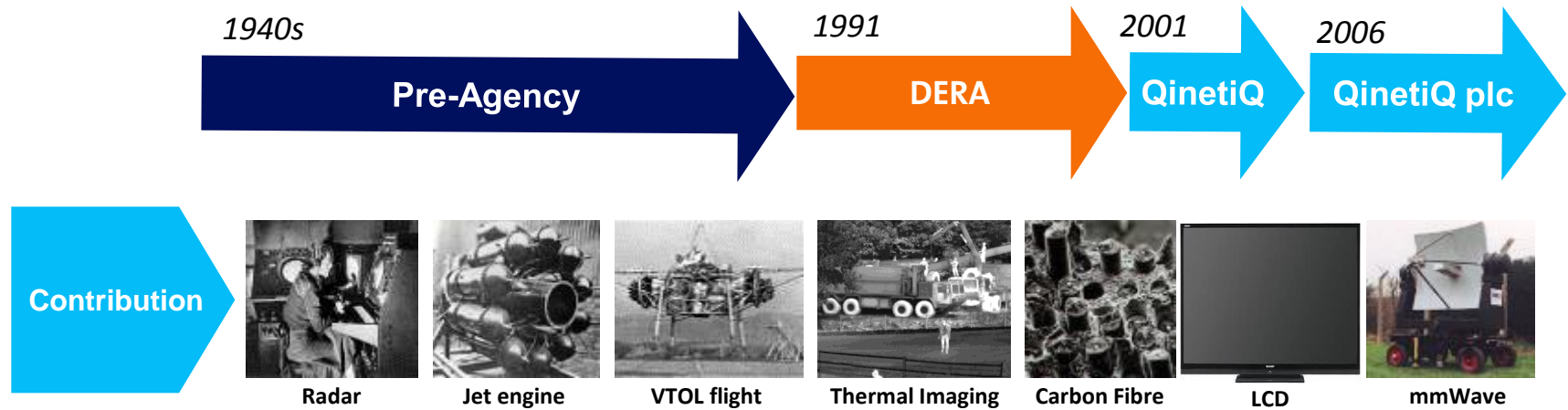




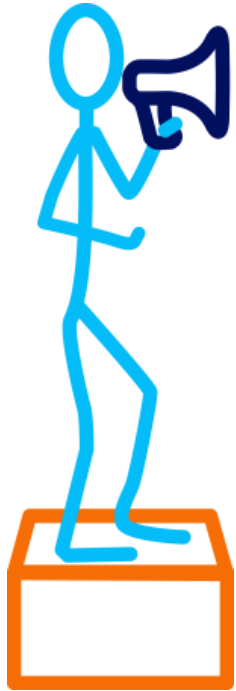
Cultural transformation – the key to raising performance

