

## **Thales Digital Factory: Disrupting culture across the Group**

Olivier Flous, Thales VP, Digital Transformation & Digital Factory

Clara Juanes-Vallejo, Thales Digital Culture and Processes Workstream Leader

**Agile en Seine 2019**



Remerciements à nos sponsors et partenaires

## PLATINUM



## GOLD







Remerciements à nos sponsors et partenaires

## SILVER



## PARTENAIRES





ONCE UPON A TIME IN...

PARIS!



# ACT I : interview



**April 2017**, Thales HQ La Defense



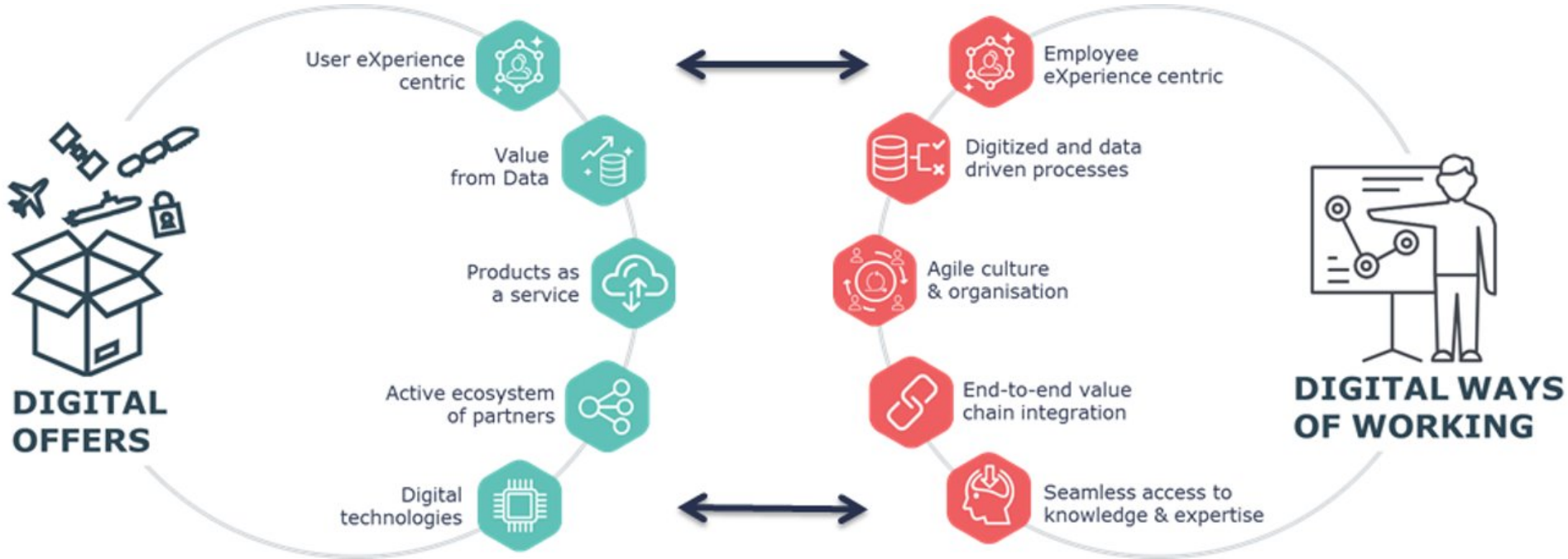


## ACT II : Launch of Digital Transformation Programme and the Digital Factory



July 2017, **THALES** DIGITALFACTORY

# Digital Transformation for THALES



# 7 Digital Transformation Workstreams



# Digital Factory Activities

Mission statement: "Accelerate the Digital Transformation of Thales and its customers"



## **THALES DIGITAL PLATFORM**

hosting services for  
our employees and  
customers



## **MVP DELIVERY**

squad teams  
developing compelling  
Minimum Viable  
Products involving end  
users



## **A START-UP INCUBATOR**

for both internal and  
external start-ups to  
accelerate new  
businesses and be  
closer to digital  
ecosystems



## **A DIGITAL ACADEMY**

able to disseminate  
digital culture and  
technologies, through  
training and coaching  
opportunities, digital  
events, hackathons,  
etc.



