

Thales (UK) Ltd National Security and Resilience Division

Capita Symonds Consultants provide 'critical friend' support to programme and deliver an innovative values and behaviours based development programme for managers

Location:

Wells, in Somerset, Bristol,
Basingstoke

Client:

Thales (UK) Ltd

Start / completion dates:

August 2010—2012

Services provided:

Consultancy, Change
Management, Project
Management, Behavioural
Change, Management
Training



Thales (UK) Ltd is an international technology company working in the Aerospace, Defence and Security sectors employing approximately 8,500 people across 40 sites in the UK. The National Security and Resilience Division (NS&R) needed to rationalise its office locations and as a result relocate 250 people from its site in Somerset.

The 'Smart Working' project was a part of a larger transformation of the business to respond to the company's new market landscape. The challenge for Thales was to implement greater agility to support working across sites at Basingstoke, Bristol, Doncaster and other UK locations.

Capita Symonds was initially engaged to support staff in Somerset to understand the potential of Agile Working ahead of their relocation. This work raised challenges around existing management styles and working practices, and as a result Capita Symonds is now supporting the internal Thales project team as a critical friend from every discipline (ICT, FM, Property, and HR) to deliver a holistic change to this part of organisation.

Capita Symonds has also devised, and are delivering, a 'values and behaviours' based development programme for managers, staff and teams to ensure they are provided with both practical guidance to navigate the period of change of physical location and the move to more mobility within the organisation.

For further information
on this project contact:

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The development programme is formed of three courses:

- 1) 'Living the Values' – To level the expectations of all 250 staff in the division of both 'what' is delivered and 'how' it is delivered. Supporting staff to understand the way to find the balance between personal, team, and programme objectives.
- 2) 'Coaching for Change' – To support the 80 managers in the business to learn and practice through use of better feedback and coaching skills to improve performance of individuals and teams alike.
- 3) 'Changing Places' – To support every functional and project team in becoming more effective in working with each other and other teams and customers across the matrix through reviewing the way they work now and how this will change with smart working as part of site closures.

Key outcomes of the Thales (UK) Ltd Smart Working Programme

- An informed and engaged workforce in Wells, (Somerset) who understand the potential benefits of Agile Working ahead of their office relocation.
- Operational teams having the enhanced knowledge and skills to work more productively within a matrix managed project environment.
- Managers with increased team and individual management skill sets.

“The experience, knowledge, support and capability of the consultants in delivering an innovative approach to behavioural change from the management team and right across the organisation has been key to our successful move to Smart working”.

Rebecca Elliot,
Director of Operations and
Programme Management,
Thales UK - NS&R

