .....



**Focus on the elementary practices and their effective adoption**

THALES

## Rules for Senior Management in their Supervisory role

DRAFT 1.7 – 27th April 2018  
Outcome of the S&P SteerCo workshop (24th Apr 2018)

www.thalesgroup.com



## 7 Rules for Senior Management



### 7 Senior Management rules objectives;

- to raise awareness of Senior Management on key topics and behaviours
- set forth common rules along the Bid & Project lifecycle
- Implement these rules to lead to a cultural change management style and collective intelligence

### 7 Rules for Senior Management

1. **Be an agent of Product Policy**
2. **Provide early funding of capture activity**
3. **Engage early Local Country Stakeholders**
4. **Foster a true multi-entity working spirit**
5. **Empower the Bid, Project Managers and Capture Leads; Staff the Bids & Projects appropriately**
6. **Balance pace setting and control with a supportive approach**
7. **Recognize and manage uncertainties**

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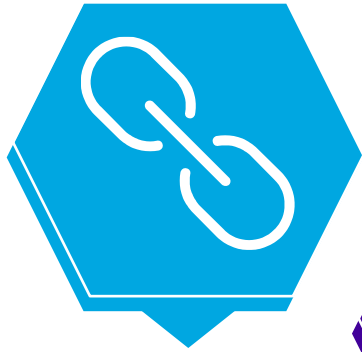
# COVID19 – Adding to the Turbulence?

■ A large, complex project kept on track – of strategic significance to UK defence, but what was the ‘People Cost’?

■ Key challenges to sustaining progress – even in ‘normal times’!

- Customer alignment
- Team purpose and clarity of mission
- Monitoring and measuring performance
- Team connection
- Team wellbeing
- Secure collaboration
- Smart approach to meetings – avoiding a meetings culture
- And, in 2022, Component shortages, trade embargoes, inflation and the war for resources – example, The UK is short of 27500 System Engineers!

## 5 Levers For Change – More important than ever?



**Anticipation  
& Continuity**



**Empower  
to Deliver**



**Support**



**Transversal  
learning**



**Attract &  
Recognise**