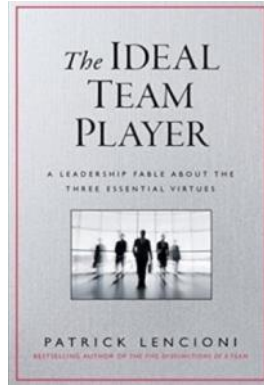
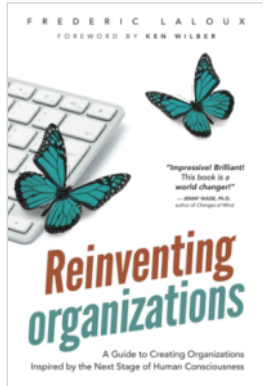
## **ACT III : Presenting to all the Thales leaders**



**March 2018**, Thales T-Days, Lisbon

<https://youtu.be/eYnct5SKkiU>

# Some Sources of Inspiration for the ways of working @ the Digital Factory



# Manifesto & values @ the Digital Factory

Empowerment



Over control

Data



Over opinions

Test & Learn



Over plans

Collaboration



Over protection

Users



Over customers

Failure



Over not trying



HUNGRY

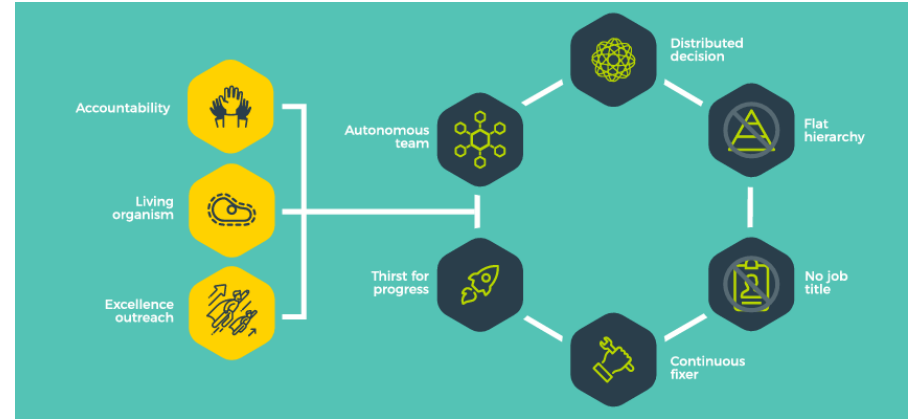
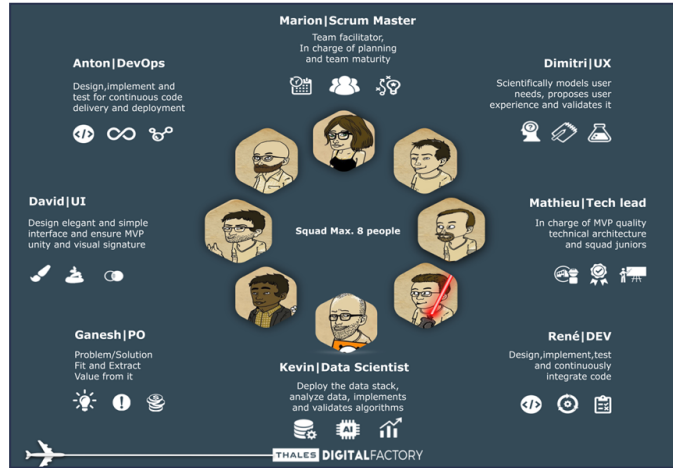


HUMBLE

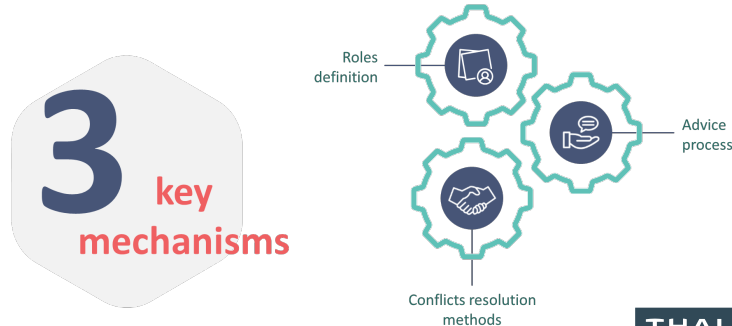


AWARE

# Ways of working @ the Digital Factory



## Organization processes



THALES DIGITALFACTORY

## Behaviour rules

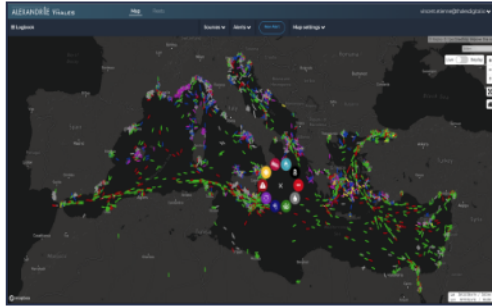


Every one can make mistakes

Humility and empathy allows second chance...