Leo Quinn, Chief Executive Officer
UWE Bristol address 9 October 2014



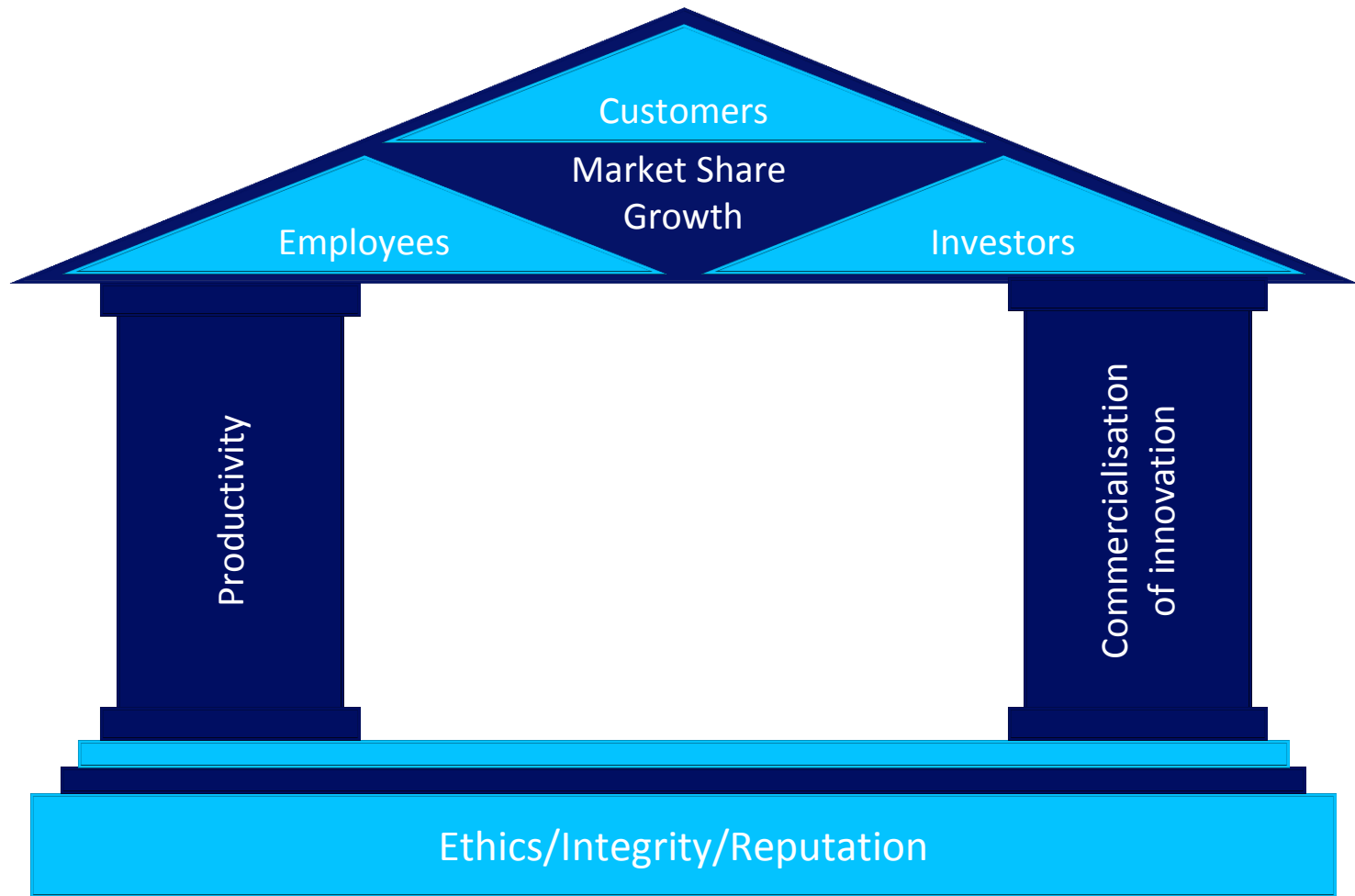
A heritage of innovation

2010 – bad news early is good news

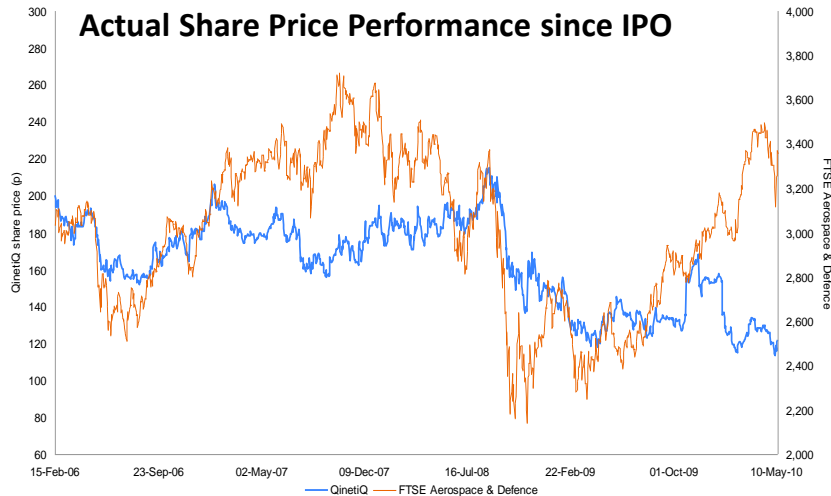


“Only the lonely”

What are your principles?



