

# Raytheon Trusted Computer Solutions uses 9Lenses to pinpoint operational challenges and then as a continuous learning platform

Raytheon Trusted Computer Solutions is the global leader in cross domain solutions, providing software and services that enables its clients to share and access information securely.

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## Adapting to organizational change

Raytheon Trusted Computer Solutions (RTCS) was a known leader in the information security space with some of the largest operational deployments in the world. Recognizing a strategic fit and wanting to deliver world-class, end-to-end cyber security solutions, Raytheon Company acquired RTCS in late 2010.

While the acquisition made great strategic sense, it proved challenging from an operational and cultural standpoint. Recognizing these challenges and wanting to identify additional challenges and opportunities, the new President of RTCS decided to run the 9Lenses Business 360 software application.

*“I needed to...gain clarity across the organization to drive informed and improved decision making. 9Lenses is helping me begin this assessment in an extremely clear and concise way”*

~ Lisa Brown, President, RTCS

RTCS was impressed by the amount of insight provided by the initial Business 360 diagnostic and surprised by the nature of the findings. From the 9Lenses dashboard, powered by the collective wisdom of the RTCS workforce, the President zeroed in on four key insights spread across four core areas (lenses): Strategy, Operations, People, and Market.

First, the strategy of the newly combined Raytheon entity was not clearly

## **Raytheon** Trusted Computer Solutions

### Challenges:

- Lack of alignment around corporate strategy
- Difficulty in adopting new operational processes post-acquisition
- Perceived lacked of resources to commercialize a promising product

### Results:

- Enhanced communication of corporate strategy
- Implemented initiatives to improve operational processes
- Investigated market attractiveness for commercialization
- Improved data-driven decision-making abilities
- Transformed organizational intelligence capture

communicated with the RTCS workforce; 90% of respondents indicated that they could not define the corporate strategy. This lack of understanding was leading to a misalignment of goals. Second, adapting to new operational processes post-acquisition was impossible without matching processes to marry or instruction on how to build what was required. Third, RTCS employees ranked their personnel as extremely capable and talented. Fourth, RTCS discovered that many desired to commercialize an existing product to the private sector that was traditionally only sold within the government space, but felt they lacked the appropriate resources to do so.

**“9Lenses cuts through the labyrinth of management and strategy theories...and really pinpoints the areas where focus is needed.”**

*~ Lisa Brown, President, RTCS*

From insight to action

Responding to the results of the Business 360, RTCS launched a number of initiatives aimed at addressing each of the key findings, and used 9Lenses KPI pulse applications to benchmark progress and identify newly created challenges. For example, to address the communication gap around corporate strategy, leadership implemented monthly strategy brown bag lunches. After a few months, almost everyone knew the strategy! From the KPI pulses, they identified the next challenge: not everyone was aligned with the strategy.

RTCS fully embraces 9Lenses

The additional insights provided by these KPI pulses prompted RTCS to roll-out 9Lenses more broadly across the company as a robust continuous organizational learning platform.

As the use of 9Lenses spread from the C-suite to divisional VP's, it became a major ROI for the RTCS. Leaders could now benchmark and track divisional performance and have immediate visibility into other programs. Importantly, the 9Lenses applications provided accelerated learning and decision-making; data-driven decisions replaced gut-feel decisions.

By fully adopting 9Lenses platform, RTCS was able to far exceed its initial objectives of gathering insights on existing challenges and opportunities.

**“I am enthralled with the approach 9Lenses takes to focus process improvement initiatives.”**

*~ John Graves, VP Operations, RTCS*

RTCS transformed the way they captured organizational intelligence and improved their decision-making abilities. Finally, RTCS can now expertly navigate organizational change because it can understand all levels of its business through unfiltered social insight.

## About 9Lenses

We empower business leaders to rapidly uncover powerful organizational insights from their most critical resources—their employees and customers. These insights enable business leaders to drive enterprise value, engage employees, and make confident decisions on even the most challenging problems.

Whether you want to take your business to the next level or grow sales, 9Lenses can provide the focus your company needs. To learn more, visit: [www.9lenses.com/9lenses-software](http://www.9lenses.com/9lenses-software) or contact us: [sales@9lenses.com](mailto:sales@9lenses.com).