...but we don't accept bullies

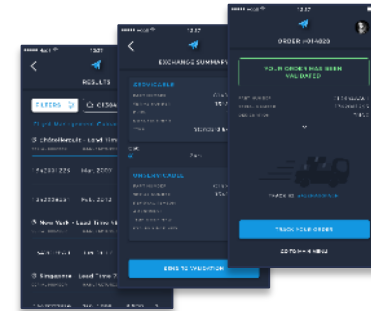
# Some examples of MVPs already developed and transferred



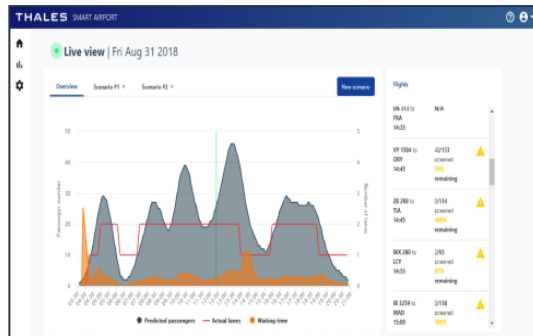
Maritime Surveillance



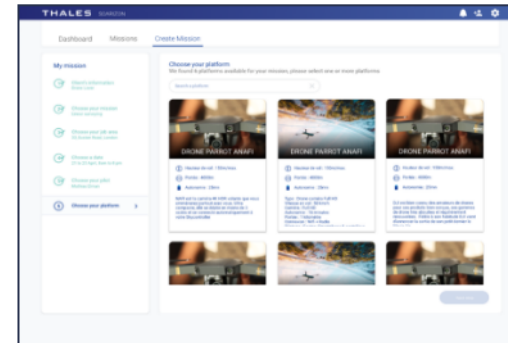
SmartCity



PartEdge –Avionics services



Smart Airport



Soarizon –Drone Mission Planning

# Digital Competence Centres



**Digital Workplace & al  
(Bucharest)**



**Soarizon (Crawley)**



**Smart Airport (Florence)**



# **ACT IV : 1<sup>st</sup> culture community get together!**



**June 2019**, Digital Factory auditorium



# Remember our mission: the manifesto for everyone

Empowerment



Over control

Data



Over opinions

Test & Learn



Over plans

Collaboration



Over protection

Users



Over customers

Failure



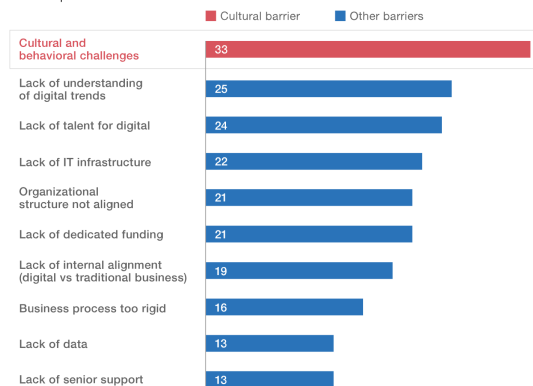
Over not trying

Support **all our users** (Thales employees) in **adopting** ways of working based on the **Digital Culture Manifesto regardless of their roles, positions and experience**

# Remember why we believe in culture change

Culture is the most significant self-reported barrier to digital effectiveness.

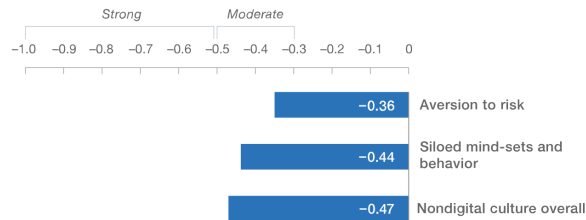
Which are the most significant challenges to meeting digital priorities?  
% of respondents



McKinsey&Company | Source: 2016 McKinsey Digital survey of 2,135 respondents

Cultural obstacles correlate clearly with negative economic performance.