2010 – QinetiQ had a real crisis



- Loss of clear direction
- Forced growth
- High organisational complexity
- Lack of transparency
- Innovation not managed– too many loss makers
- Costs too high
- Fragmented culture – leaders, processes, execution
- Siloed organisation
- £535m of debt



In danger of breaching bank covenants

A burning deck



Don't miss the opportunity to make a drama into a crisis

Get your priorities out there

QinetiQ 2010

1. Focus
2. Cultural transformation
3. Strengthen balance sheet

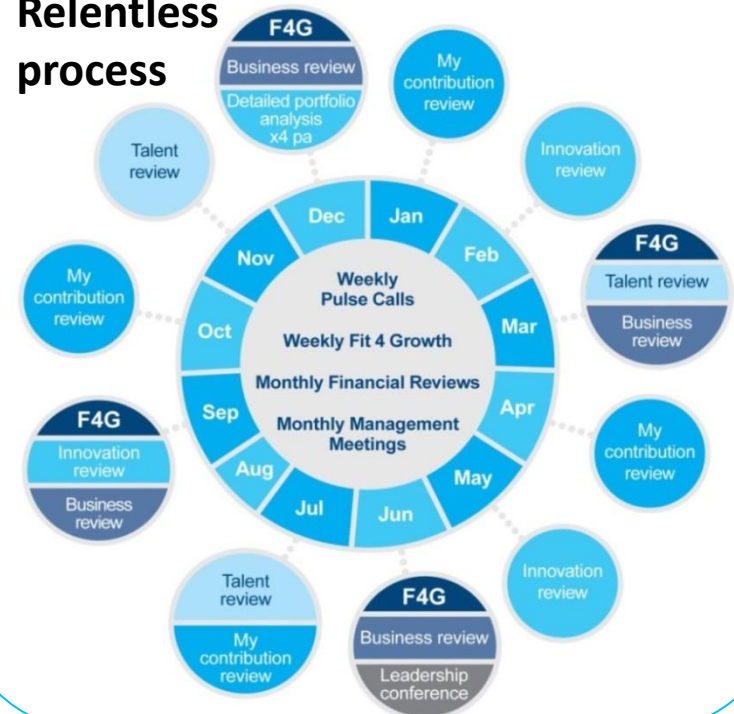


... and keep it simple, stupid

Ultimately it's about measurement



Relentless process



What gets measured gets done

