

Success Through Simulation at Thales



Thales is a large and well-known global defence contractor based in Tulsa, Oklahoma.

The Australia/Pacific operation of Thales has its base at the large joint Australian/U.S. Naval Dockyard in Sydney, and came into being with the purchase of Wormald Technologies in late 1998. The company was then faced with the multiple challenges of reskilling, relocation, cultural and leadership change and a new vision as it reoriented toward new opportunities.

CEO David Harvey issued a challenge to Team Results in March 2000. The challenge was to create real-world, lasting benefit to the company's leadership team in a high-pressure, no nonsense technical environment that had seen it all before and was well inured to rhetoric, traditional approaches and programs born of generalities and the whiteboard.

Team Results consulted in detail with Thales on the specific challenges facing this project-based, very high-expertise oriented organisation. Leadership team members were also consulted in detail prior to any work being done, to ensure that all inputs had been considered and that, from the start, the program and follow-ups would be based on "how it really is".

Team Results and Thales quickly discovered that they had a common approach. Both companies relied heavily on Simulation as a proven, powerful method for obtaining tested reality against real-world problems in a safe environment. In the case of our client, Thales is one of the world's leading makers of fully-featured flight and combat simulators.

The Sydney leadership team arrived for a tailor-made leadership strategy simulation at

one of the many tested global venues which we use around the USA, China, Singapore, Australia and New Zealand. In these pleasant surroundings, they planned and managed a project that simulated the challenges of the new organisation and tested the team's strategies for leadership, effective operation, optimum learnings and the ability to create a supportive and results-oriented climate.

While not physically stressful, the project was worthy of a high-level management team and thus was very demanding on planning, contingency handling, retaining unity and managing time and resources. Strategies developed from this project were then mapped into specifics in the workplace on an ongoing basis.

Follow-up with the group was consistent, and included detailed planning and review sessions on team and individual strategies. As well, there were also five measurements with our proprietary **Team Dashboard**[®] instrument. Covering a period of eight months, these showed that dramatic improvements in team performance were not only sustained, but continued to progress over time.

"I was very, very impressed with the sustained and measurable results", says David Harvey. "And in addition, the team had enormous fun through the whole thing".

"We also found the whole approach effective," he adds, "And we look forward to continuing the association with Team Results".

Thales has since run several more Simulations and now works with Team Results on an ongoing basis.



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