Negative correlation with economic performance  
(correlation coefficient)



McKinsey&Company | Source: 2016 McKinsey Digital survey of 2,135 respondents

WORKPLACE JUNE 28, 2018 GALLUP

## Culture Wins by Attracting the Top 20% of Candidates

BY NATE DVORAK AND RYAN PENDELL

According to our analysis, when companies select the top 20% of candidates based on a scientific assessment, they realize:

- 41% less absenteeism
- 70% fewer safety incidents
- 59% less turnover
- 10% higher customer metrics
- 17% higher productivity
- 21% higher profitability

Remember it's working! ☺

Thousands of level 1s and 400 level 2s and 3s trained , 200 members on our open culture portal, 40 culture pilots across all our sectors, **official job** descriptions for captains and coaches

The screenshot shows the 'Digital Culture' website for THALES. The header includes navigation tabs: Home, Activity, Contact, News, Projects, Reports, Careers, and a 'Following 9-12 streams' section with a 'Leave group' button. The main content area is divided into two columns. The left column has sections: 'FIRST TIME HERE' with a 'Check out' list of resources; 'BROWSE OTHERS' with a 'Change Agent Toolkit'; 'SHARE' with 'Culture Streams'; 'FIND HELP' with an email address; 'MAIN TOPICS' with 'Digital Culture Workshop' and 'Innovation & Business Models'; 'THE MANIFESTO EXPLAINED' with a list of themes; 'UPCOMING EVENTS' with a 'No events are currently scheduled' message; and 'FEATURED CONTENT'. The right column features a large image titled 'BUILDING A STRATEGIC RAIL WORKFORCE FOR THE FUTURE', a 'WELCOME!' message from the 'Digital Culture Community', an 'Intro' paragraph, a 'Why Deploy a Digital Culture and Processes' section with a red header, and a 'Main Area' section with a 'Deploy digital culture and processes' graphic and a 'HELP US IMPROVE!!' button. Below this is a section for 'Inspiring Manifesto Practices' with a grid of icons.



## Five more things to remember... Clara's 5 tips for Culture Captains

- {1}** you can't fake it
- {2}** be clear about what is Agile
- {3}** expect the performance dip
- {4}** be fearless
- {5}** learn to rest not to quit

#CultureCaptain

**if you get tired,  
learn to rest,  
not to quit.**

+Banksy



THALES

# ACT V : 1<sup>st</sup> time @ Agile en Seine!



**September 2019**, New Cap Event

Thank you for sharing our journey with us! :D

Our top take aways of what you need to #disruptculture:

- A shining light of amazing culture that inspires everyone **but make sure it is not perceived as arrogant!**
- Make alliances and communities
- Always push transparency
- Open it for everyone



## La Digital mobilise

Lancée en juillet de Thales mobile du groupe. D à Toulouse.



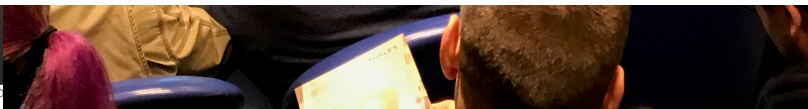
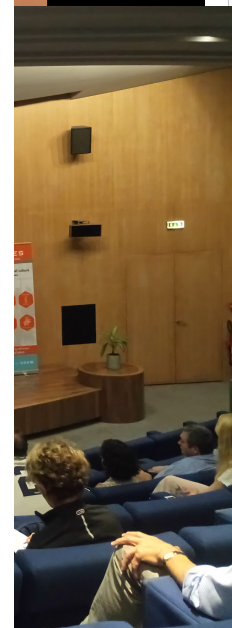
TWITTER



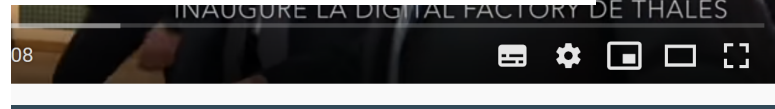
Olivier Flous, directeur de la C



#CultureShakers



Marché du véhicule autonome



INAUGURE LA DIGITAL FACTORY DE THALES

# Questions?

Too shy? 😊 Contact: [culture@thalesdigital.io](mailto:culture@thalesdigital.io) Twitter: @ClaraThales