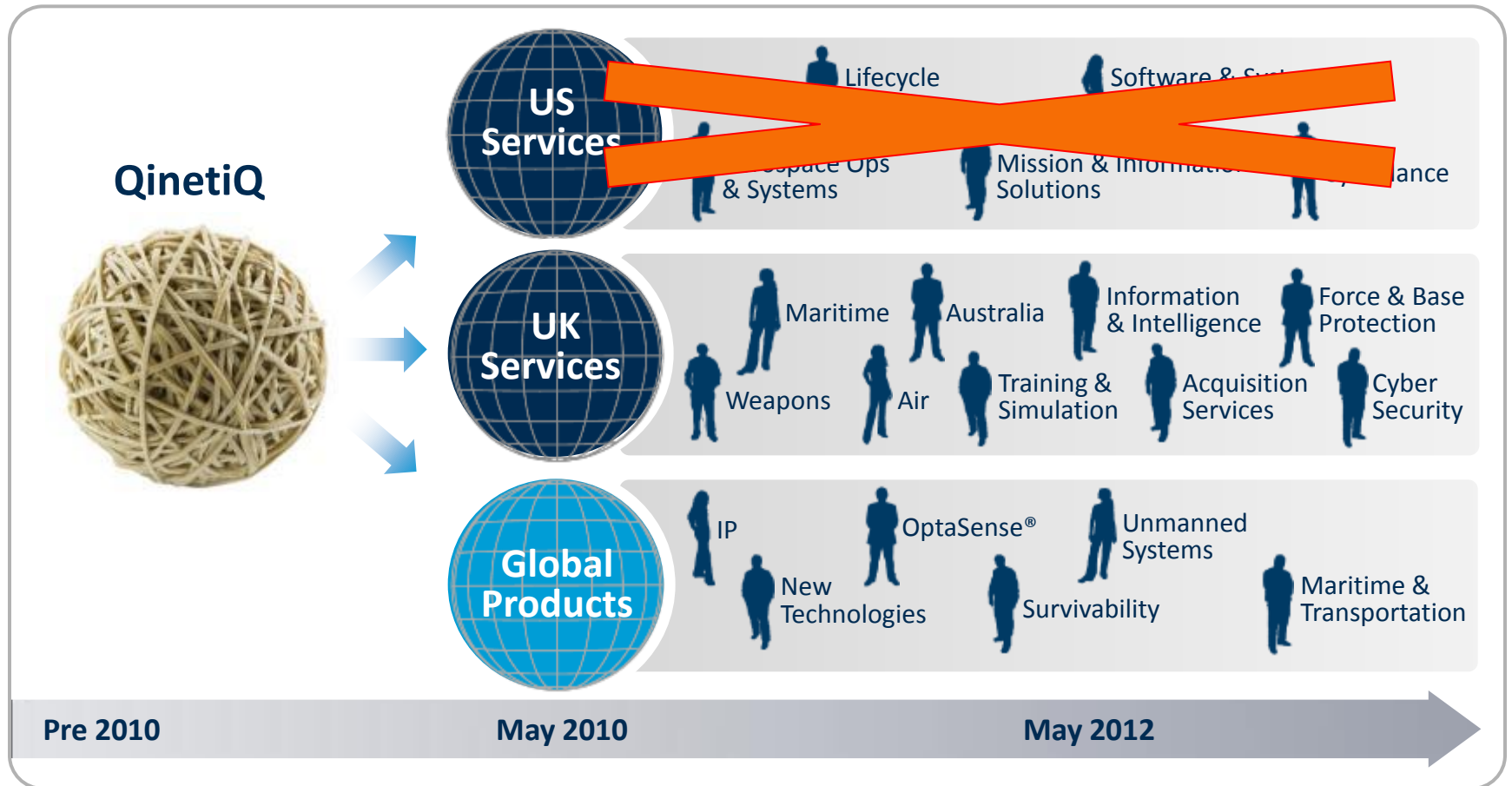
Cultural transformation

1. Upgrade leadership
2. Lean out processes
3. Empowerment



5,000 people all pointing in the same direction, each taking one step

Focus



Simplicity drives accountability

Relentlessly recruit your people



Don't take them for granted; they have choices

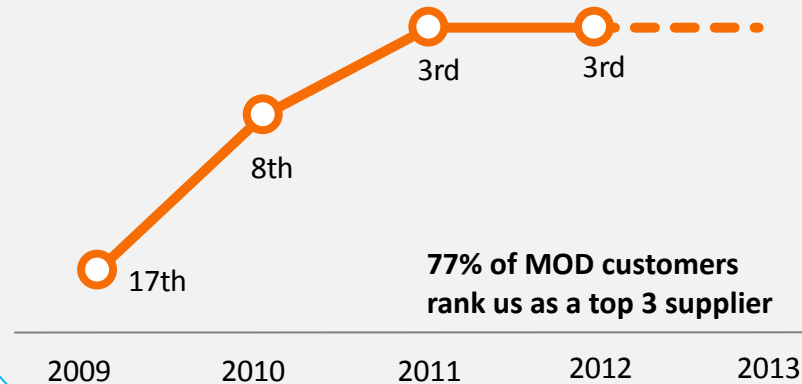
Relentless communication



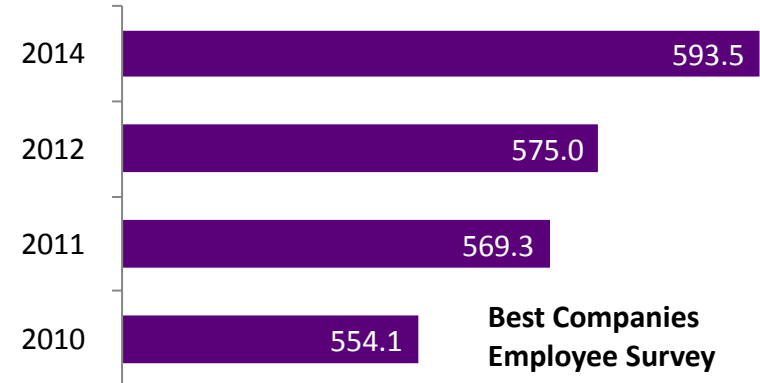
Take people on the journey with you

Our report card

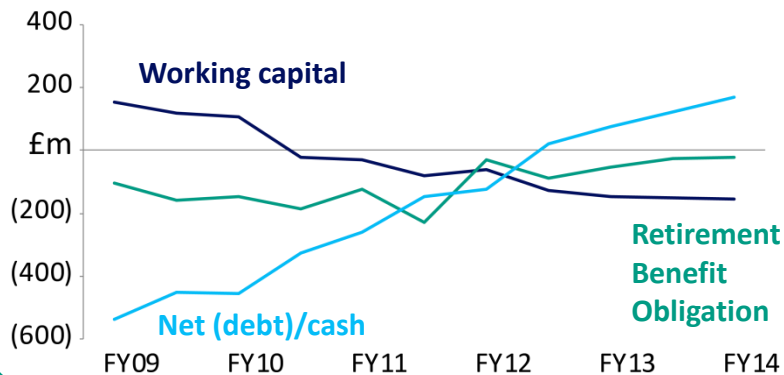
Customer Satisfaction



Employee engagement

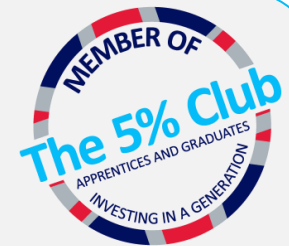
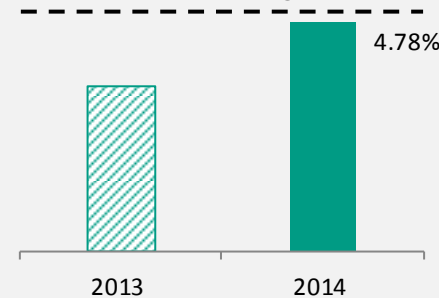


