

## SUCCESS STORY

# Supporting the adoption of new ways of working on the shop floor to increase reactivity

## CHALLENGES

An **aircraft manufacturer** launched a major **transformation project to improve its operational performance** both for lead time reduction and customer satisfaction.

Due to **significant impacts on shop floor** practices, addressing **change management** was key to:

- Manage high numbers of people and locations impacted
- Address the entire management line
- Engage the shop floor employees and consider their specific support needs

## SOLUTIONS

We designed and deployed a change management approach based on **five major pillars**:

- Detailed **change management plan** built on stakeholder's mapping and impact analysis
- **Robust governance** to coordinate change levers
- **Shop floor ambassador network** implementation to coordinate change actions and avoid scattered solicitations
- **Change and communication tools** deployment, adapted to shop floor employees such as training packs, videos, visual thinking, etc.

## KEY DELIVERABLES



**Stakeholders mapping and impact analysis**



**Change management plan** including governance and roadmap



**Training & communication materials** adapted to each population

## CUSTOMER BENEFITS

# 400+

**people impacted** on various locations, with various job types

# 10+

**change management initiatives**



*"We are glad to have **visibility** on the project and to be **embarked on the approach**. It makes a real difference because we feel we are being taken into account!"*

**Operator at shopfloor level**

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