



# “ Building a Common Vision”

**BAE SYSTEMS**

Investment and Infrastructure  
Services

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## The Brief

- Promote “Service Excellence”; explain it, convey what it means for individuals
- Build pride in the Function and support the creation of an environment that encourages people to feel that – “I want to work there”; create an emotional connection/hook for people
- Build line of sight to both operating company and Corporate goals so that people in the supply chain can link their role with the overall business strategy
- Create a single identity and one team culture for the Enterprise

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## Insights

BAE Systems’ Investment and Infrastructure Services (I&IS) organisation (part of the Military Air Solutions business) provides a wide range of services to BAE Systems sites and RAF bases, with around 80% of these services delivered by suppliers managed by the I&IS team. It is a huge role spanning capital investment (new hangers, buildings) to welfare (catering and fire services). Effective implementation of the corporate strategy of closer partnership working with customers requires cultural change in the enterprise. This needs clear vision, a process to involve people in “discovering” what the vision means for them, and a management team able to communicate and engage employees and suppliers in realising it.

Some of the key learning included:

- Shift mindset from “supplier to collaborator”
- See needs and problems from the customers’ perspective
- Respect each other and work as one team
- Communicate in a manner that can be understood by everyone
- Lead and promote a passion for service excellence – be clear what you mean, give examples
- Do what you say you will; deliver on promises; be reliable
- Be easy to do business with
- Strategic change requires cultural shift throughout support organisations
- Celebrate successes



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#### Highlights

- Rapid response to a challenging brief; from commission to delivery in five weeks
- A structured process for articulating vision
- A Big Picture to use as an engagement tool for all parties (functional managers, employees, colleagues in other parts of the business, suppliers, customers)
- The integration of legacy cultures based on previous organisational divides
- A face to face process to engage the leadership group
- Perceptual metrics and qualitative feedback to track change in people's understanding and buy in

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#### Results

The engagement process has been well received not just by members of the BAE Systems team but also by customers and suppliers. Suppliers to I&IS have used it to discuss with their teams and align their plans with the vision.

Comments from within the business have highlighted the value of a consistent message about the strategic direction of the team, and generated valuable debate about how the one team vision can be accelerated.

“It has generated greater understanding of how people can contribute to the vision” commented Steve Fisher, Strategic Services Transformation Manager. “We have had a lot of feedback and comment, much of which is helping identify what needs prioritising to go forward. The picture and briefing process has been a tremendous help in our engagement with the team.”



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Couravel Limited	info@couravel.com
Riverside House	
River Lawn Road	T: + 44 (0) 1732 783 525
Tonbridge	M: + 44 (0) 7860 196 343
Kent, TN9 1EP	F: + 44 (0) 1732 36 26 26