Culture's impact on performance



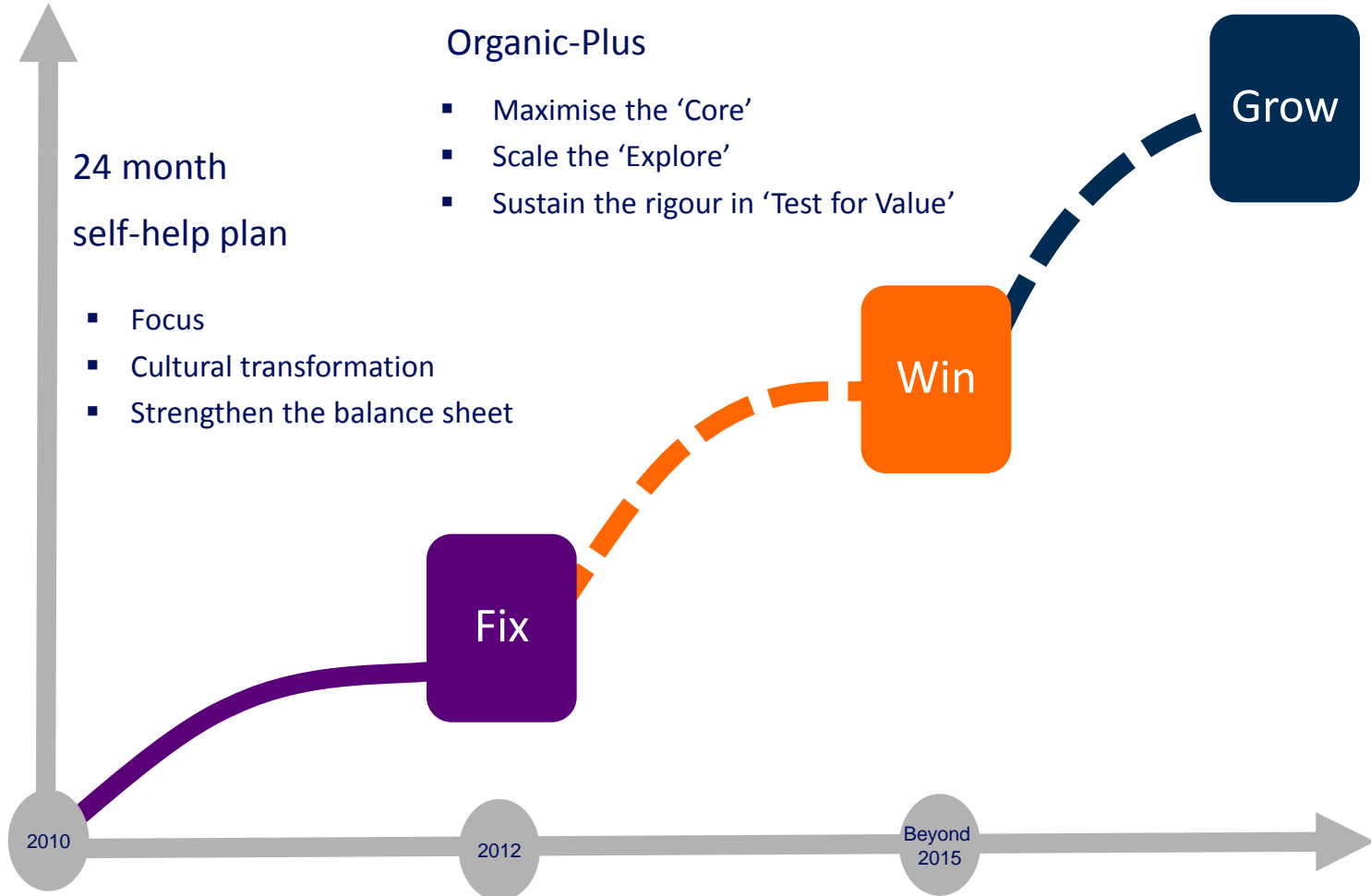
Investing in a generation

Apprentices & Graduates (as % of total workforce): 5% target

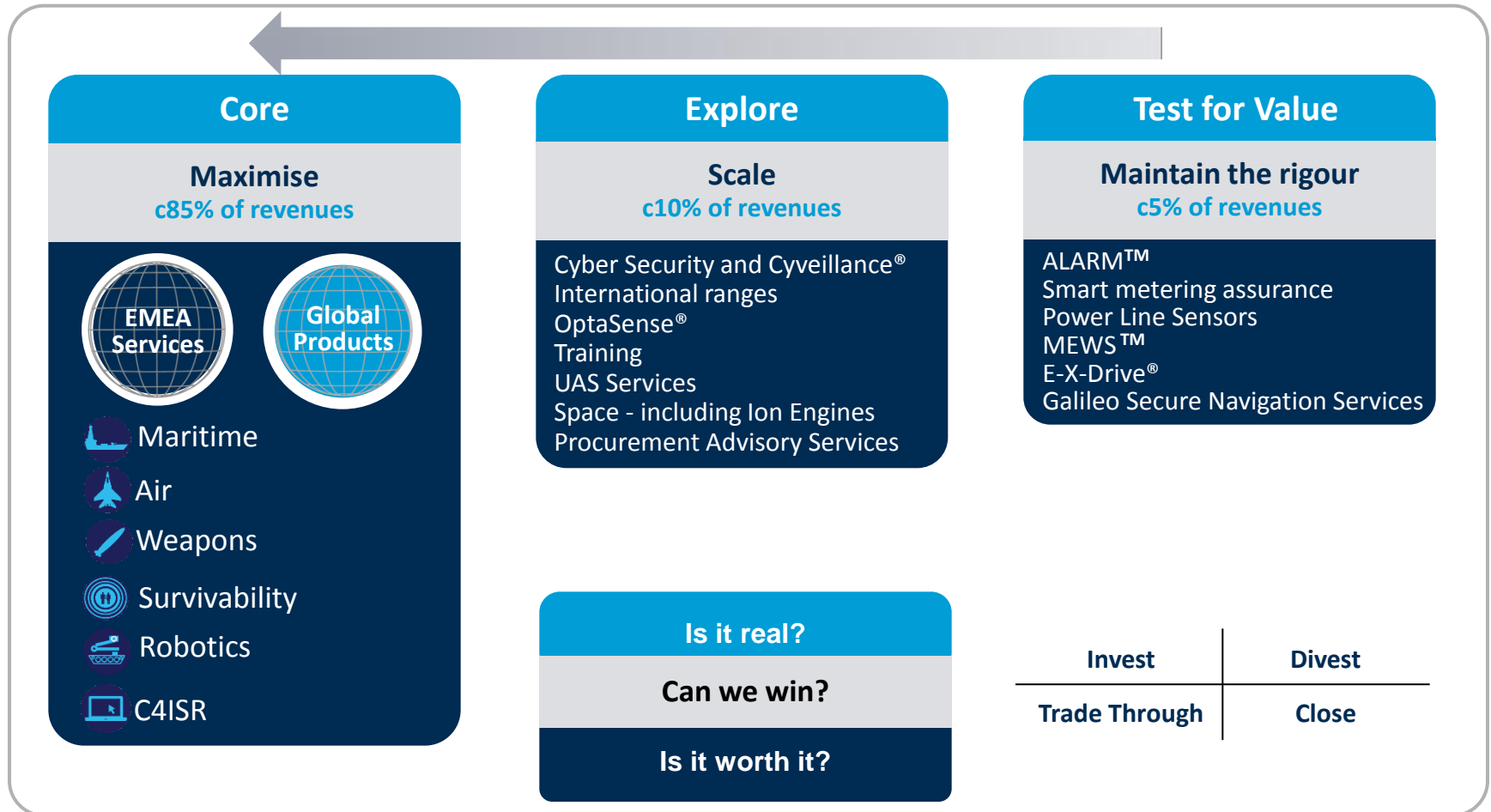


“Culture eats strategy for breakfast”

Building confidence



What's next – Organic-Plus strategy



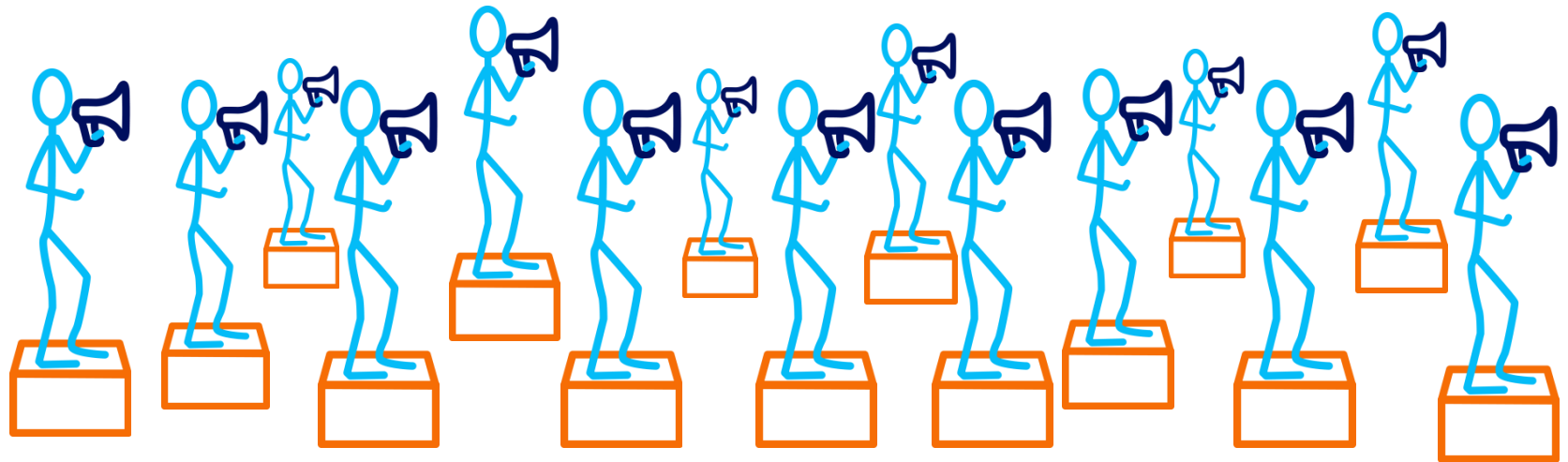
A disciplined approach to value creation

Go beyond



Investing in a generation

2014 – our employees as advocates



“You’ll never walk alone”



Questions

Heathrow – 17 January 2008



Boeing 777 BA038 Beijing to Heathrow

Our People Who Know How



Expertise: Machine learning expert in data mining and statistical analysis

Role: Team leader, assisting the Air Accidents Investigation Branch (AAIB)

Problem: Establish the cause of the British Airways flight 38 crash-landing incident

Approach: Analysed temperature data from 141,000 flights of Boeing 777 aircraft (374m records)

Conclusion: Restricted fuel flow; most probably due to ice in the fuel feed system

Customer testimonial

“We are grateful for both the independent advice and the statistical work QinetiQ has done for us on this particular investigation.

There is no doubt that QinetiQ has made a significant contribution to the safety of UK flights to come.”

**Mark Ford, Senior Inspector of Air Accidents (Engineering)
Air Accidents Investigation Branch
UK Department for Transport**



Department
for Transport